

Deloitte.



A year of connection, impact and action

Middle East Impact Report



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Letter from the CEO

Our region continues to evolve at an ever-increasing pace, making it an extraordinarily exciting time to be a professional services advisor. The ambitious growth and transformation plans of regional governments are driving huge changes in the economic landscape. The FIFA World Cup 2022 in Qatar, the bid to host Expo 2030 in KSA and COP 28 in the UAE are a small preview of what the region is set to accomplish before the end of this decade. As Deloitte, we intend to be there for our clients every step of the way, supporting with new technologies, innovative ideas and paving the way for even greater success.

Our purpose continues to be centered around making a positive impact in our world. Looking after our people, serving our clients and supporting the societies in which we operate is our priority. This report includes a selection of case studies that highlight why we do the work that we do, and brings our Purpose to life.

Ensuring the well-being of our people remains at the forefront of decision making. Our flexible working model has helped to foster an inclusive culture, reduce our carbon footprint as well as collaborate with our clients in a more meaningful way. 'Hybrid: works for everyone' provides more insights on how we have successfully implemented our new ways of working.

We have worked closely with our clients and strategic partners across the Middle East to support the delivery of the region's national visions through groundbreaking engagements. I have witnessed remarkable resilience in the face of many complex challenges, with organizations not only adapting, but innovating and accelerating their growth. It is this spirit and collaboration that drives success, and results have been achieved at a pace that would have seemed impossible just a few years ago.

Businesses have a clear responsibility to contribute to the wider society. This is fundamental to our strategy in the Middle East and the stories within the following pages are some good examples of how we give back.

I hope you enjoy our stories of impact and I look forward to seeing what else we can achieve together in the future.

Mutasem Dajani, CEO, Deloitte Middle East

Our clients

Core banking and investment program-Saudi Central Bank

The mandate

With over US\$240 billion in government revenues, over US\$270 billion in government expenditure and almost US\$2.7 trillion circulating in the Saudi economy, the Saudi Central Bank (SAMA)—the government institution entrusted to oversee, regulate, and drive economic growth and stability in the Kingdom’s monetary and banking sector—has the critical role of orchestrating one of the largest financial sectors in the world. Driven by the growth in the monetary and banking sector, the changing mandate of the Central Bank derived from the Kingdom’s Vision 2030, and the leadership’s ambition to build a future-proof, world-class and modern operations, SAMA took the decision to pursue an ambitious, large-scale, and multi-tiered endeavor to transform its core operations and replace legacy technology solutions. Deloitte Middle East joined forces with other technology partners, including SAP and Calypso to lead this visionary program

aiming to help the client propel their banking and investment operations into the future.

The transformation

The program consisted of four key phases: prepare, explore, realize and deploy. Each phase was planned and executed to gradually achieve the program goals throughout the 5-year master plan. Various portfolios from Deloitte Consulting collaborated to realize the program’s intended benefits and achieve its goals, with a peak of 45 Deloitte resources deployed from both the Middle East and India. Deloitte’s scope covered various streams within the program to oversee, lead or execute activities with over 250 people from five different continents. The covered streams are Program Management, Business Analysis, Solution and Infrastructure Testing, Change Management, Rollout and Cutover Management, and Knowledge Transfer.

