

**Deloitte.**



# REPAIR AND RESHAPE

Creating a better normal

**IMPACT REPORT FY19-20**

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## About this report

This is the 11th Sustainability Report in which we describe Deloitte Chile's economic, social, and environmental impacts. We will also share the programs and activities developed both within the firm and with our clients and the community and will continue contributing **to making an impact that matters** for all of our stakeholders.

For the purposes of this report, the figures below are an average of FY19 and FY20 (the period between June 2018 and May 2020).



# About us



**175**  
YEARS IN  
OPERATION



**2126**  
PROFESSIONALS

**89**  
Partners



**97** YEARS  
IN CHILE

**5** OFFICES  
THROUGHOUT  
THE COUNTRY



**+2.000**  
ACTIVE CLIENTS

**Main businesses:** Audit,  
Consulting, Financial  
Advisory, Risk Advisory,  
and Tax & Legal



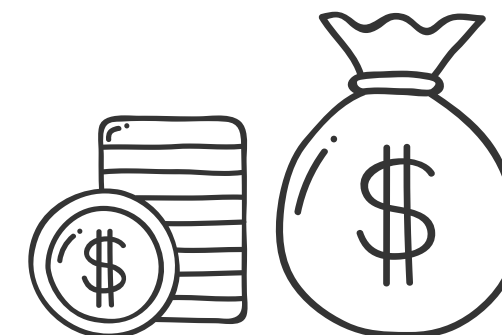
## TOTAL GLOBAL DELOITTE REVENUE

**FY19**

USD 46.2 billion

**FY20**

USD 47.6 billion





## Executive message

**Ricardo Briggs**  
CEO & Managing Partner

Hello,

We are happy to share with you our 11th Impact Report for Deloitte Chile.

As of this year, our reports, traditionally known as sustainability reports, will be called **"Impact Reports."** This does not imply that we will forget our goal of continuing to promote sustainability, but that we would like to emphasize our purpose: to make an **impact that matters** for our people, clients, the business community, the environment, and the communities that we live and operate in.

This year in 2020, we find ourselves revising our operating model due to the global impact of COVID-19 on the community. This situation has forced us to take a step back and reflect on our role in society, to reinforce our purpose and confirm that we are moving in the right direction. In Deloitte's 175-year history, we have survived world wars, economic crises, civil unrest, and other pandemics. This gives us the confidence to know that both our organization and the world will unite again, that we will not just go back to normal, but will be using a different operating model.

From the beginning, we committed to taking care of each other and leading the way for our people, our clients, and our communities. Furthermore, for the last few years, we have aligned with Deloitte Global's WorldClass strategy,

which aims to empower 50 million youths by 2030. We embarked on a transformation journey that will make an impact through the Corporate Responsibility program Impact every Day, which we implemented in June 2020 and which we will describe in the Community section.

During this time, we have learned that we are stronger together. In this regard, after the combination with the Canadian firm in 2015, we were able to expand the scope of our services and leverage our shared professional resources, best practices, and human capital, thus improving our business. So far, we have been able to ensure liquidity, strengthen client relationships, safeguard what is non-negotiable, plan for multiple scenarios, and develop strategies for FY23. Now is the time to distinguish ourselves even more and make a bigger impact for all our stakeholders.



## Overview of FY21

**Arturo Platt**

Market & Positioning Leader

These crises are clearly giving us the opportunity to reinvent ourselves, and we will definitely never go back to the “normal” we were used to. This is our opportunity to become a better version of ourselves and to make an impact that matters in all our relationship areas. In the meantime, we are working collectively to create a new and better “normal”—and we should make the most of this new beginning to contribute towards a more just and safer world.

Our commitment to add a new dimension to process transformation, derived from current experience, starts with a look inside. We have therefore implemented different initiatives so that our people can achieve work-life balance, considering all potential issues resulting from the crisis. We continue to strongly encourage our diversity and inclusion program to drive a more inclusive environment where each one has the power to grow and develop professionally. And we are taking another series of actions that will be further addressed in the People section.

It also became clearer that we need to approach the climate crisis head-on and faster. We therefore started developing an ambitious global environmental management plan, aimed at creating initiatives to achieve net-zero carbon emissions from our operations by 2030.

From a business perspective, our goal is to continue leading the market and creating opportunities to develop business solutions that enable partnerships, focusing on our clients’ future needs in this new environment, and continue leading as a firm where talent can grow.

This document describes what we are doing at Deloitte to help create a new work model and environment for our people, our clients, and the world based on the same shared bases, values, and purpose that have helped us face previous crises in our 175-year history and have allowed us to emerge stronger.

**RICARDO BRIGGS**

CEO & Managing Partner

**ARTURO PLATT**

Market & Positioning Leader

## Our history

The year 2020 is special as we celebrate 175 years of making an impact that matter all over the world

Our story began in 1845 with William Welch Deloitte, an individual with an ideal, integrity, and the incentive to build something that would last. He understood the power of connection as a way to grow. It was the beginning of a successful global organization that has grown in over 150 countries, with more than 300,000 professionals around the world proudly carrying forward our legacy of connection and collaboration. These ideals are still Deloitte's cornerstone, an organization

with the necessary multi-dimensional perspectives to solve the world's largest challenges, both in business and society.

It is in our DNA, and what matters is how we make an impact that matters. We have been a human catalyzer in the intersection of business and technology since the arrival of the steam engine. We have served clients through three industrial revolutions, and we are ready to lead the fourth one, considered to be the most technologically challenging.

In Chile we have 97 years of history, making an impact that leaves a mark on those around us: our people, our society, and our clients.

We offer solutions in **5 broad businesses** (Audit, Consulting, Tax & Legal, Financial Advisory, and Risk Advisory), with a powerful **industry specialization** and a valuable **multidisciplinary team**. We have over **1,800 practitioners in 5 offices** throughout the country.

Our global experience has shown us that cross-sectional and collaborative work delivers the best results. For this reason, in 2015 we completed a strategic partnership between Deloitte Chile and Deloitte Canada.

We want to show you why 175 years matter, and will continue to matter, for our people, our clients, and the community. That is why we join Deloitte Global's commitment to:

- Improve reputation, enhance the brand, and differentiate ourselves in the market
- Generate pride internally and strengthen our culture at global and local levels
- Build and strengthen relationships with clients and prospects
- Expand our commitment to building a stronger society
- Establish a sustainable wealth management program

We are trusted not because we have existed for 175 years; we have existed for 175 because we are trustworthy. That is why clients choose Deloitte. That's our legacy. **That's our future.**



Check out the video [click here](#).

## Message from Francisca Olea, Director Culture & People

For Deloitte, our greatest asset has always been our people. Thus, from Culture & People, we develop and implement policies, programs, and initiatives to contribute to our people's general wellbeing.

We want the talent experience at Deloitte to be unique, which is why we are globally committed to support our people, including through:

- Our **ALL IN** inclusion strategy, to ensure everyone has an equal opportunity to grow, develop, and succeed.
- Improving flexibility and adopting technologies for a seamless collaboration through the **DFlex program**.
- Finding ways to **train and develop people** remotely due to the closing of offices.
- We will offer a total **rewards** structure that **better reflects**

**effort**, provide mechanisms for **expressing gratitude** for each other, give space to find fulfillment outside of Deloitte, and create a human and psychologically safe workplace that **recognizes the whole self**.

- Our people are **supported by leaders** and **feel part of an ecosystem** that collaborates on solutions within teams, across our businesses, and externally within our communities, organizations, and countries.
- Our people say with conviction: ***“My leader hears me, believes in me, cares about me, makes time for me, and allows me to use my strengths.”*** Our people can articulate our collective purpose and they can see how the work they do **makes an impact that matters**.

Our people have the opportunities and support to create their own adventure at Deloitte, gaining experiences and capabilities they couldn't find anywhere else. People won't survive at Deloitte, they will thrive, having fun along the way.

Additionally, as a result of the challenges caused by the pandemic in the last few months, we have focused even more on our people, identifying ways to support our practitioners during the COVID-19 crisis and helping them to be future-ready.

In this chapter, I invite you to go over our efforts to have a positive impact on our people.



