

Deloitte.

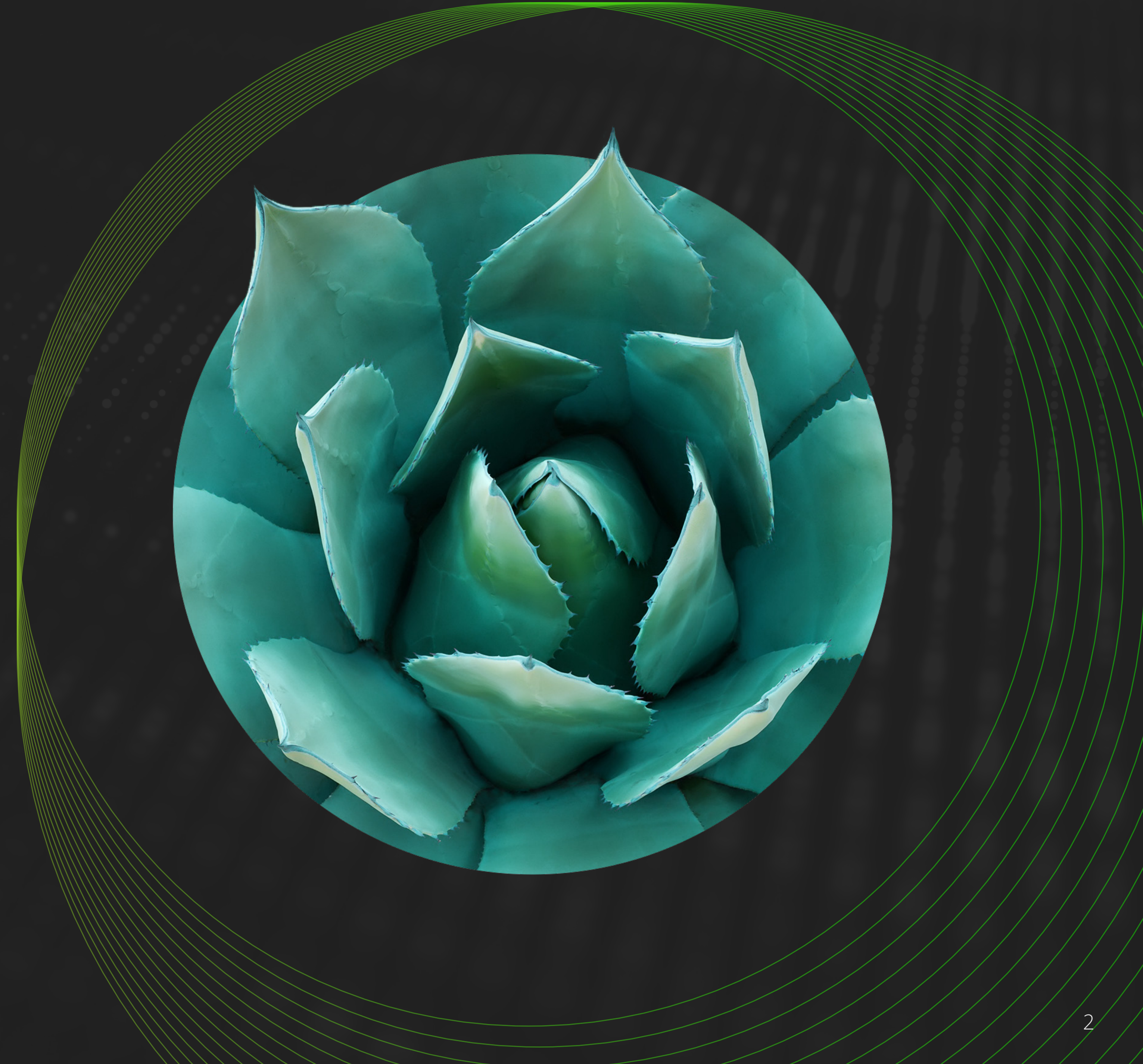
Together makes progress



Deloitte Net-Zero
Transition Plan

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Introduction

Deloitte's role in the *net-zero transition*

As the global economy progresses toward a low-carbon future, Deloitte is taking action to lead, enable and scale the transition. We are well positioned to advance meaningful sustainability progress within our own operations, as well as to facilitate changes beyond Deloitte by offering industry leading sustainability services and collaborating with suppliers, nonprofits, and other organizations across our ecosystem.