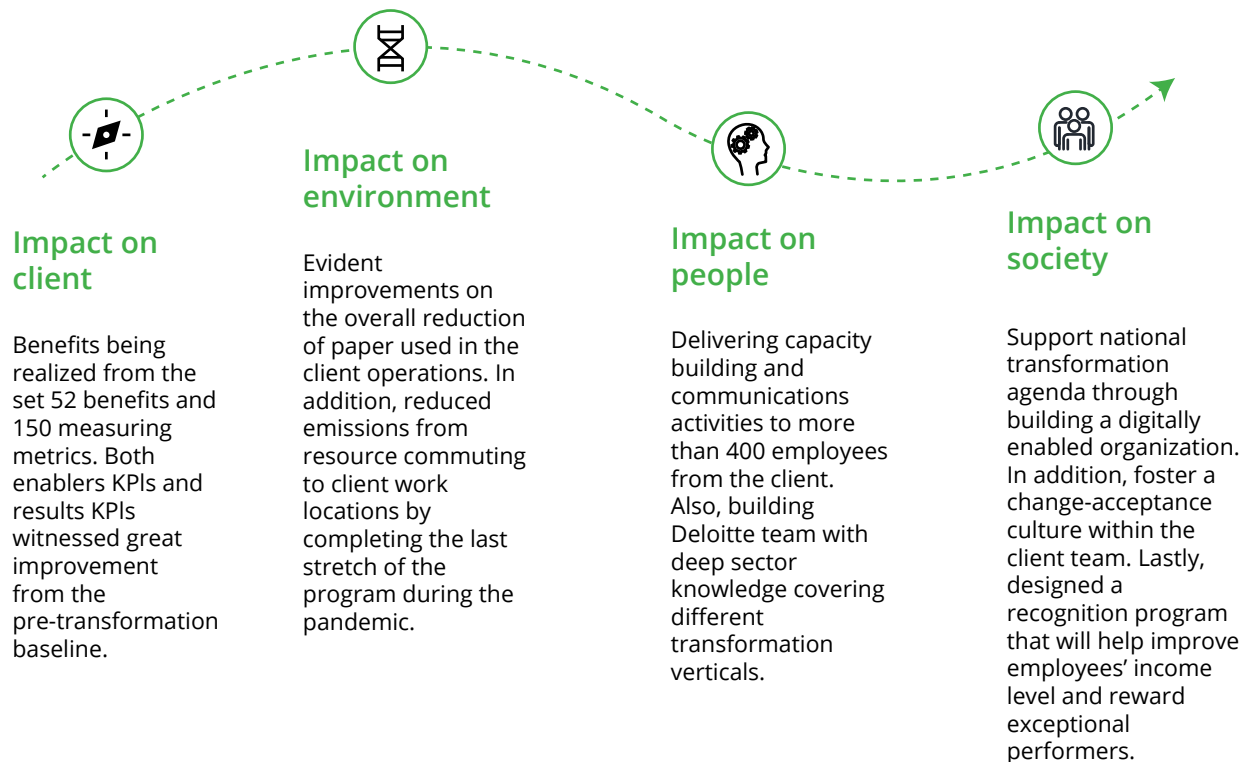
Going live

On 11 July 2021, the client was able to break through in this complex and large-scale transformation with the consistent collaboration of Deloitte, other vendors, and client teams. While the first week witnessed some minor rollout challenges, the client made it through to the new technology platform following a “big bang” approach, but with steady steps achieved solution stability in a relatively short time. The long hours dedicated throughout the transformation lifecycle by different portfolios helped the client to be ready for that critical point. The impact of the transformation on the enterprise’s overall performance was assessed to be low and the recovery time estimated to be short. It is worth highlighting that the final stretch of testing, training the 400+ users and go-live preparations took place during the pandemic, adding to the complexity of our mission.

Our impact

In this transformation journey, the impact Deloitte Middle East made on the client was enormous, with all set 52 benefits and 150 metrics fulfilled. The program helped the Saudi Central Bank to design, test and deploy a modernized technology solution incorporating global leading practice, provide a strong reporting and analytics platform, improve business process design and elevate regulatory compliance, articulate and implement a solid organizational design, elevate team capabilities, and drive improved business outcomes and enhanced performance.

While the program helped the client be a future-proof central bank with the adopted state-of-the-art technology solution and realized business benefits, its impact extends to serve multiple other dimensions and entities as seen below:



Fueling large and complex audits using data analytics

Our client, a publicly traded healthcare group listed in one of the Asian stock markets with significant operations in the Middle East, was founded over thirty years ago and currently operates hospitals, clinics, diagnostic centers, medical centers, and pharmacies. The group had been steadily expanding in the MENA and Asia-Pacific regions, and now has a presence in India, Oman, Qatar, Saudi Arabia, Bahrain, Kuwait, and Jordan.

2021 was the first year that Deloitte Middle East was appointed as auditor of the Group. Signing the Middle East component, which is a significant component for the Group, gave rise to several challenges for the engagement team. The entity had over 300 branches of hospitals, clinics, and pharmacies across the Middle East, all with decentralized diverse systems and processes for each vertical. The volume of transactions for the UAE entities alone exceeded US\$110 million--mostly homogenous transactions--and it was clear to the engagement team from the start that a traditional audit approach would not allow for sufficient coverage to address the relevant risks and also not be feasible in meeting the reporting timelines committed to the client. The size of the client's operations, varied IT environments, regulatory risks specific to the industry and the logistic challenges of remote working added to the complexity.