Impact on Culture  
and People



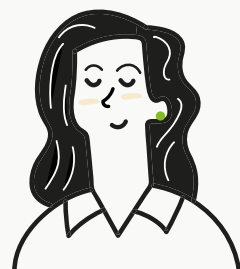
## OUR PEOPLE

Entre los años FY19 y FY20 contamos con:



**2126**  
**TOTAL STAFFING**

**89**  
4,2%  
**PARTNERS**



**1.009**  
47%  
**WOMEN**



**1.117**  
53%  
**MEN**

## PERFORMANCE

Our goal is to challenge our practitioners to be in control of their professional development and to get actively involved in the training and performance processes. Through the RPM platform, our people are the main players of their performance assessment. Rather than a once-a-year process, this assessment should involve continuous improvement and requesting feedback from each project in order to improve for the next one.

Performance management helps materialize meritocracy within Deloitte, which is evidenced in the promotions and advancement system conducted annually in July.

On average, in  
FY19-FY20, there were  
**402 promotions.**



## TRAINING

Continuous learning and training for our people have always been relevant for our firm. Investing hours and resources in training allows us to have highly prepared professionals to stand out in the market and be the first choice for our clients.

We offer different courses based on technical topics, soft skills, reputation, and independence skills that reinforce the sense of protection for our brand, as well as other skills that enable and empower our professionals as the necessary change agents to build a sustainable future.



92.076  
Training hours



11.572  
Language  
training  
hours



24.159  
E-learning  
hours



Our leaders take part in different trainings on diversity and inclusion, unconscious bias, inclusion for people with disabilities, work relations, and how to be an inclusive leader.

**99,5%**

E-learning compliance: Independence, Risk and Reputation (Information Security; Crime Prevention Model; Focus on Privacy; Ethics for Senior Management; Integrity as an Imperative, etc.)



**ROTATION**

Rotation in the professional services industry usually has quite high rates, in particular for this type of company, which is usually considered a good “school” for starting a career. There is no doubt that our challenge is to make efforts in human capital management geared towards talent development and retention. As shown in the table, the percentage of resignations for FY19 and FY20 remained the same.

Unfortunately, due to the impacts of the pandemic, we were also faced with the need to reduce our staff, which is reflected by the increase in dismissals from one period to the other.

Total rotations

<b>FY19</b>	<b>FY20</b>
<b>27%</b>	<b>34%</b>

Resignations

<b>FY19</b>	<b>FY20</b>
<b>17%</b>	<b>17%</b>

Dismissals

<b>FY19</b>	<b>FY20</b>
<b>10%</b>	<b>17%</b>



## BENEFITS

Throughout the years, Deloitte has developed a series of practices to achieve the general wellbeing of our people, promoting a healthy lifestyle, and ensuring their safety and peace of mind. We would also like to highlight our people's commitment and dedication through recognitions and the opportunity to perform impact activities.



## CUSTOMIZED BENEFITS

### WORK/LIFE BALANCE

Paid leaves for marriage, birth of a child, family problems, moving, daycare payment, personal days, allocations, and presents for births and marriages or civil unions.

### FINANCIAL BENEFITS

Bonuses, mobile phones, parking, or interest-free loans.

### HEALTHY LIFE AND HEALTH

Complementary health insurance and life insurance, vaccinations, agreements, healthy life and sports programs.

### REWARDS

System that rewards our people's commitment and contributions through programs such as Outstanding Performance, Congratulations, or seniority-based programs.

### DISCOUNTS AND AGREEMENTS

With banks, car insurance companies, dental clinics, compensation funds, restaurants, and coffee shops.

### EVENTS AND ACTIVITIES

Throughout the year, we organize parties and recreational activities for important moments. For example: Open Work, national holidays, and New Year's Eve.

## IMPACT EVENTS:

Activities, programs, and volunteering with different institutions through which our people contribute their knowledge and experience to the development of communities.

## WORK RELATIONS

Because we care about our people and we want them to have the best professional and work experience, the Work Relations area ensures compliance with Deloitte's best practices, policies, and procedures related to talent management.

It establishes a direct and clear channel for receiving concerns and needs related to the work cycle of each of our professionals. It is also the main link to the Union, which maintains a transparent and direct relationship of trust with the Executive. At the end of FY20, there were 201 unionized practitioners.

Additionally, the area constantly conducts Work Relations Workshops in order to educate and raise awareness of expected conduct and behaviour based on our shared values.

Finally, it implements DFlex, an initiative targeted at strengthening work/life balance through options such as a home office, remote work, and other ways.

## HEALTH AND SAFETY

We have a safety policy that contains the guidelines for safeguarding people's physical safety and office infrastructure. We have also developed a Workplace Risk Prevention Program, which sets out preventive measures aimed at protecting and improving our people's environment. During the period of this report, we have highlighted the following milestones:

- Implementation of ACHS Psychosocial Risks survey in order to continually manage this aspect.
- Deloitte Chile's Joint Committee regularly shares useful information to prevent, detect, and assess the risk of occupational accidents and diseases.



### ANALYSIS OF WORKSTATIONS FOR PEOPLE WITH DISABILITIES.

From January 2019 to date, Deloitte's Risk Prevention Department and the Chilean Association for Safety have conducted over 12 assessments of workstations for people with disabilities. The goal was to identify the requirements and demands necessary for the workstation. Once the study is completed, the requirements to adapt the workstation are addressed and incorporated into the final workstation.

Chair type, workstation lighting, desk height, and ergonomic elements are also assessed. (The analysis of the workstations is in the inclusion program).

**HEALTH AND SAFETY** We invited our practitioners to participate in the emergency brigade, evacuation drills, preventive and stationary gym, and preventive medical examination, and more

**COVID-19 MEASURES** As a result of the COVID-19 (SARS-CoV-2) pandemic, we implemented measures and actions from the international experience under the guidelines of domestic legislation. We created a COVID-19 Risk Matrix and a Safety Protocol that is updated if the health authority defines new mandatory control measures.

All of Deloitte's practitioners have been working remotely since March 16, 2020



#### THE ACHS "SAFETY EXCELLENCE" AWARD.

The Chilean Association for Safety (ACHS) recognized the firm for its results regarding the accident control rate in 2018, achieving a reduction in the rate and staying among the 100 best companies in the country.

## COVID-19 RESPONSE

The coronavirus pandemic is unprecedented. It has revealed the vulnerability of our society, but also its most committed, supportive, and responsible side. Even more in these times, our people's emotional wellbeing and mental health are critical. **That is why we have developed the Wellness program. This initiative is based on four pillars: work, wellbeing, contingency, and caring for loved ones.** As part of the program, several initiatives were implemented to inform, support, and guide our people on these aspects: general COVID-19 information, reports, recommendations, and mitigation measures in relation to the pandemic, and more..



### HUMAN TALKS

A series of webinars co-developed with Pegas con Senti-do, to talk, take a step back, and reflect on professional, contingent, and personal matters.

**“Joint responsibility during quarantine”** with keynote by Fernando Arab, Undersecretary of the Ministry of Work and Social Security.

**“What am I learning about myself in this crisis?”**, with the special participation of Rosa María Kutscher, ontological coach, certified by Newfield Network and professional coach by the International Coaching Federation.

**“Corporate management and responsibility towards domestic violence in the current context”** hosted by Human Capital and the Ministry of Women and Gender Equity.



Thanks to a partnership with Fundación Paréntesis, our professionals and their families have access to psychological, legal, and nutritional support, and guidance.

Update of internal online systems and procedures, such as sick leaves, benefit exchanges, etc.

### Flexible work arrangements

Given the changes in the work dynamics with the arrival of COVID-19 and quarantine, as a safety measure, we implemented the possibility of remote work for all our practitioners and partners. We also launched a voluntary flexible work program. Those practitioners willing to do so had the option to choose to reduce their work hours by a percentage and for a fixed period of time.

## DIVERSITY AND INCLUSION

### YOUR DIFFERENCE IS THE DIFFERENCE

At Deloitte Chile, we have a **Diversity and Inclusion Policy**. It sets the bases to promote an organizational culture that encourages **respect for diversity, inclusion, and equality of opportunities** for all of the people within the firm, regardless of their characteristics and peculiarities.

Inclusion refers to a **culture** where our people feel **involved, respected, valued, and connected**. It is about focusing on ensuring the adequate conditions for each person to bring “their true self” to work and reach their full potential. At Deloitte, we define **Diversity** as the **recognition and appreciation of differences** in age, race, gender, nationality, language, lifestyle, and any other feature that makes a **person different from another**.