Deloitte's net-zero journey is central to our long-term resilience and value creation. It is a business-critical transformation that is reshaping where we work, how we work, and what we use to deliver our work.¹ **By embedding emissions evaluation into our decision-making, we are building a more agile, future-ready organization**—one that's positioned to help reduce and address climate-related risks, unlock growth opportunities, and deliver enduring impact across our value chain.

Our net-zero transition also reflects the topics of importance to Gen Z and Millennials—according to Deloitte Global's annual survey of 23,000+ individuals, 80% of Gen Z and Millennials believe businesses should do more to be sustainable.²

Central to advancing the economy-wide transition is the delivery of services to—and collaboration with—Deloitte firm clients, many of which are also our strategic suppliers. Deloitte's sustainability services include guiding organizations to embed sustainability into core operations, positioning sustainability as an integral component of value creation rather than a peripheral consideration. Our services deliver measurable business outcomes while enabling industry-wide transformation for a collective low-carbon future. Moreover, Deloitte firms actively co-create innovative solutions alongside clients, policymakers, non-governmental organizations (NGOs), and academia—driving sustainability and emission reductions in the economy at large.

¹ [Deloitte's emissions profile](#).

² Deloitte Global. [2025 Gen Z and Millennial Survey: Growth and the pursuit of money, meaning, and well-being](#), 2025, p. 48.

Turning ambition *into action*

Deloitte has committed to reduce absolute scope 1, 2, and 3 greenhouse gas (GHG) emissions by 90% by 2040 from 2019 levels, with the final 10% of emissions neutralized through investment in the permanent removal of carbon.³

Our [net-zero by 2040 framework](#) brings together the key focus areas that will drive our transition and serves as the basis for our Transition Plan. It anchors Deloitte's efforts where we are best positioned to lead—from transforming the environmental impact of our travel, technology, and buildings, to embedding net-zero into supplier relationships, and to collaborating across our ecosystem to scale systemic solutions such as sustainable aviation fuel (SAF).

Delivering on this commitment will require sustained action in the short-, medium- and long-term across the Deloitte network. We are embedding tools, processes, and capabilities that will accelerate action across the network and build on our foundation of investing in transformation, reducing emissions, and measuring progress.



³ Deloitte's net-zero target includes direct emissions from buildings and fleet and indirect upstream emissions such as purchased goods and services and business travel. Progress against Deloitte's commitment is measured at the network-wide level.

Deloitte's net-zero by 2040 framework⁴

Transforming into a net-zero professional services provider by 2040

Strengthen governance, empower Deloitte people, and invest in transformation

Reduce the environmental impact of Deloitte's business

- Integrate sustainability into **business decision-making** to promote accountability for net-zero
- **Transform operations** to enable reductions in emissions resulting from travel, technology, and buildings

Collaborate for a low-carbon economy

<p>Engage suppliers and clients</p> <ul style="list-style-type: none"> • Drive sustainable supply chain practices to support reductions in emissions from the products and services we procure • Help accelerate client progress toward their own sustainability goals and thus support a general shift toward net-zero 	<p>Engage our ecosystem</p> <ul style="list-style-type: none"> • Co-develop solutions that help accelerate the net-zero transition • Collaborate with leading industry groups and initiatives to review and evolve sustainability standards and policies
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Invest in beyond value chain mitigation and carbon removals for emissions that cannot be further reduced

⁴ Beyond value chain mitigation are investments in market mechanisms that finance or incentivize emissions reductions across the broader systems we rely on.

About *the Plan*

Deloitte’s Net-Zero Transition Plan (the Plan) sets out the steps being taken across the network to turn our long-term ambition into action: strengthening our governance; empowering our people; reducing our environmental impact; collaborating for a low-carbon economy by engaging with suppliers, Deloitte firm clients and our broader ecosystem; and structuring the investments needed to deliver these actions. We expect to review and refresh this Plan periodically, informed by Deloitte’s strategic planning cycle and leading guidance and standards.⁵

The Plan was developed by Deloitte’s Net-Zero Taskforce (Taskforce), which includes sustainability and functional leaders from Deloitte Global and member firms. In FY2025, the Deloitte Sustainability Advisory Council (Council) was established to review progress and outputs from the Taskforce, prioritize network resources for the implementation of Deloitte’s net-zero transition, and recommend the Plan in advance of its approval by the Deloitte Global Executive Committee and recommendation for approval by the Purpose, Sustainability & Culture Committee (PSCC) of the Deloitte Global Board of Directors (Deloitte Global Board).