The engagement team was proactive in reaching out to the Central Data Analytics team to plan a collaborative approach. The Analytics team helped define and execute specific data analytics test procedures to substantively test key ABCOTDs such as Revenue, Purchases and Payroll and address relevant risks. In addition, the engagement team leveraged Reveal, Deloitte's regression analysis tool, to

accurately predict revenue numbers from prior year revenue and cost relationships which provided immense benefits by again covering entire populations and enabling the team to focus on specific outliers. The extent of test procedures also made it possible to bring to light insights around the insurance prices and stock valuations which were also areas of management focus.

Here is what Audit & Assurance Partners Malcolm Coates and Jude Rodrigues had to say about the audit approach and the use of technology:

"The use of analytics and analytical tools was critical to the delivery of this audit in the timelines that was expected. It would not have been possible to obtain reasonable assurance without leveraging the power of data analytics. Even in our first year, we were able to bring back to higher management and those charged with governance several valuable insights into the organizations processes, controls and data integrity."

Driving the use of technology and working together using all our expertise with IT Specialists, Data Analytics along with audit methodology and internal controls enables the vision of the audit of the future that promises great efficiencies and above all, a higher focus on quality.



Staying Connected: A spotlight on Deloitte Connect

In a year where many were impacted by travel restrictions, being able to stay connected with our audit clients, with real time status updates, was crucial to be able to deliver quality audits on time.

Our priority was to be able to collaborate with our clients easily in a remote environment. With technology high on everyone's agenda, we invested by refreshing our practitioners' knowledge on the effective use of Deloitte Connect - Deloitte's secure, online collaboration site that facilitates a two-way dialogue between the Deloitte Middle East team and the client team to efficiently manage engagement coordination. With drill-down status dashboards and system-generated email alerts, Deloitte Connect streamlines information requests and provides greater visibility on status.

Deloitte Connect allows engagement teams to streamline audit requests and for our clients to fulfil these requests by uploading documents with one click. It provides greater transparency through its informative drill-down dashboards on the web. Mobile applications provide our clients and Deloitte engagement teams with visibility into the fulfilment of information requests through real-time status updates. System-generated notifications provide alerts about upcoming and overdue information requests with the ability to export the request listing to Excel for further analysis. Deloitte Connect is an easy to use and secure site for the client team and Deloitte engagement team to share information around the world in real time —leading to a transparent, informative, and seamless experience for our clients.

At the peak of our 2021 audit season, approximately 2,500 engagement and client teams were benefiting from the use of Deloitte Connect across the region,

which is an increase of almost 250 percent compared to the same time last year. Our Audit Partner Jaimi Raikundalia, had this to say:

“One of my key audit clients, a group of 12 decentralized subsidiaries, required the audit of their consolidated financials to be fast tracked by two months. Operating with partial remote and partial onsite teams on both sides, we invested in training all the subsidiaries on the effective use of Deloitte Connect. We committed to each other that this would be the only source of exchange of audit information and project management tool. Both the Group CFO and I were able to keep a track on the all the subsidiary audits and bring the project back on track when required. The result: we were able to conclude two months earlier [...] With the right level of senior commitment to use this amazing project management tool, all our efforts to collaborate and document our progress in Connect paid off. Sometimes you just must take that leap!”



Run(a)way success

King Khaled International Airport (KKIA) leads the way with its cyber risk strategy

Riyadh Airports Company (RAC) in partnership with Deloitte Touche Tohmatsu Services, Inc.

The aviation industry faces a wide range of challenges in the coming decades, with the need for new infrastructure to manage the capacity and services required for the forecast double-digit growth, but also the need to manage the cybersecurity risk amid the ongoing digital transformation.

As part of the privatization program of the aviation sector in Saudi Arabia, which forms part of the Kingdom's Vision 2030, "Riyadh Airports Company (RAC)" was created and is now managing and operating King Khaled International Airport (KKIA) in the Saudi capital. In its role, RAC is embarking on upgrading KKIA's infrastructure and expanding facilities with new services, and is thus playing a major role in the modern transformation of the Kingdom.

While aligning with Vision 2030, RAC must meet the various challenges of protecting the airport from cyber risks arising from the ongoing digital transformation of the airports industry and by the emerging IT/OT technologies that have been recently implemented by RAC's various business functions.