**Our Diversity and Inclusion Program is based on 4 pillars: gender complementarity (gender), cultural diversity (InterCOOL), sexual diversity (pride), and inclusion of people with disabilities (PROCapacidad).** Each pillar has inclusion agents and practitioners who embody diversity, highlighting that each practitioner's individuality and differences are a value for our firm. Since then, we have developed different ways to assess and recognize our people, allowing us to confirm that our multicultural and diverse work teams enrich both the business spirit and strategy.



*“Since 2016, when the Diversity and Inclusion (D+I) Program was launched, we have worked hard to foster an inclusive culture. Keeping in mind our motto “Your difference is the difference,” we have focused on ensuring that those who are part of this firm are proud of their own individuality, that we understand the potential of the work teams and that the firm is based precisely on such pride, and that our challenge is to overcome our own barriers or bias that lead to exclusion and discrimination.*”

*We have realized that there is no intent in said barriers; often it is just a matter of lack of knowledge. Therefore, our approach has been to educate to become more aware of our bias in order to achieve true inclusion.”*

**PAMELA JAMARNE,**  
Senior Manager  
Diversity and Inclusion

## INTERCOOL CULTURAL DIVERSITY

As members of a global firm operating in 150 countries, we have very wide cultural diversity. For FY19 and FY20, we had an average of 341 foreign professionals. This represents around 15% of total staff.

The natural cultural exchange enriches both the organizational culture and the quality of deliverables. In order to address clients' challenges and tasks, we consider our work teams' different perspectives, skills, and professional experiences. This clearly allows us to innovate and stand out in the market, confirming that our multicultural and diverse work teams enrich both the business spirit and strategy.

## MOBILITY

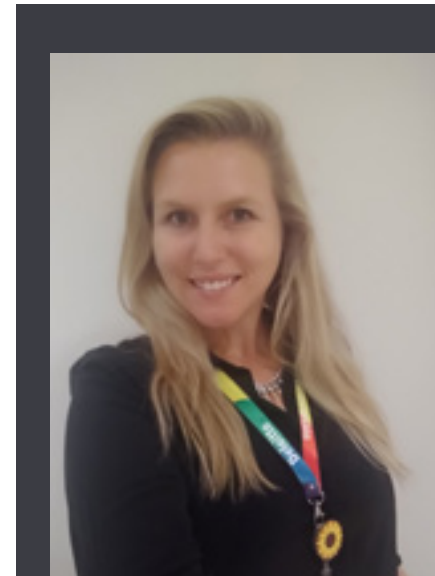
We have a mobility and international secondments program for member firm professionals. Its goal is to strengthen our services and develop critical skills among the organization's best talents. This allows professionals to live in another country for a fixed period and return to their home country upon project completion. This program has the following goals:

- To innovate in creating new business lines.
- To deliver added value with world-class professionals and a different vision.
- To cover vacancies in different business units.
- To strengthen cultural diversity, aligning it with our values as a firm.



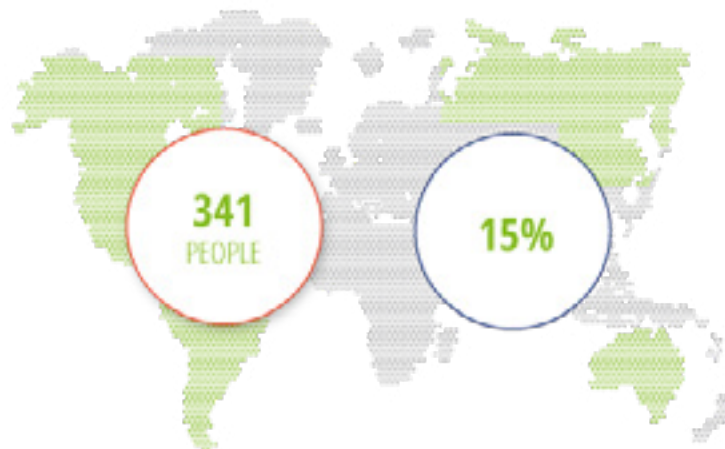
### Cultural Diversity Day celebration

Every May 21, Deloitte celebrates our cultural diversity with foreign and Chilean practitioners in a relaxed setting to reflect on the role of practitioners coming from other countries, as well as their cultural contributions, values, and world vision. [Check out the video here.](#)



*"I am honoured to be an inclusion agent because I feel I can do my part so that Deloitte can become a more just and inclusive organization, benefitting from all the wealth, talent, and customs of all its people, making the most of the different cultures, origins, or preferences each of us has. This society, sometimes in black and white, needs a lot more colour, and that is what diversity brings to our lives. Every day is a great opportunity to change the world."*

**MACARENA DANIEL VERA,**  
Mobility Analyst,  
Culture & People





## GENDER-GENDER COMPLEMENTARITY

As mentioned above, Deloitte Chile has gender parity with regards to staffing, and there is real equity in salary brackets. This includes the periods covered by this report. Even though we still face the challenge to increase female representation in executive positions, the initiatives we have been implementing for the last two years have started to pay off. For FY19 and FY20, the male-female ratio remains more or less stable up to the director level. However, the percentage of female partners has considerably increased compared to previous years, reaching 16% of female partners for both periods

We would like to highlight our **ALL IN** program, which includes several activities to foster women's leadership and joint responsibility, such as:

- **MENTORING WALKS.**  
For the second and third consecutive year, we took part in this activity organized by Voces Vitales. Mentors and trainees are involved in reflecting on their professional and personal experiences and challenges during a walk. [See the photos here.](#)
- **INTERNATIONAL WOMEN'S DAY.**  
Celebration of Women's Week, seminars, educational talks, activities, and program launch. [Check out the video here.](#) [See the photos here.](#)
- **SPONSORSHIP.**  
Program to empower women's career development.
- **CELEBRATION WITH A GENDER COMPLEMENTARITY APPROACH**  
International Family Day to reflect on the role played by families in everybody's development and its evolution throughout our history. [#Theyareallfamilies](#)

### WOMEN BY ROLE

#### Partners

FY18	FY19	FY20
12%	16%	16%

#### Senior Managers

FY18	FY19	FY20
43%	38%	40%

#### Senior Staff

FY18	FY19	FY20
51%	53%	51%

#### Directors

FY18	FY19	FY20
43%	40%	37%

#### Managers

FY18	FY19	FY20
43%	42%	43%

#### Junior Staff

FY18	FY19	FY20
51%	50%	49%



# ALL IN



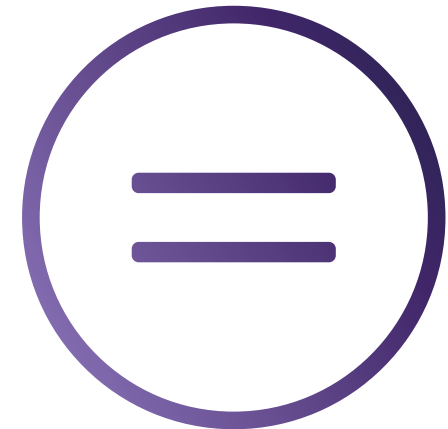
*"Being an inclusion agent at Deloitte motivates me to be an agent of change in every area of my life. Embodying it in a conscious and focused way at Deloitte reminds me that inclusion should always be a life purpose and thus be present in every minute, every action, and every conversation. It allows me to effectively educate beyond our office and widen the power to expand this concept to the rest of our citizens and country... it makes me extremely happy."*

**SANDRA BARROS,**  
Partner,  
OMNIA AI

- **APEC 2019.** We participated in the first meetings cycle of APEC Chile 2019 in Santiago regarding APEC's economies that supported Chile's initiative to create "The Santiago Roadmap for Women and Inclusive Growth." [See photos here.](#)
- **DELOITTE + WOMEN IN MINING CHILE**  
Marcel Villegas, Lead Partner, Energy, Resources & Industrials, was the keynote speaker in the seminar "Women, Mining and Inclusion," hosted by the network.
- In March 2019, we sponsored the first "Value of Complementarity" Summit, hosted by Red de Mujeres en la Alta Gerencia - **RED MAD Chile.**

In addition, we launched the DWALL network, Deloitte's first internal networking mechanism for women. Its goal is to drive cooperation among women to foster their careers and personal development through learning new professional and life skills.