The Plan is a common reference point that Deloitte entities can build from and adapt to local requirements and markets. It is designed to support engagement with clients, suppliers, alliances, and civil society, and is intended to provide a roadmap of Deloitte’s near-term priorities and long-term direction—capturing both what is underway now and how we expect to progress through to 2040. As described in the [Key assumptions and external factors](#), the Plan’s development was informed by several key considerations and is subject to change based on external dependencies, thus Deloitte expects the implementation of this Plan will evolve over time.

⁵ Deloitte has voluntarily published this Plan to enable stakeholders to better understand the actions taken and planned to achieve net-zero, as measured at the aggregate, network-wide level. Development of the Plan was informed by leading guidance and standards, including the UK Transition Plan Taskforce (TPT) Disclosure Framework.

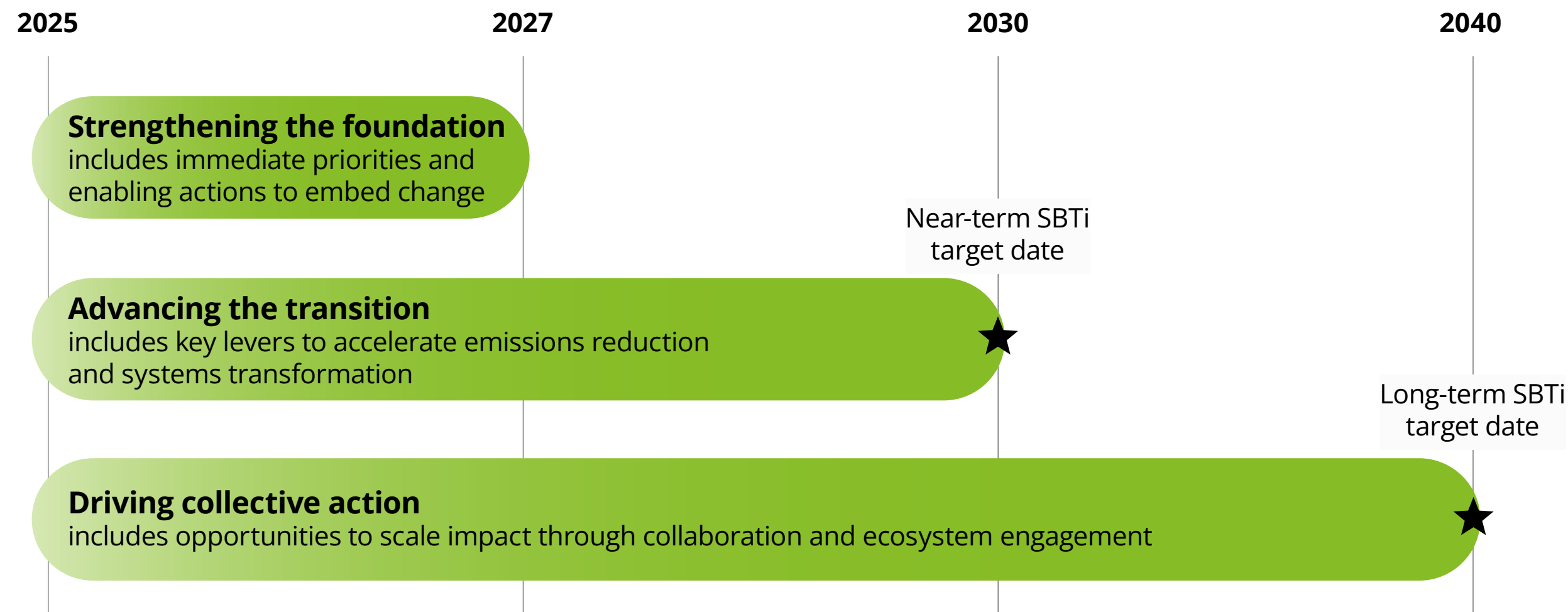
The focus areas of this transition plan are aligned with Deloitte’s emissions profile for the fiscal year ended 31 May 2025, the most recent data available at the time of Plan publication. Refer to the [Deloitte Global Impact Report](#) for the most recent emissions figures and progress tracking against Deloitte’s net zero targets.