Thus, Mohammad Al-Qahtani, Director of Cybersecurity – RAC saw the need for a comprehensive and well-integrated cybersecurity strategy that aligns with the airport's business and enables the business functions to operate securely and safely, with a three-year plan to improve the security of the airport's digital services while positively contributing to the passenger experience. Mohammad Al-Qahtani also identified internal challenges faced by the Cybersecurity department, which increased the complexity of the overall risk situation within RAC, namely:

1. **Culture**, where Cybersecurity culture within the Airport is not well-considered or not seriously taken in the overall business as usual activities.
2. **Enforcement**, where the absence of

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Cybersecurity policies, processes, and procedures is evident as there was no awareness made for the implemented Cybersecurity controls within the Airport.



3. **Effectiveness**, where Cybersecurity is portrayed as a complementary function within IT, and not a partner to the Airport business.

4. **Skillsets scarcity** in the market for Cybersecurity resources in general and within the airports industry specifically is another key challenge. The lack of Cybersecurity knowledge within the airports industry adds another complexity for RAC in terms of how to train and retain those resources once they are hired.



5. **Lengthy Business induction** cycles are required. As soon as the Cybersecurity resources are onboarded, they should undergo an extensive on job rotational training across the various airport functions to build the missing contextual knowledge that they should have if they were to come from the same industry.



6. **Cultural DNA** of RAC is not mature from a Cyber perspective. A significant amount of time and awareness is to be invested to include not only RAC direct employees but also the entire ecosystem of partners of the airport including the individual subcontractors who are all serving the business but coming from different Cybersecurity backgrounds.

7. **Business Silos** exists within the Airport, where some business functions have their own Cyber environment (in the form of Cloud setup) without the full control or visibility from the Cybersecurity function within the Airport.

Based on these challenges, RAC identified the need to build a new structure and control for Cybersecurity through a comprehensive and well-integrated Cybersecurity Strategy that aligns with the Airport's business and enables the business functions to operate securely and safely, with a three-year forward-looking plan to improve the security of the Airport digital services while positively contributing to the passenger experience throughout this major digital transformation.

RAC also affirmed the need to engage a capable consulting partner to support it in building a robust cybersecurity strategy program and protect the airport from imminent threats while assisting the RAC Cybersecurity team in implementing the advanced security controls that will secure and deliver new capabilities and services across the airport functions. Following a formal procurement process, Deloitte, a partner with a strong local and global presence, and with expertise in both airports and cybersecurity, was selected by RAC as its consulting partner to build a cybersecurity strategy with all its supporting elements.

Working hand in hand with Deloitte, RAC launched a cybersecurity transformation program that embraces a "Cyber Everywhere" philosophy. This seeks to create an internal capability that sufficiently mitigates risk but at the same time becomes an enabler of next-generation airport operations.

Embracing this practice through the strategy enabled RAC to develop a comprehensive cybersecurity knowledge and awareness program that will nurture the culture within RAC to step beyond the tactical and technical concerned teams and gain credibility and support from leaders across the organization. Inherent to this new operative is the imperative to move beyond the role of compliance monitors and enforcers to better integrate with the business, manage information risks more strategically and work toward a culture of shared cyber-risk ownership across the organization.

Through such a partnership, RAC and Deloitte have demonstrated the benefits of collaboration in managing current and potential cyber risks while strengthening the organization for the future on its digital transformation journey. In so doing, RAC has played a pioneering role in managing aviation cybersecurity risk in the Kingdom and provided a success story that can inspire others to follow.

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Health, sustainability and technology are the backbone that we seek to support and uphold through our work. Here we look at some of the ways Deloitte has made an impact in society.

Our society

E-commerce bootcamp in Saudi Arabia

To close the gap in e-commerce skills and digital literacy within the Kingdom of Saudi Arabia, and to enable young Saudi talents to lead on a fast growing sector, Deloitte launched the KSA e-commerce bootcamp in partnership with the Ministry of Commerce in the Kingdom, the National Competitiveness Centre, and the E-commerce Council.

Deloitte leveraged its internal capabilities and its strategic alliances with SAP and Amazon Web Services (AWS) to develop a rich and diverse curriculum focused on digital, STEM and analytical, and entrepreneurial skills. The program addresses the most relevant e-commerce topics in today's business landscape such as data analytics, digital marketing, cloud storage and software development, among others.

The program aspires to make an impact through 5 main pillars:

- Upskilling and equipping Saudi talent with future-of-work skills;
- Fostering employment for Saudi nationals in a growing industry;
- Exposing skillful youth to the digital economy;
- Providing an exciting journey to different paths of e-commerce; and
- Recognizing performers through renowned certifications.