Finally, we joined UN Women's Win-Win, and we are still adding and strengthening strategic partnerships with entities such as Mujeres Empresarias, Asociación Nacional de Mujeres Periodistas de Chile, RedMAD, Women in Mining, Women in Energy, Comunidad Mujer, among others.



## PROCAPACIDAD - PEOPLE WITH DISABILITIES

At Deloitte, we are committed to fostering the inclusion of people with disabilities. We are constantly focused on reasonable adjustments, the wellbeing of our practitioners with disabilities, and the generation and authorization of inclusive spaces in our offices.

As part of our Diversity and Inclusion strategy, we joined the Inclusive Business Network (ReIN) created by SOFOFA and the International Labour Organization (ILO). This network collects, fosters, and shares information and good practices among member firms in order to achieve a responsible work inclusion process for persons with disabilities, confirming its social and economic advantage for the country, and becoming a business reference in workplace inclusion for people with disabilities.

Furthermore, in 2019 we sponsored the 1st Special Olympics Unified Soccer Tournament. Special Olympics is the world's largest sports organization for people with disabilities. Its mission is to transform lives through sports, offering sports training and competition opportunities in a wide range of Olympic sports. The activity included around 40 professionals from Audit & Assurance's three service lines, in mixed teams, made up of 4 practitioners from Deloitte and 5 Special Olympics athletes. This initiative was organized by Talent Audit with the main goal to foster inclusion through sports.



**Roberto Espinoza**, Leader of Audit Private, said: "We are very happy with the invitation; for us, inclusion is essential. Supporting this type of event shows what we have done as a firm for the last few years."

### DIFFERENT BUT THE SAME

We celebrated World Down Syndrome Day with the campaign **#Distintosperoiguales** in which we encouraged our practitioners to reflect on the importance of fostering an inclusive mindset, based on respect for the dignity of and valuable contributions of people with Down syndrome.



*"For me, being an inclusion agent at Deloitte means being part of a group with an excellent human quality, looking to foster diversity in any of its forms (religious, cultural, sexual, physical capacities, etc.), in order to build work teams where we all have our place and feel comfortable being ourselves, bringing down barriers and prejudices, and showing that differences bring us together."*

**MARGARITA LORCA**,  
Assistant,  
Financial Advisory

## PRIDE-SEXUAL DIVERSITY

We are proud to say that after several years of outreach and awareness activities, our practitioners who are members of the LGBT+ (lesbians, gays, bisexuals, transgenders and others) community and their allies enjoy a safe and respectful environment where they can fully express their sexuality, knowing that sexual orientation won't be an obstacle in their career development.

Since 2016, we have been founding members of Pride Connection Chile, a business network looking to create and foster an inclusive work environment for sexual diversity and build links to attract LGBT+ talent to the member organizations, encouraging best practices in the area.

## SOIRÉE FOR EQUALITY

We took part again in the fundraising dinner Noche por la Igualdad (Soirée for Equality), organized by Fundación Iguales. It is a dinner and award ceremony where businesses, public agencies, and leaders from different areas are rewarded for having shown their commitment throughout the year to the defense and promotion of human rights of sexual diversity. It's time we were chosen as the **"2018 Global Company."** [See the photos here.](#)

## PRIDE PARADE

We attended for the second and third times to the Pride LGBT+ Parade. [See 2019 photos here.](#) In 2020, we joined the virtual parade organized by Canada.

## LESBIAN WOMEN NETWORK

In June 2018, together with 18 other Deloitte offices throughout the world, we organized the first breakfast of the "Lesbian Women Network," a space where professional lesbian women were able to talk and share experiences related to the challenges they face in workspaces.

[Check out the video here.](#)

## CELEBRATION OF THE INTERNATIONAL DAY AGAINST HOMOPHOBIA AND TRANSPHOBIA

Every May 17, we reflect on the human rights of LGBT+ people throughout the world.

On September 27, 2019, the Gender Identity Act came into effect in Chile. Check out this video in which our practitioners Mikka Lizana and Cintia Briones share their experience as trans women and mother of a trans girl, respectively. They tell us what gender identity means for them.



At the end of FY20, we were able to publish the Protocol for Gender Identity Transition - Deloitte Chile. It describes the necessary elements to safeguard confidentiality, respect, and fair treatment of all transgender practitioners who have transitioned before joining the firm or during their career at Deloitte.

It aligns with Deloitte Chile's Diversity and Inclusion Policy to ensure that all practitioners within the firm can prosper, develop, and succeed based on their talent, regardless of their ethnic origin, gender, sexual orientation, socioeconomic background, or any other dimension that can be used to differentiate people.



## AWARDS

### PRIDE CONNECTION SNAPSHOT

We again measured our progress on Diversity and Inclusion through the Pride Connection Chile survey, and we obtained an "A" rating. In a type A company, LGBT+ people and their allies feel integrated, respected, and in equal conditions. There is a culture where people can talk openly about their gender identity or sexual orientation without the fear of negative consequences from of the company or those who work there.

### EQUITY CL 19

Fundación Iguales and Human Rights Campaign rewarded Deloitte for being one of the 15 companies accredited as good places to work for LGBT+ practitioners, after voluntarily completing the Equality CL survey. [See the photos here.](#)



### "2018 GLOBAL COMPANY"

award by Fundación Iguales for Deloitte's commitment and support for the Pride Connection Network Chile, the development of good practices that foster respect for lesbian, gay, bisexual, and trans people, and for our belief that workspaces should become friendly and inclusive environments for the LGBT+ community, where talent prevails. [See the photos here.](#)

### AWARD BY THE CHILEAN-AMERICAN CHAMBER OF COMMERCE (AMCHAM)

for mentoring other member companies of the Chamber on matters of diversity and inclusion, as part of the initiatives of the Diversity and Inclusion Mentoring Group of AmCham's Committee of Labour Market of the Future. [For more information and photos, click here.](#)



*"As inclusion agent in Deloitte, I have mainly focused on the LGBT+ Pride diversity network. In the last years, we have positioned ourselves as a leading company for LGBT diversity in the market, an effort recognized through the Equality CL index granted by HRC – Human Rights Campaign – to the best companies in Chile to work in for the LGBT+ community.*

*This was achieved not only by establishing policies and procedures, but also through a program that starts with the visible and renewed support of our general manager, our partners and other firm leaders, with a constant reinforcement of a campaign focused on respect, and a concern to make diversity an essential component of our firm's global and sustainable development.*

*Diversity and inclusion are two key components in the global and sustainable development in our workforce's recruitment and retention efforts. For this reason, having an ERG (Enterprise Resource Group) dedicated to Deloitte's LGBT+ inclusion reinforces the message that we have the necessary environment and support for the members of our community to bring their whole selves to work, in a visible and unconditional way."*

**LUIS LEAL,**  
Senior Manager  
Financial Advisory

## Impact on the community

Our Corporate Responsibility (CR) emerged in the first place from recognizing that our business operations have positive and negative impacts on those with whom we connect, including our practitioners, vendors, clients, authorities, communities, and the environment. We see Corporate Responsibility as a business strategy, aimed at slowing down, reducing or compensating for our negative impacts given the characteristics of our business, at the same time we empower and strengthen those positive impacts we generate in different areas.

### THE ROAD AHEAD

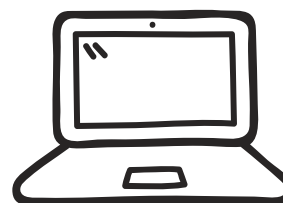
As shown in the table below, between FY19 and FY20, there was a significant reduction in the number of volunteering hours. This is because during this period we redrafted our Corporate Responsibility strategy, especially the volunteering section. Starting FY21 we will no longer focus on traditional volunteering and we will start implementing the new **IMPACT EVERY DAY** strategy. Its goal is for all the Firm's professionals to have the chance to use their knowledge, skills, and professional and personal experiences to make an impact that matters at any time in the year.