To support the use of the Plan by Deloitte entities, and provide transparency and comparability for our stakeholders, each chapter of the Plan uses a consistent structure, and sets out our plans in three approximate timeframes, reflecting the expected evolution of the actions to be undertaken through to 2040. The timeframes for the Plan are represented as concurrent ranges, with each beginning in 2025. These simultaneous ranges reflect our expectation that actions prioritized in the long term will be supported by the groundwork of actions to be taken in the short-term:

The Plan is informed by, and intends to address, the environmental sustainability matters material to the Deloitte network, identified through Deloitte’s [materiality assessment](#), and



Transition plan overview timeline



is intended to capitalize on the opportunities and mitigate the transition and physical risks identified in the [Deloitte Climate Risk Report](#). It also draws on established transition-planning guidance, including the Transition Plan Taskforce (TPT) Disclosure Framework—now integrated into International Financial Reporting Standards (IFRS) Foundation [guidance](#). Designed to be compatible with these frameworks, the Plan enables further implementation and action by Deloitte entities that are responsible for local delivery and compliance with applicable regulatory requirements.

Deloitte's *net-zero* *by 2040* commitment

Deloitte has committed to achieving net-zero GHG emissions across our value chain by 2040, as measured at the aggregate, network-wide level. To support this commitment, we have established a science-based target—validated and published by the Science Based Targets initiative (SBTi) in September 2024—to reduce absolute scope 1, 2, and 3 emissions by 90% by FY2040 from a FY2019 baseline, covering our direct business operations and indirect value chain. The remaining 10% of residual emissions are planned to be neutralized through investment in the permanent removal of carbon.