Launching the program at the Deloitte Digital Center has provided participants with state-of-the-art digitization tools as well as hands-on, real-life experiences of Deloitte's method of work. Despite the imposed travel restrictions and the limited opportunities to travel and socialize, an innovative approach was followed to enable live interaction between virtual instructors and trainees at the training venues which enabled program trainees to connect, network and experience team dynamics.

Good governance and strategy is foundational to Deloitte's Purpose and Shared Values. The Deloitte team has been on ground overseeing the learning experience and monitoring the program at large to ensure that it meets its designed goals.

Defying expectations, all 25 trainees displayed strong performance, noticeable in their certification and punctuality across the program. As a result, 22 trainees were very satisfied with the learning outcomes and are now exploring their career opportunities. The program has also acted as an accelerator for trainees' employment as 15 trainees received job offers within one month of completing the program and, at the time of writing, 10 trainees were already in employment.

The successful delivery and exceptional results from the bootcamp will not only contribute to the wider enablement of the Saudi e-commerce sector but will also enable the program to scale up and be replicated across multiple sectors and industries to enhance the future skills of work for younger Saudi generations.



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Sustainability strategy

Deloitte Middle East has set ambitious goals and an ever-evolving strategy to achieve the *WorldClimate* objectives, through actions that touch on every aspect of our organization, and the evolution of our business practices to meet new demands, develop innovative solutions, and lead by example in pursuit of a low-carbon economy.

We have however considered it an unprecedented incentive and opportunity to drive a positive transformation in our professionals' business travel behaviors. Emissions from purchased goods and services totaled 9,173 tCO₂e, leading to gross total emissions of 10,025 tCO₂e in 2021, achieving a 57.2 percent reduction compared to the FY2019 baseline.²

WorldClimate is our global strategy to drive responsible climate choices within our organization and beyond. It is our commitment which stands on four main pillars:

- Cut emissions: committing to science-based net-zero with 2030 goals
- Embed Sustainability: infusing climate into policies and practices across our organization
- Empower Individuals: enabling our people for individual and collective climate action
- Engage Ecosystems: engaging with stakeholders to address climate solutions.



The following provides a sight of our recent sustainability engagements, underlining each of the four *WorldClimate* strategy pillars:

Cutting emissions

Emissions reduction¹– In FY2021, Deloitte Middle East’s electricity (location-based) emissions totaled 5,264 tCO₂e, achieving a 9.7 percent reduction compared to the baseline of FY2019, prior to purchasing Renewable Energy Certificates (RECs). Those emissions were then completely eliminated following the purchase of RECs, achieving 0 tCO₂e of electricity emissions for FY2021. Our business travel emissions totaled 852 tCO₂e, achieving an 88.2 percent reduction compared to the FY2019 baseline. FY2021 was an exceptional year with major reductions of travel activities around the globe.



HybridWorks – A major component of this transformation is HybridWorks, the new working model launched by Deloitte Middle East, giving employees the flexibility to manage their workplace presence. HybridWorks consists of a combination of virtual experiences, and coming together through intentional in-person moments that matter. It is driven to achieve climate goals by embracing virtual work to reduce time and carbon emissions spent on travelling and commuting.

Carbon offsets – Recognizing that the need to reduce emissions is paramount, Deloitte Middle East has chosen to compensate for unabated emissions through certified carbon offsets. Our organization has already offset its operational and business travel emissions for FY2020 and FY2021.

Embedding sustainability

Sustainability Policies – Climate-smart considerations are being progressively embedded in different policies, decisions, and operations across the organization. An internal environmental policy was recently issued to our employees, outlining our commitment to tackle the significant environmental and energy impacts of our business, address the climate-related risks and opportunities, and scale up our climate solutions across several areas. Further guidelines pertaining to specific operation areas such as procurement, IT, travel, and waste management are in the outlook.

Empowering individuals

Climate communications – Starting from within means developing and nurturing a culture that embraces and rejuvenates through climate action. During the past year, we have tackled climate education as a key priority of our sustainability strategy, and engaged our people in various and frequent climate communications including campaigns, newsletters, and online communities aimed at elevating their climate knowledge and interaction, and supporting their *WorldClimate* journey.