**+85 million**

pesos donated by the Firm and practitioners to Corporate Responsibility NGOs, programs and initiatives



## Impact Every Day



**FY19**  
**500 HOURS**  
Professional volunteering

**FY20**  
**165 HOURS**  
Professional volunteering



**FY19**  
**1344 HOURS**  
Traditional volunteering

**FY20**  
**200 HOURS**  
Traditional volunteering



*“Since June 2018, we have been rethinking the way we engage with the community, shifting from the traditional philanthropic and patronizing approach to a more dynamic and collaborative relationship. We understood that by sharing our professionals' experiences and skills with the community, we can make a larger impact than traditional volunteering.*

*The social crisis and the subsequent pandemic have made it clear that we have a big opportunity to make a difference in the community. We are aware that we need to go beyond getting our own people ready for the workplace of the future. We are committed to supporting those who need it the most so that they can thrive in this new challenging world, using our talent and resources to achieve it.”*

**VICTORIA VILLAGRÁN**

Senior Advisor

Corporate Responsibility and Sustainability







## WorldClass

Through Deloitte's global education program, *WorldClass*, we invited our practitioners to participate in different professional volunteering options mainly focused on education, skill development and access to job opportunities for 50 million people in the world by 2030.

Our highlights:

### ONE YOUNG WORLD 2019

For the second year in a row, one of the firm's practitioners participated, together with other Deloitte representatives from around the world, in the One Young World Summit that took place in London.



This event identifies, fosters and connects the most powerful young leaders in the world who work to accelerate social impact with a more responsible and efficient leadership. Delegates of over 190 countries receive advice from influential political, business and humanitarian leaders such as Justin Trudeau, Paul Polman and Meghan Markle, among many other world celebrities.

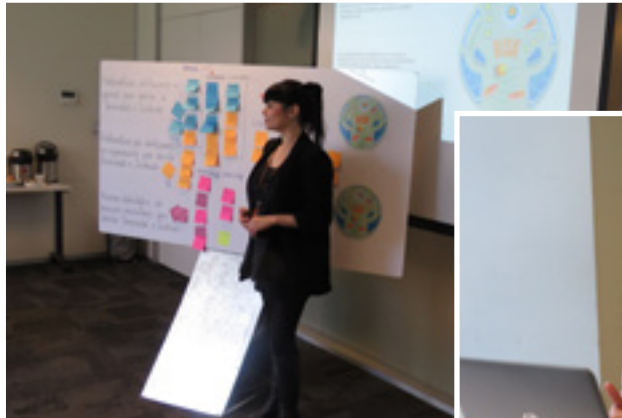


*"I always knew this event would help me grow personally and professionally. I believe it is too soon to make a self-assessment, but it was definitely a life-changing experience. The biggest lesson of such an experience is opening your mind, not giving up and taking action. We often believe that our actions do not have an impact, but if you can make any impact on one person or your environment, you are contributing to a better world".*

**TOMÁS AQUINO,**  
Manager, Tax & Legal  
Deloitte Chile's Ambassador for the 2019 One Young World Summit.

### D+I MENTORING

As part of the initiatives of the Diversity and Inclusion Mentoring Group of AmCham's Committee of Labour Market of the Future, some volunteers participated as mentors of other member companies of the Chamber in matters of Diversity and Inclusion. They shared knowledge and experiences, so that they could be replicated.



### ENTREPRENEUR'S VOLUNTEERING: LEVANTEMOS CHILE CHALLENGE

Twenty-two volunteers from different firm service lines paired up to support 11 micro entrepreneurs who lost their merchandise or commercial store as a consequence of the riots during October 2019's social outburst. The volunteers helped the entrepreneurs to develop economic recovery plans or they advised them on creating new business models.

Through our participation in discussions, seminars, activities and other events of the Companies United for Early Childhood alliance (UPPI), we have contributed to the development of tools, guidelines and public policies to benefit children's rights. The most relevant are:



- **Companies and Children's Rights**  
Corporate Self-Diagnosis Tool. [Check out a video here.](#)
- **Guide for Companies**  
Respect and promotion of rights of children and adolescents
- **When Copying is Good**  
Catalog of best practices. Work/life balance



Click on play to watch the video

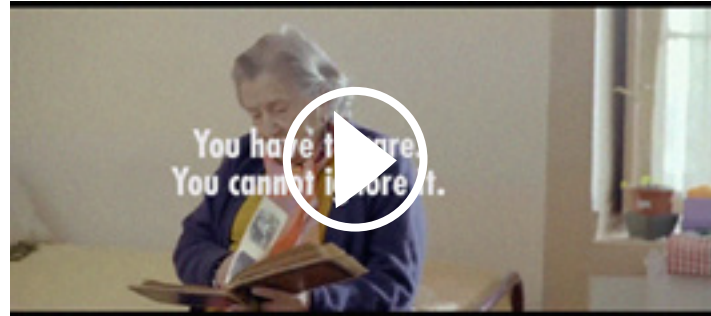
## COMPROMISO PAÍS

This program is driven by the Government of Chile and aimed at designing public policies proposals to improve the conditions of the 16 most vulnerable societal groups.

Each group has a working group with participants from the corporate world, academia and organized civil society. Deloitte is part of working group number 5 focused on "Adults and seniors with disabilities, dependency, living alone or in institutions, who belong to the poorest 40% of the population".

The working group was created in October 2018. As a Firm, our role has been to develop the methodology both for the management and the analysis and identification of initiatives.

Our CEO, Ricardo Briggs, and a group of over 12 professionals worked pro bono in this project throughout the year. They are still supporting it through the connection with new opportunities to collaborate.



Click on play to watch the video

#CompromisoPaís  
Que nadie se quede atrás

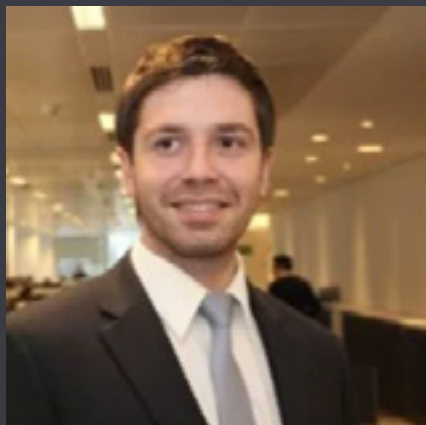


*"It is fantastic to apply our knowledge and daily work to be more efficient in our approach to deal with and help seniors and people with disabilities in their daily life. We participated in high-level governmental discussions and got to know important people from different industries, work in synergy for this great cause, joining our efforts to create different initiatives to make a difference in this extremely vulnerable group of people. We had the opportunity to visit different communities and nursing homes, meet people in need and create solutions for the way they connect with their communities, neighbours and local government, and speak on their behalf so that others know their stories. All this had an impact on me."*

*"Giving back even a few hours of our time makes a big difference in how we deal with our daily life, our job and our connection with others. I definitely recommend participating in this type of activities."*

**EMILIA LABARCA**

Consultant, Consulting



*"This program has changed my perspective. It connected me with the reality of millions of people in Chile. It is amazing to feel how we can make an impact that matters by simply doing what we do traditionally in our business, but focused on citizens and on making a social impact. For sure, being part of this program helps me understand and live the firm's purpose."*

**HERNÁN HILDEBRANDT,**  
Manager, Government and Public Sector

## TRADITIONAL VOLUNTEERING

### MAIPÚ VOLUNTEERING

In collaboration with the Levantemos Chile challenge, around 30 volunteers from Deloitte and their families helped clean and paint Maipú square together with some neighbours who joined the initiative.



### CHRISTMAS PARTY

Every December, a group of volunteers celebrate an early Christmas with children from different daycares. In 2018, we brought presents to the children at Los Lagos preschool of Fundación Cerro Navia Joven. In December 2019, we went to the Lirayen preschool, located in San Ramón neighbourhood, associated with United Way Chile.



## DONATIONS AND OTHERS

### LICENSE PLATE CAMPAIGN

Together with United Way Chile, we undertook an internal campaign in which we invited our practitioners to get their vehicle registration certificate with the illustrious Municipality of Paine, which transfers 30% of the amount collected to United Way to be allocated to its education programs and activities in the local "Mundo Activo" preschool. In 2019 and 2020, \$13,729,978 were raised; \$4,118,993 were directly allocated to activities in the preschool.

### TOY GIVING CAMPAIGN FOR CHILDREN'S DAY AND CHRISTMAS 2019

Donation campaign where our practitioners donated 350 educational toys to the preschools associated with United Way Chile.