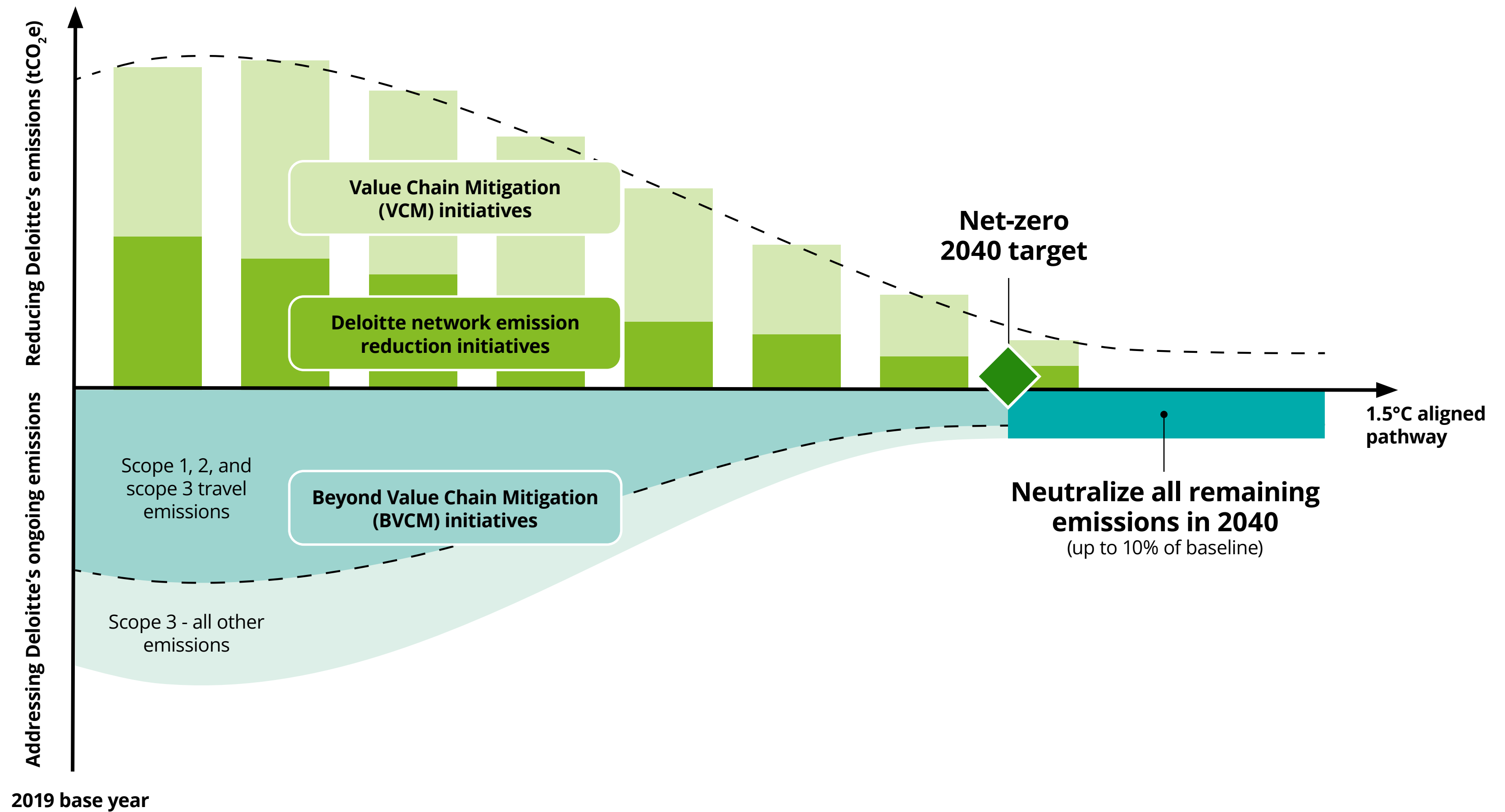


As interim targets on the path to net-zero, by 2030 Deloitte aims to **reduce absolute scopes 1 and 2 emissions by 70%, and scope 3 business travel emissions per full-time equivalent (FTE) by 55%, from FY2019 levels.** We expect to revisit our near-term goals for our largest sources of emissions in line with the latest guidance and standards and the focus areas of this Plan toward enabling Deloitte to drive and measure progress into the future.

Note: Deloitte's 2040 net-zero target was validated against the SBTi Corporate Net-Zero Standard v1.2. Under this standard version, SBTi recommends beyond value chain mitigation (BVCM) on the path to net-zero as a leading practice but does not require it. Neutralizing remaining emissions—up to 10% of the 2019 levels—using permanent carbon removals is required to reach net-zero. In July 2025, the SBTi began revising the Corporate Net-Zero Standard, thus it is possible organizations will be required to neutralize a portion of ongoing emissions in advance of the net-zero target year in forthcoming versions of the Standard.

Pathway to net-zero by 2040

Deloitte's emissions reduction strategy is aligned with a 1.5° C trajectory under the SBTi Corporate Net-Zero Standard. It combines action across the Deloitte network, value chain mitigation, and investments beyond the value chain. Emissions decline over time, culminating in the neutralization of residual emissions in 2040 through permanent carbon removals.