WorldClimate learning – Leveraging the latest, and credible science and insights to inform, challenge, and inspire our professionals to address climate change and create a more sustainable world, a new *WorldClimate* learning program was rolled out for completion by all professionals in the firm, featuring a module titled “*WorldClimate* Learning – Rewrite our Future”. Referred to as “powerful” and “engaging”, the module helps our employees find new ways to make more climate-friendly choices around food, home, travel, and purchasing decisions; explore case studies on how we are guiding clients to a more sustainable future; and discover opportunities to bring sustainable thinking into the workplace.

Engaging ecosystems

External climate action – There are actions we take to change ourselves, and there are actions we take to change the world. The best of actions are those through which we could achieve both goals. At Deloitte Middle East, we are continuously seeking opportunities to extend our impact through community engagements, volunteering activities, and partnerships.

Planting mangroves – One of the climate action opportunities currently presented to our professionals is the “Tree for 50” campaign, part of the UAE Ministry of Interior’s AQDAR Khalifa Empowerment Program. The campaign aims to plant 50,000 mangrove trees through multiple plantation events in the UAE in celebration of the country’s Golden Jubilee. Multiple groups of Deloitte professionals have participated in several events to plant mangrove trees, which will help protect the coastline of the UAE, serve as breeding grounds for marine life and birds, as well as sequester CO₂. To double the impact, for every mangrove planted in the UAE, a mangrove is planted in Africa.

Greener schools – In an effort to assist schools embrace greener practices, and as part of the WorldClass Digital Youth Program, Deloitte Middle East has donated laptops to different schools in the region, contributing to developing digital skills and competency for children, driving the adoption of digital learning, and raising awareness on the importance of “Reuse” and “Repurpose”.

Leading the way to a more sustainable future is a priority for our business, and a journey that we are fully committed to continuing. While mitigating the impact of climate change is a monumental task, we recognize that change starts from within and that progress is possible if we act collectively, strategically, and purposefully.



Making an impact starts with people. The next stories highlight our commitment to diversity and the wellbeing not only of our own, but to our future generations, especially through tough times.

Our people

Making the case for diversity

The Deloitte ME Tax practice is developing at a rapid pace, and with the region's bold ambitions as articulated through Saudi Vision 2030 and UAE Vision 2021, the Middle East is an increasingly exciting region to work in, across multiple types of business and cultural business practices. The Deloitte Middle East Purpose Council and a team of inspiring leaders from across businesses and functional areas have created a program of exciting, purpose-led initiatives to ensure that we all play a role in developing diverse talent and offering our support to upskill, train and develop young graduates in region, and live in step with the best values of our clients, firm and peoples.

Workplace diversity and inclusion has never been more important. Across our Middle East (ME) Tax and Legal practice we have over 64 different nationalities, representing a diverse and purposeful workforce serving clients, our firm and society.

Embedding our purpose with every single person within a global organization is paramount, yet challenging. At Deloitte we aim to ensure that every business team is encouraged to put purpose at the heart of everything they do. As an example, the Indirect Tax team, led by Kate Bacon and Mike Towler, based in the UAE, have created their own code of ethics referred to as: Strands of our DNA.

Strands of our DNA is a six-point ethics code across:

1. Team mindset: all about collaboration and an interdependent mind-set, knowing that working together enhances our chances of winning in the market without feeling threatened by others' success.

2. Respect: about tolerance and inclusion – embracing diversity in all its forms and being respectful to all whatever their backgrounds enhancing social listening and emotional intelligence.

3. Business owner mindset: managing one's career proactively, seeking out new opportunities even before they arise and a keen focus on our business – we all collectively own our business, and at the heart of our team should be a relentless focus on results and improvement.

4. Empowering others: empowering our people at every level is linked to Deloitte's vision of making an impact – every individual makes an impact – empowering people to take ownership and drive initiatives allowing talent to thrive, and at the same time encouraging and being open to receiving feedback at all levels.

5. Be remarkable: does not mean one has to be at the cutting edge or getting noticed – it's about focus, being extraordinary and seeking to achieve excellence in everything we do, being bold, and being proud of our collective achievements as well as our own.

6. Positivity: a focus on solutions rather than problems, looking out for each other through the lows and the highs, showing empathy, celebrating success and having confidence in our collective ability to win. With positivity comes confidence and optimism.

Our DNA is referenced through these points and provides a framework to ensure we show the best of who we are. As such, Strands of our DNA is akin to a charter document of the expectations around how

the team should interact with one another, and that the DNA is kept alive as to the standard in behavioral expectations across our people and for our clients.