### CHRISTMAS FAIR 2018-2019

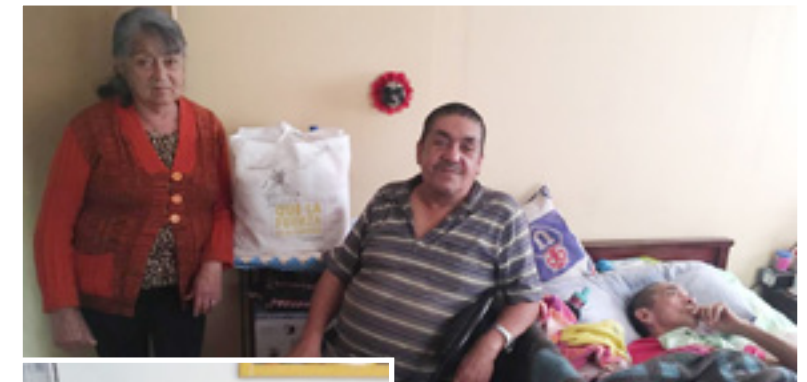
For the last 7 years, we have organized the Christmas Fair with a Social Sense, in order to buy responsibly, and promote the PROsocial and economic development of several micro entrepreneurs. On average, for each year reported, around 600 professionals spent a total of \$4.2 million pesos on Christmas presents.

**Check out the photos of the Fair in 2018 and 2019.**



### SENAMA-SENADIS

As a result of our involvement in Compromiso País, we conducted an internal campaign where our practitioners were able to collect over 70 boxes of non-perishable food. At Deloitte, we donated 652 packages of adult diapers for SENAMA and SENADIS nursing homes.



## PRO BONO SERVICES

For almost 15 years, we have provided free professional services to NPOs, vulnerable communities and governments with the same service quality and professional standards we offer to all our clients.



For the period covered by this report, the annual average of pro bono services included **3.162 PROFESSIONAL HOURS**

This represents **AROUND \$152 MILLION PESOS**



## SOCIAL SCHOLARSHIPS

The Social Scholarships Program (pursuant to Training Act No. 19.518) aims at offering training in trades to low-skilled workers, including unemployed people and those entering the job market for the first time. The program focuses on providing participants with the necessary tools and skills to enter or re-enter the job market.



**FOR FY19 AND FY20, WE ALLOCATED \$40 million pesos to this effort.**



## COVID-19 RESPONSE

The pandemic has intensified the need for companies to actively invest in their people. However, we know that we have an important role in supporting the communities where we operate and dealing with the most complex societal challenges.

COVID-19 made us understand that we can be more united than ever in spite of being physically apart, and that technology is an important ally to manage this crisis, showing us how connected people are throughout the world, and how fast companies and people can act to improve conditions in the community.



## AYUDA VECINA

Between April and May 2020, a group of eight Consulting professionals developed a cross-sectional project that started with an investment and continued with a support stage for the design of the Ayuda Vecina platform, which creates help networks among people, echoing what happens naturally in areas where neighbours get together to help others in need of support.

The main goal of the application is for neighbours to support in different ways to those who cannot leave their homes. The idea is to protect them and make it easy for them to comply with an effective quarantine by creating a “social fabric” that continues even after the contingency. This is an example of how we can make our knowledge and experiences available for our community in the form of high-impact ideas, working together with a great purpose in mind.



*“With this solution, we help many people in our neighbourhoods to connect with others and ask for or offer help during the pandemic. More importantly, in the future it will be useful to continue building and strengthening neighbour communities.”*

**FRANCISCO PECORELLA.**  
Director. Consulting

## Impact on our clients and business community

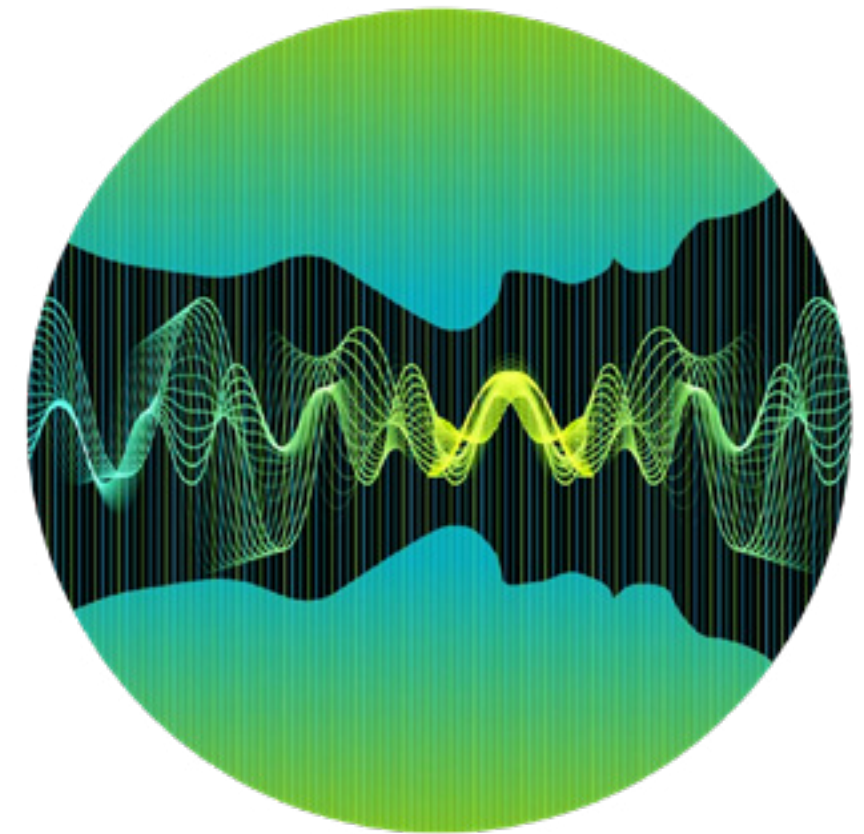
Our firm serves companies of different sizes and industries, both national and international, public and private, for-profit and non-profit. Our current strategy focuses on specialization by industry, with multidisciplinary teams and customized attention, targeted at satisfying our clients' needs. In recent years, we have worked very hard to consolidate our relationship with our clients and to innovate to attract prospects. We are proud to support our clients and prospects as they manage the unexpected and anticipate and adapt to short- and long-term trends.

The pandemic has highlighted the importance of trust in building a strong economy and a healthy society that work well. To rebuild businesses, we must rebuild the trust of all stakeholders. And, for us, our clients' trust is critical to continue our operations.

Even before the health crisis, we were committed to better understanding the needs and experience of our clients, with the goal to improve our services every day. We are aware that what has worked in the past will not help us in the future, and that each experience provides us with an opportunity to learn and improve.

Thus, in June 2019, we launched the Voice of the Client program to collect consistent and reliable information about our clients' experience. This program aims at offering greater value to our clients, consolidating clients' trust and fostering agility and innovation in our services.

Additionally, we support our clients in rapidly digitalizing their operations and developing crisis response plans based on the organization's resilient leadership framework, leveraging the cloud, artificial intelligence, cybernetics, and other digital transformations.