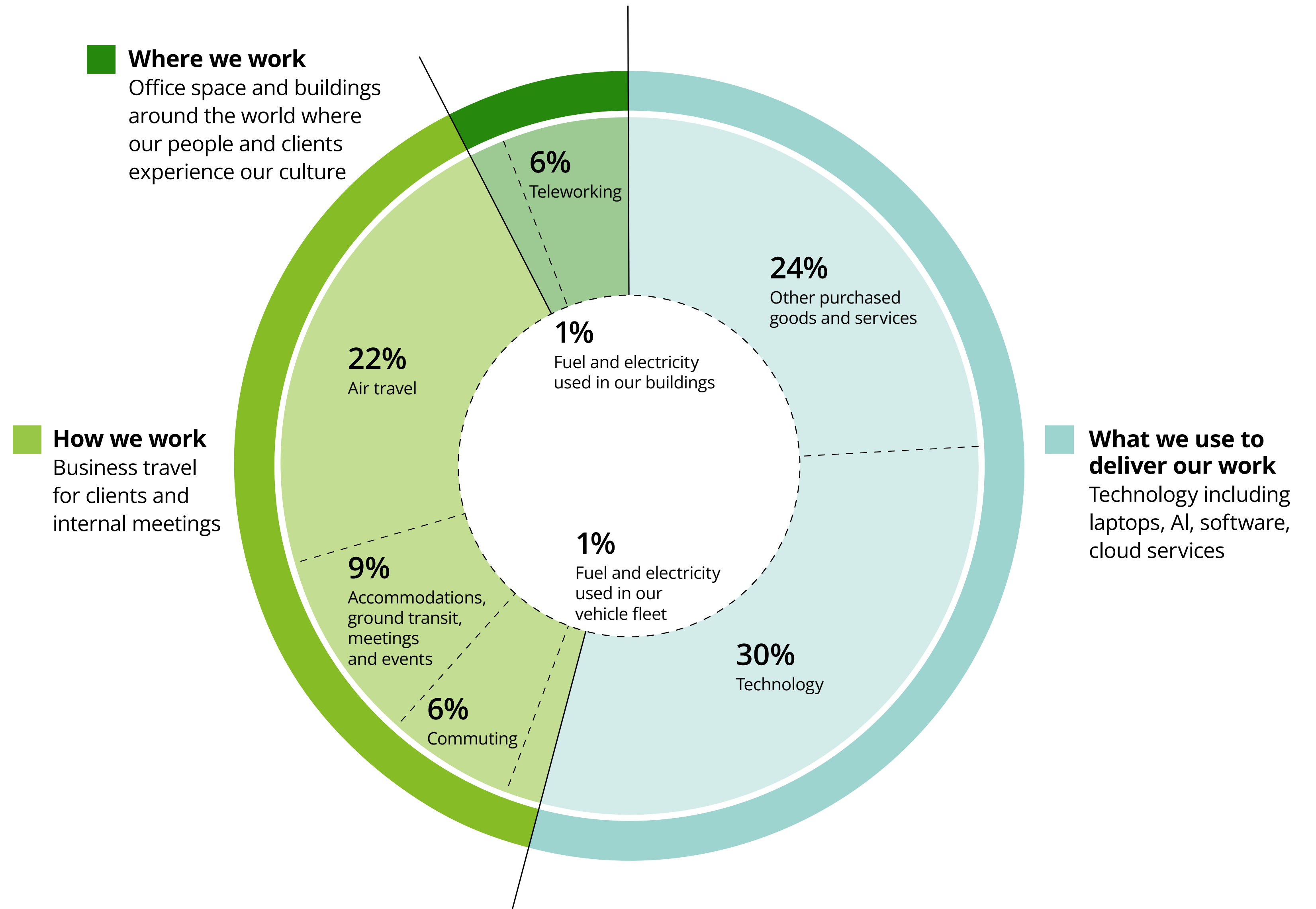
Deloitte's *emissions profile*

By evaluating the most significant sources of Deloitte's emissions, we have targeted our efforts to decarbonize and build the resilience of our business. In FY2025, 98% of Deloitte's reported emissions came from scope 3—indirect emissions sources related to the network's upstream value chain and thus outside of Deloitte's direct control. Accordingly, this Plan is focused on where we can meaningfully address these emissions.



Deloitte's emissions profile⁶

Emissions from travel, technology, and office spaces and buildings are the primary sources of Deloitte's environmental footprint. These sources inform where reduction efforts across the network are focused.



⁶ Deloitte's fiscal year runs from 1 June to 31 May. Figures shown are percentage of FY2025 emissions. Due to rounding, sum of percentages may not equal 100%.

Scope 3 emissions figures reflect varying degrees of uncertainty and are subject to changes over time as methodologies and the precision of source data evolve, which can impact the most material sources of emissions in our profile.

Over time, we anticipate updates will be made to our emissions baseline and targets to reflect changes to the GHG sources relevant for Deloitte, increased data traceability and granularity, and to respond to an evolving landscape of regulation and best practice.

These revisions will be informed by the Deloitte Global restatement policy. The Plan will also evolve as changes to our business strategy, operating model, and emissions profile occur.

Delivering on Deloitte's Net-Zero Transition Plan requires tools to better embed emissions reduction levers into decision-making. One critical enabler is an updated network-wide emissions model, inclusive of the actions outlined within the Plan, which is currently in development. We expect this dynamic emissions model will inform carbon budgeting, internal carbon pricing, and long-term investment planning, helping to translate ambition into operational choices and reinforce accountability across the Deloitte network.