These six pillars have already had an impact on our business activities especially as regards training, coaching and mentoring sessions, and performance evaluations. They drive a business case for enhancing performance, productivity and mental agility. Through working together more collaboratively, and taking collective ownership of our team purpose, we seek to be more successful and win in the market.

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Nxt Gen challenge

When Deloitte NSE launched the NSE NXT GEN Challenge, one of the top People & Purpose events for 2021, we had the chance to re-imagine Deloitte with People, Purpose, Collaboration, Diversity and Innovation at its heart. The challenge, which took place virtually on the week April 19th– 23rd, 2021, brought together 25 young Deloitte Consultants from across 15 countries to help solve two demanding areas that are part of the FY22 NSE Consulting People & Purpose agenda, namely: how to increase our cross-border project work efficiency and maintain high focus on our people's wellbeing.

All involved have worked hard, using the Design Thinking methodology, to help find possible solutions to increasing our cross-border work efficiency and maintaining a high focus on our people's well-being. The chosen teams reflect one of the highest forms of diversity NSE Consulting can present: the challenge fostered cross border collaboration and included a representation from all consulting portfolios: they portrayed a 50 percent gender balance and over 13 different spoken languages.

"We hear a great deal about the power of diversity. Taking part in the NXT GEN Challenge, as 1 of 25 select Senior Consultants from across NSE's 15 geographies, has shown me first-hand what this power looks like. It was evident that our varying perspectives and competencies were more than their individual sums. My team and I won the Challenge; for our innovative solution to enhance the experience of cross-border work for Consulting practitioners through a smart cross-border staffing platform we named "Insta Match" said Ameen Abualteen, the participating Senior Consultant from our Consulting Practice.

Buthaina Alwahbi, Consultant from our Customer & Marketing team, also found the opportunity to be inspiring and impactful as she mentioned. "Participating in the challenge has opened a new learning

horizon to me from the power of diversity. [...] I feel delighted and proud of our solution to the challenge. Also, excited to present this solution to NSE executives soon," she says. The NSE NXT GEN Challenge has definitely impacted our people and the way we do what we do.

The NSE NXT GEN Challenge has contributed to creating and shaping a better talent experience at Deloitte: prioritizing the people agenda, providing a diverse working environment, presenting cross-border learning opportunities, and making way for inspiring discussions.

The NSE NXT GEN Challenge has contributed to creating and shaping a better talent experience at Deloitte: prioritizing the people agenda, providing a diverse working environment, presenting cross-border learning opportunities, and making way for inspiring discussions.

Hybrid: works for everyone

Early in November 2021, Deloitte Middle East's CEO, Mutasem Dajani, announced the launch of the new "HybridWorks" model. Our workforce will balance work at client sites, Deloitte offices and virtually, taking into account the needs of their business area, work, team and role in the company.

The new initiative comes as a response to the challenges faced by the pandemic and is part of the company's wider efforts to transform work in a way that benefits both clients and our people. The additional flexibility provided from these changes will power even greater diversity within our firm and support further investment in our talent and their working experience.

HybridWorks considers the key guiding principles revolving around our clients and our people while focusing on wellbeing and inclusion and taking care of our climate. We also believe that HybridWorks will drive impact through applying client rhythms, promoting flexibility, fostering collaboration, nurturing personal development, focusing on wellbeing and inclusion as well as driving sustainable behaviors.

We aim to consider our people's needs, follow our client trends of cutting costs and becoming more virtual, remaining sustainable, which in turn will allow us to remain cost-competitive. A hybrid workplace also responds to people's needs to remain flexible and is a baseline requirement to remain competitive in the ear for talent.

HybridWorks epitomizes our purpose and shared values to make an impact where it matters most: our people, our clients and our society.



Trusted. Transformational. Together: Making an impact when it matters most

The following story demonstrates what makes our people truly special and the impact that we make—not just in extraordinary circumstances like this but in our everyday interactions.

Craig Muir, Deloitte Global Employer Services (GES) Leader, shared an incredible story about how we helped a client with an evacuation strategy out of Afghanistan. Below is his powerful and eloquent account, in his own words:

“As a professional services firm, rarely can we claim to save lives, but for a fortnight in August our Global Immigration Practice worked tirelessly and collaboratively to do just that.

As Afghanistan saw a rapid change in the political regime, we supported one of our largest global immigration clients in evacuating its employees and their families from Kabul. The incoming regime meant that remaining was simply not an option for these employees. There is no playbook to follow in these kinds of scenarios, but the experience, tenacity and dedication of the team was what counted.