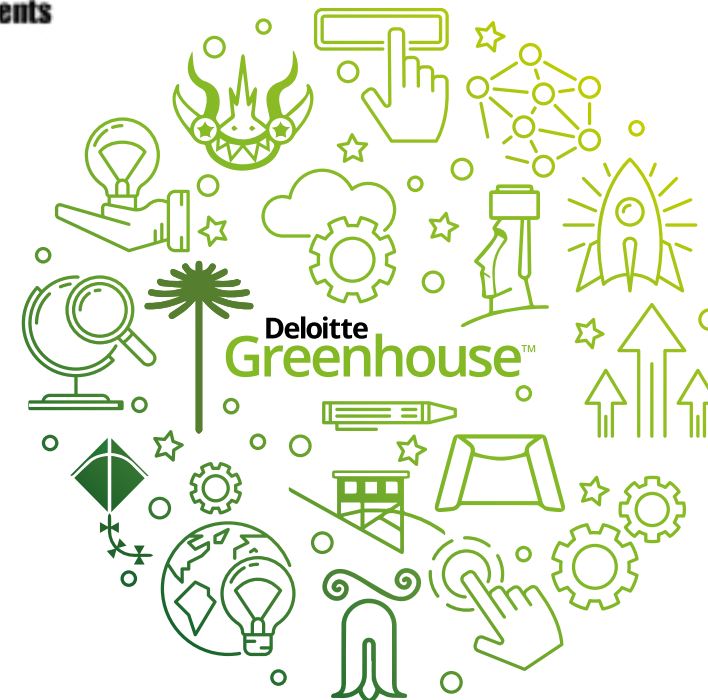
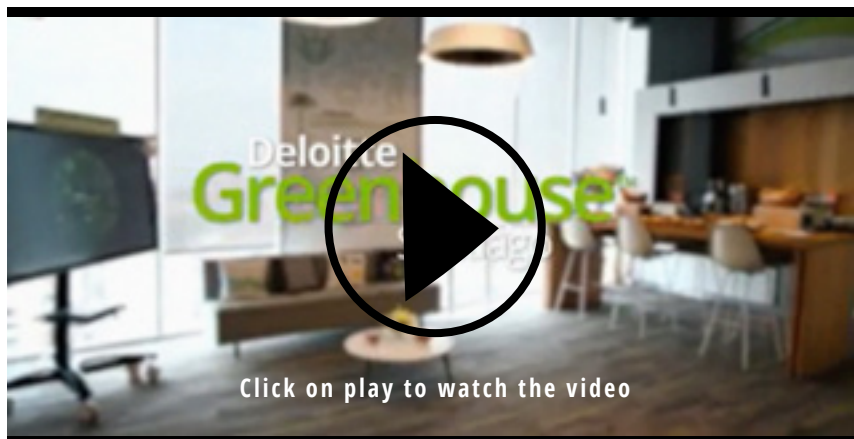
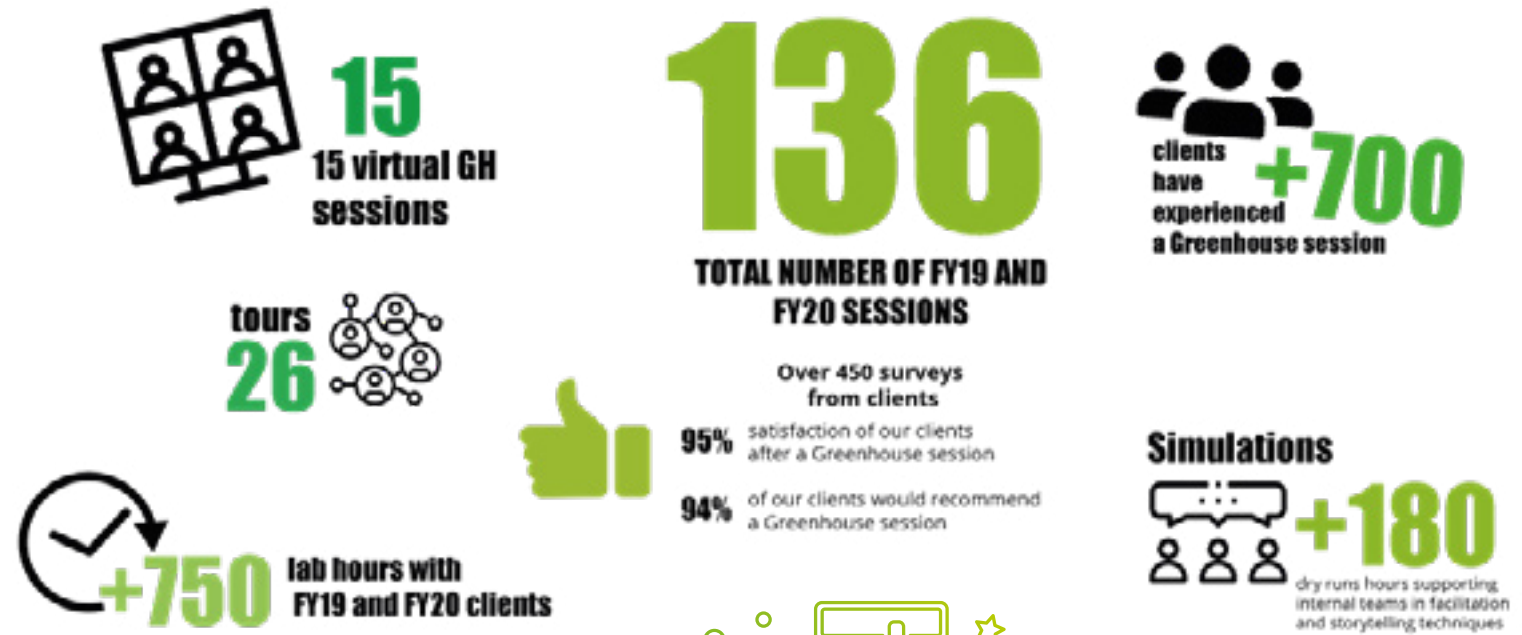
# VOICE<sup>OF</sup> CLIENT



## GREENHOUSE EXPERIENCE

For three years we have had a space where we can interact with our clients differently. Deloitte's Greenhouse Program has a unique focus in the market. We use our proved methodology of design, planning and hosting sessions, combined with exponential technologies to inspire teams of leaders to think differently when solving their business challenges.

We want to lead strategic discussions to help our clients tackle adaptation challenges using a carefully designed approach based on innovation methodologies and leveraging all the capabilities of digital progress, advanced data analytics and artificial intelligence. We also use our Disruption by Design methodology to help the teams discover inspiring solutions for their most difficult challenges and we guide them to take purpose-led actions.



## WE ENSURE OUR CLIENTS' SECURITY

Since December 2016, we have had the Cyber Intelligence Centre, a monitoring centre for all of Deloitte's clients in South America, which serves regional clients and supports a unique global network. Clients are monitored 24 hours a day and are aware of the security incidents. The Cyber Intelligence Centre team has bilingual professionals working in shifts, so that no detail is left aside, and full service is provided around the clock.

The Cyber Intelligence Centre monitors external cybersecurity threats in the deep web to alert and warn clients and show them the existing threats in cyberspace or incidents that are taking place somewhere in the world and could cause a conflict in their organization's security.

Finally, there is a group of specialists in hunting and incident response at the centre. This helps our clients to contain the occurrence of an incident, analyze it and then eradicate it properly.

In conclusion, our Cyber Intelligence Centre allows our clients to be alert to the cyberthreats and react timely to contain and eradicate them.



Click play to watch the video



## BEST MANAGED

Since 2017, the Best Managed Program in Chile, jointly conducted with Banco Santander and Adolfo Ibáñez University, recognizes the excellent performance of a group of private Chilean companies with regards to their management skills and best practices. They are assessed according to four pillars: Strategy, Capacity/Innovation, Commitment/Culture, and Corporate Governance and Financial Statements.

Each year, we invite our clients and prospects to get a self-assessment and to identify the need to manage programs to improve their performance with respect to the pillars.

### WINNERS 2019



## SHARING EMINENCE

We believe that organizations that work together have a lot more possibilities of success and that connections are more critical than ever. Therefore, during FY19 and FY20, we reinforced our commitment to collaborate and contribute with different chambers and trade associations we are partnered with, and we established new strategic and collaborative partnerships with different entities to empower relationships and positioning within the business community..

We organized seminars, talks, and workshops on tax, legal, economic, social, and public health measures. We also developed information documents, opinion pieces, and studies on diverse topics that can support our clients when making decisions.



**138 in-person events in FY19**

**128 in-person events in FY19**



### 2019 Study on Christmas Shopping

The goal of the study is to identify the main consumer trends related to Christmas shopping every year.

with technology to create a lasting value for them, their organizations, and society in general.

### 2019 Global Human Capital Trends Leading the social enterprise

Reinvent with a human focus. This report makes a bold call for action: Now is not the time to make cosmetic changes in your organization, but rather to redefine it.

At the moment of drafting this document, the study entitled **Digital Society: Expectations and Capabilities of 5G Technology and its Arrival in Chile** was jointly launched with Chile's Undersecretary of Telecommunications.