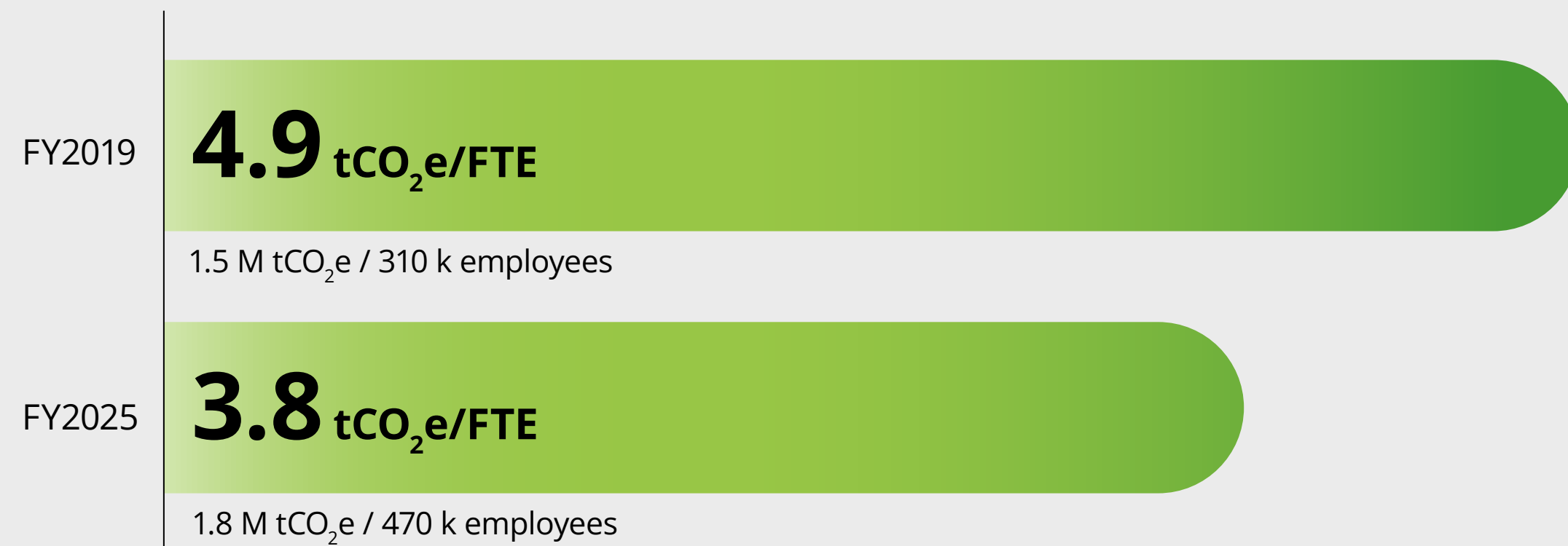
Monitoring and communicating *progress*

Deloitte tracks and reports progress toward its net-zero targets through established channels, including the [Deloitte Global Impact Report](#) and annual response to [CDP](#). These disclosures include select performance metrics, which function as Key Performance Indicators (KPIs) in tracking toward the network's science-based targets. Across the network, Deloitte measures both the steps taken to deliver the Plan and the resulting impact on emissions, with tracking focused on the priority areas in the Plan: travel, technology, buildings, and supplier engagement.



While Deloitte’s most significant emissions reductions lie ahead, we have already begun to decouple emissions from growth. **As of FY2025, total emissions per FTE have decreased by 24% from FY2019 levels.** Absolute emissions from sources Deloitte directly controls have also declined, in part due to the increased procurement of renewable electricity and a transition to electric vehicles.

Emissions intensity vs. headcount (FY19–FY25)



24% reduction in gross emissions per FTE from FY2019 levels



Transition plan focus areas



Strengthening governance and *empowering* Deloitte people

Delivering Deloitte's net-zero transition requires systems, structures, and behaviors that turn ambition into execution. These enablers create the conditions for embedding net-zero in how Deloitte leads, plans, and delivers. The Plan strengthens this foundation by deepening governance and culture to support consistent, network-wide delivery. To make sustainability a consideration in major decisions across the network, our approach focuses on sustaining and strengthening governance, enhancing our operating model, and empowering behavior change.



Sustaining and strengthening governance

Deloitte has separate management and governance structures in place at the Deloitte Global, member firm, and local levels, with cross-network advisory bodies, including the Taskforce and the Council, which help facilitate strategic alignment and collaboration on network-wide sustainability matters. The Taskforce ideates, develops, and supports alignment on net-zero actions that Deloitte entities can take in their respective jurisdictions to advance network-wide progress. The Council provides guidance to the Taskforce and makes recommendations to relevant executive bodies, including potential solutions to address risks and barriers to Deloitte’s net-zero transition.

The Deloitte Global Executive Committee, as part of its responsibility for developing Deloitte Global’s sustainability and climate strategy, assesses and supports the implementation of Deloitte’s net-zero transition, including executive approval of the Plan. The PSCC of the Deloitte Global Board provides dedicated governance and oversight of this strategy and the Plan. The Deloitte Global Board has ultimate oversight for these matters, with responsibility for setting global sustainability goals, approving Deloitte Global’s sustainability strategy and plans (including this Plan), monitoring network-wide sustainability impacts, reviewing performance against agreed goals, and approving significant investments by Deloitte Global related to these goals. Each member firm aligns to the Plan, as appropriate, considering its operations and the conditions in its markets. Sustainability action is managed locally by the relevant Deloitte entities, with executive-level leaders accountable for implementation and oversight of their operations’ own net-zero transition in their respective jurisdictions.