Our goal was to get people out quickly, safely, without fuss, and to ensure they arrived legally in the destination country. The chaotic, fraught scenes you will no doubt have seen on the news meant that the potential routes out changed daily, sometimes on an hourly basis.

Jurga McCluskey (Deloitte UK) and Roisin Fitzpatrick (Deloitte Ireland) rapidly built on the immigration part of the evacuation strategy with the client. Hadi Allawi, Partner in our Dubai office, and teams from across the UK, Ireland, India,

Dubai, Singapore, and Brazil, looked into the immigration implications for arrival into the different countries. There was no time to think along traditional visa routes. Instead, we were able to quickly secure visa waivers, using the good standing we have developed over many years with government agencies. This was a 24/7 effort by the entire team, who worked selflessly into the morning hours knowing their work can make an impact that matters. The evacuation itself was fraught with difficulty, as many of you will have seen from the news coverage, Kabul airport was crowded and dangerous, which made it very difficult for the families to get into the airport. Communications with the client continued around the clock as the situation developed and where one door closed, we pushed hard against the next.

Finally, late one Monday evening we received word that the people were finally safe, and the whole team breathed a sigh of relief. And of course, the experience has deepened our relationship with our client: “I truly valued the empathy, deep care and professionalism throughout the last two weeks. Thank you for showing up when we needed you the most and for going above and beyond: late nights, early mornings, and weekend disruption. Thanks to an extraordinary team effort, we had a wonderful result.”

I am immensely proud to share the above experience which demonstrates how quickly we managed to adapt to a unique and unprecedented situation and make an impact that ultimately saved families and lives.”



Deloitte appointed as Monitor to the NMC Healthcare administration process

In September 2020, the largest private healthcare provider in the UAE, NMC Healthcare, caved under extreme financial distress and went into administration. Operating in numerous countries, including the UK, where it was listed on the London Stock Exchange in 2012, and a major provider of critical care to COVID-19 patients, and at the forefront of the screening and vaccination program in the UAE, it was imperative that it continue its operation unhindered.

In order to ensure operational continuity for patients, healthcare workers, and other stakeholders throughout the global pandemic, a group of lenders provided emergency administration funding to NMC. This agreement allowed management to keep the group operational in the short term, ensuring lifesaving pharmaceutical supplies were still being purchased, employee salaries were being paid on time and, most importantly, the quality of patient care was not being comprised.

As one of the conditions stipulated by the lenders was for an independent monitor to be appointed by the group, Deloitte was formally appointed as the first monitor to the Abu Dhabi Global Markets (ADGM) administration regime. Our role was to review, analyze and comment on the NMC financials on a monthly basis and ensure that there were no material irregularities.

A diverse team was deployed swiftly, combining experience from both restructuring and transaction services with healthcare SMEs, and individuals with first-hand knowledge and experience working with NMC.

As the Monitor to the administration, we helped provide the select group of creditors comfort on the accuracy of the cash flow and financial figures reported to them on a monthly basis. This comfort contributed to the decision-making process of the group of lenders to continue supporting the administration process and provide funding when required.

The funding also allowed NMC to stabilize the Group and, eventually, to pursue a plan to restructure and rebuild. Recently, the creditors of the Group have voted to transfer 34 NMC companies (these companies will exit the administration process) to a new group which will be operated as a going concern under new ownership. This will secure the jobs of approximately 11,500 employees and allow the group to make an important contribution to society in the UAE in the midst of an unprecedented global pandemic.

Without the emergency funding, the largest healthcare provider in the UAE would likely have collapsed leaving a significant gap in the UAE healthcare sector – potentially resulting in a decrease in healthcare access for the UAE population.



To view the Deloitte Global Impact Report, [click here](#).

Endnotes

- 1- The full methodology for the calculation of the greenhouse gas (GHG) emissions is outlined in the FY2021 GHG emissions basis of reporting – Deloitte North South Europe - available here: <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/about-deloitte/deloitte-uk-fy21-ghg-basis-of-reporting-nse.pdf>
- 2- Limited assurance was provided by BDO LLP over the consolidated Deloitte NSE carbon metrics, as per their assurance statement – available here <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/about-deloitte/deloitte-uk-annual-report-fy21-bdo-assurance-statement.pdf>. This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland and the UK.



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