### 2020 Global Human Capital Trends

The Social Enterprise at Work: The work paradox of people and technology dimensions. The power of the social enterprise lies in its capacity to bring the human focus to everything it does, training its people to work productively

### Companies and Workers during the COVID-19 Crisis



## DELOITTE IN THE MEDIA FY20



**638**  
Deloitte  
appearances

**FY19**  
**188**  
managed appearances

**FY20**  
**459**  
managed appearances

### TOP 10 TOPICS WITH THE LARGEST COVERAGE IN FY20:

1. Consumer Business
2. Tax
3. Work-related
4. Legal
5. Basel III
6. Best Managed
7. Human Capital
8. Sustainability
9. Corporate Governments
10. M&A

## TYPE OF MEDIA WITH DELOITTE PRESENCE IN FY20



**49%**  
National newspapers



**28%**  
Online media



**6%**  
Open television



**6%**  
National radio stations



**5%**  
Cable TV



**4%**  
Regional media

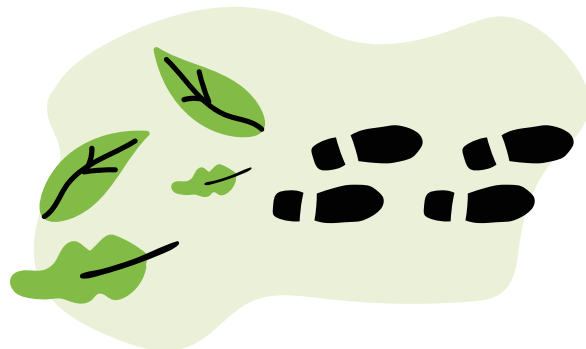


**1%**  
Magazines

# Climate impact

COVID-19 has certainly taught us many lessons, but none of them as assertive as the dramatic way in which the planet responded to the reduction in human activity. The brief pause of society and the world not only rekindled optimism, but also opened new channels to tackle climate change. Since then, the opportunity to create a more sustainable world is at our collective fingertips, and we are all forced to act.

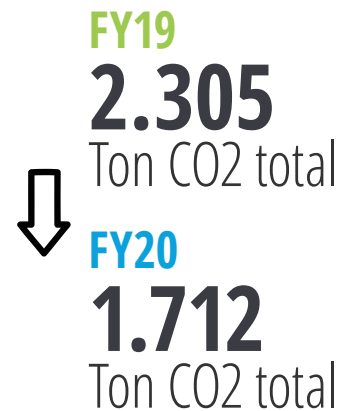
For Deloitte, climate impact has always been an important topic. We have an environmental policy that guides, promotes and improves our work in order to take care and protect our environment.



## CARBON FOOTPRINT

We annually measure our **corporate carbon footprint** so that identifying and quantifying greenhouse gas emissions become the first steps in determining and guiding action within management planning towards sustainable development.

Corporate greenhouse gas (GHG) emissions reached a total of **1,712 tonnes of CO2e for FY20**. This factors in CO2 combustion on site, electricity use, hotel stays, air travel, and taxis.



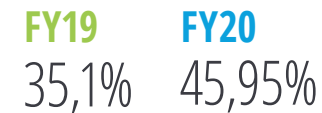
THE DECREASE IN EMISSIONS FROM FY19 TO FY20 IS MAINLY DUE

## Emissions by scope

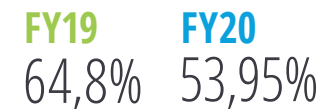
### SCOPE 1



### SCOPE 2

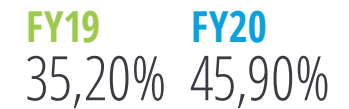


### SCOPE 3

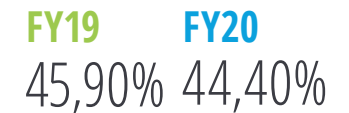


## Emissions by source

### ELECTRICITY USE



### AIR TRAVEL



### OTHERS



## CLIMATE ACTIONS

Our corporate building is LEED certified (Leadership in Energy and Environmental Design). This certifies that it is built following the principles of sustainability, efficient water use, energy and atmospheric impact, material and resources used, quality of interior, design innovation and process.



## WASTE MANAGEMENT AND RECYCLING

We ensure that both household waste and recyclables are transported and finally disposed of properly by hiring an end-to-end waste management supplier, who certifies that waste is transferred to approved landfills pursuant to Exempted Resolution No. 002690, and that recyclables are delivered to the appropriate recycling facilities.

WASTE FY20	TOTAL
Plastic bottles (PET)	690 kg
Aluminium	442 kg
Cardboard	3,523 kg
Paper	1,630 kg
Glass	3,590 kg
Household waste	818.280 lts



**PAPER RECYCLING.** Every year, we donate paper to the adoption foundation Fundación San José as part of their campaign Bota por mi Vida. The donated paper is used to secure diapers or bottles for kids in the Foundation.

**FY19**  
donated  
**18.270 kilos**

**FY20**  
donated  
**11.900 kilos**

## A SUSTAINABLE FUTURE

Starting FY21, we will explore new ways to make a bigger environmental impact. Working together with clients, strategic partners, NGOs and industry groups, we hope to increase demand for responsible products and services, remove barriers to the promotion of change and the development of innovative climate solutions.

Through **WorldClimate**, Deloitte's renewed climate strategy, we will focus on raising awareness about those

## *WorldClimate*

personal choices and changing behaviours, both within our organization and among those we influence, which increase greenhouse gas emissions.

We are aware that change begins from ourselves. We must lead by example, establishing and fulfilling ambitious goals, including **achieving net-zero emissions by 2030 and "operating in a green way"** through updated policies and an Environmental Management Plan that includes the best internal climate practices.

As we change ourselves, we will work to change the world, inspiring our people, our clients, and the community to take individual and collective climate measures while we position Deloitte as expert and lead professional services provider specific for sustainability and climate change.







*“Deloitte has experienced this health crisis caused by COVID-19, hand in hand with clients. We have noticed that corporate governance, despite the crisis, has kept its commitment with sustainability and has shown significant progress in this area in the last fiscal year.*

*Before the pandemic, we lived in a reality that progressed slowly in sustainability issues, in the integration of environmental, social, and governance (ESG) criteria in organizations and risk assessment related to climate change.*

*In December 2019, the Conference of the Parties (COP25) took place with the main challenge to stabilize greenhouse gases concentrations. Many countries set their decarbonization commitment agendas for the next three decades.*

*We saw at close quarters how this commitment was kept within the organizations at the local, regional, and global levels. Faced with this new reactivation scenario, there are many new challenges to prioritize. One of them is fostering the sustainability agenda, either by charting a roadmap that allows us to implement different activities for reactivation and to consolidate organizations in this area, or by identifying risks and opportunities related the impacts of climate change and the adoption of standards offered by the market for an effective transition towards sustainability.*

*Collaboration among organizations poses another big challenge. That is, sharing best practices, contributing to the development of standards, and collaborating with regulatory bodies together to develop a roadmap with the help of all the players involved.*

*In this sense, as Deloitte, we have supported our clients in identifying these paths, understanding their needs, and adapting our services to provide a customized support that enable them to advance safely and consistently on their sustainability journey.”*

**DAVID FALCÓN.**

Director  
Sustainability and Climate Change



## Closing

Our journey so far reflects our commitment with our people, the community, our clients, and the environment. Throughout the years, we have been on a journey, marked by formal goals and targets, to build a better future for Chile. But we know that there is still a lot to do.

Guided by our purpose of making an impact that matters, it is the time to innovate and collaborate in order to find solutions to the world's greatest challenges by creating shared value with all our stakeholders.

Our ambition to prepare future generations for success in a rapidly changing economy will ensure that all Chileans are empowered, through skills, education, and access to opportunities, to contribute towards our nation's sustainable prosperity for future generations.

With the arrival of COVID-19, we have undoubtedly learned the world has changed dramatically, and things won't go back to the way they were before. We are facing

a transformation, a time to reflect and take advantage of this opportunity to reinvent ourselves. The “new normal” will be a challenge we will face together, using our knowledge, experiences, and technologies to get through.



## Contact



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The parties accept that COVID-19 is considered a force majeure, pursuant to the terms of article 45 of the Civil Code. Furthermore, the parties acknowledge the risks implied in the spread of COVID-19 and the potential impacts associated with the provision of services. The personnel of the parties will comply with the restrictions or conditions imposed by their respective organizations in work practices as long as the COVID-19 threat continues. The parties will try to fulfil their respective obligations with regards to timelines and the method established herein, but they accept that alternative work practices may have to be adopted and safeguards implemented during this period, such as remote work, travel restrictions to specific destinations, and quarantine for certain people. The mentioned work practices and safeguards may affect or prevent the implementation of several activities, such as workshops or in-person meetings. The parties will work jointly and in good faith in order to agree on the eventual necessary changes to mitigate the negative effects of COVID-19 on services, including the timeline, the approach, the methods and work practices when providing said services, as well as all the additional associated costs. In any case, Deloitte shall not be responsible of any breach or delay in the execution of its obligations created or aggravated by the spread of COVID-19 and its associated effects.

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