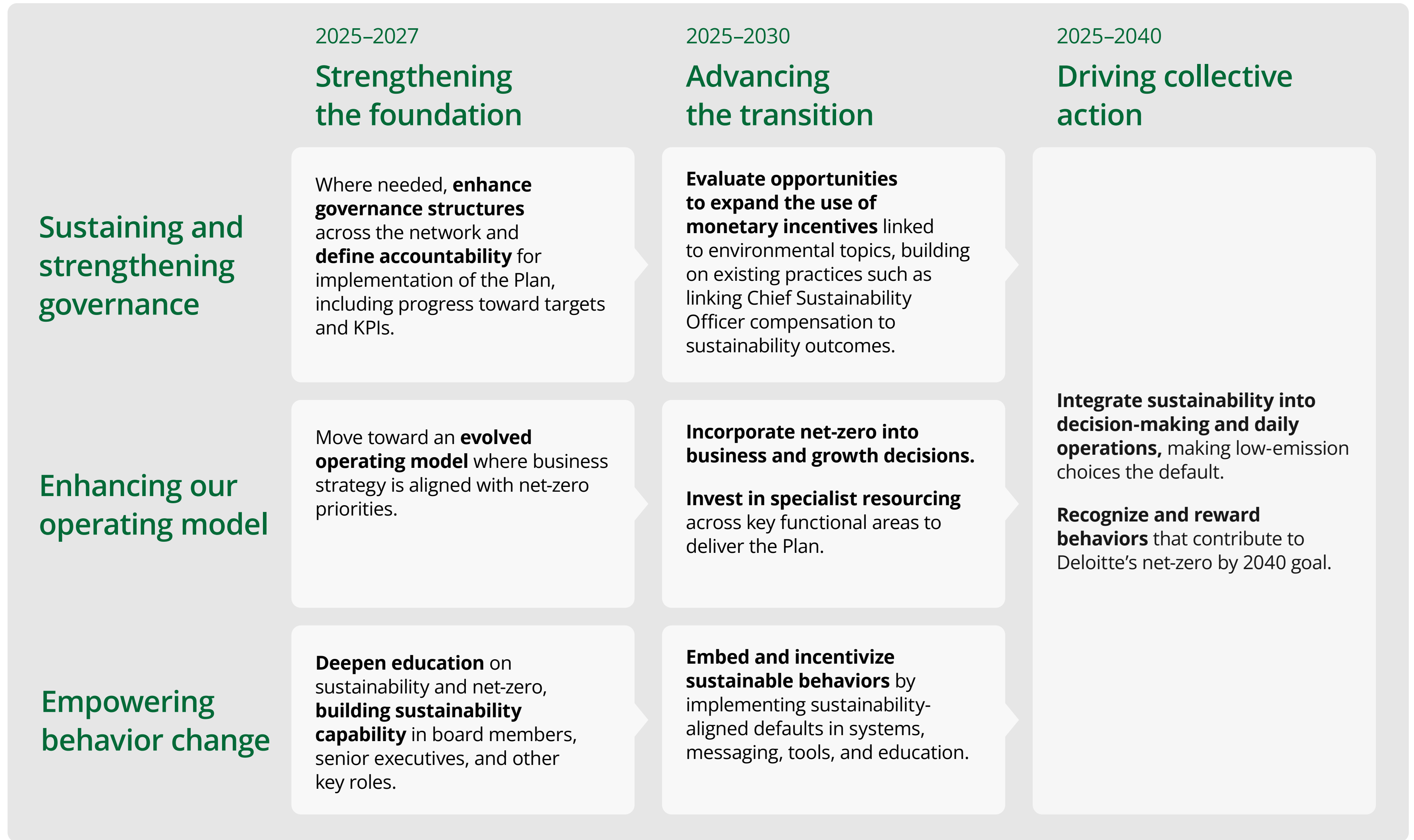
Further information on governance related to sustainability matters, including the Plan and Deloitte’s net-zero commitment, is described in [Governance and Management of Sustainability Impacts](#). Alongside implementation of the Plan, Deloitte will continue to evaluate the governance structures and mechanisms currently in place, seeking to modify or create additional elements of governance as needed to achieve the objectives of the Plan.

Enhancing our operating model

Deloitte is evolving its operating model by embedding net-zero into business strategy, investing in additional specialist resourcing, and incorporating sustainability considerations into major decisions on growth, physical infrastructure, demand management, and workforce planning. Doing so is expected to require sustained focus and investment over time. As we consider changes to our operating model and physical growth plans over time, we also expect to consider our exposure to climate-related risks identified in our most recent scenario analysis, such as the impact of extreme weather hazards that may affect our workforce and business continuity. Our operating model continues to be influenced by external factors, including changing economic conditions that can affect resource availability, the evolving role of AI, and other emerging technologies that support how Deloitte delivers its work.

Empowering behavior change

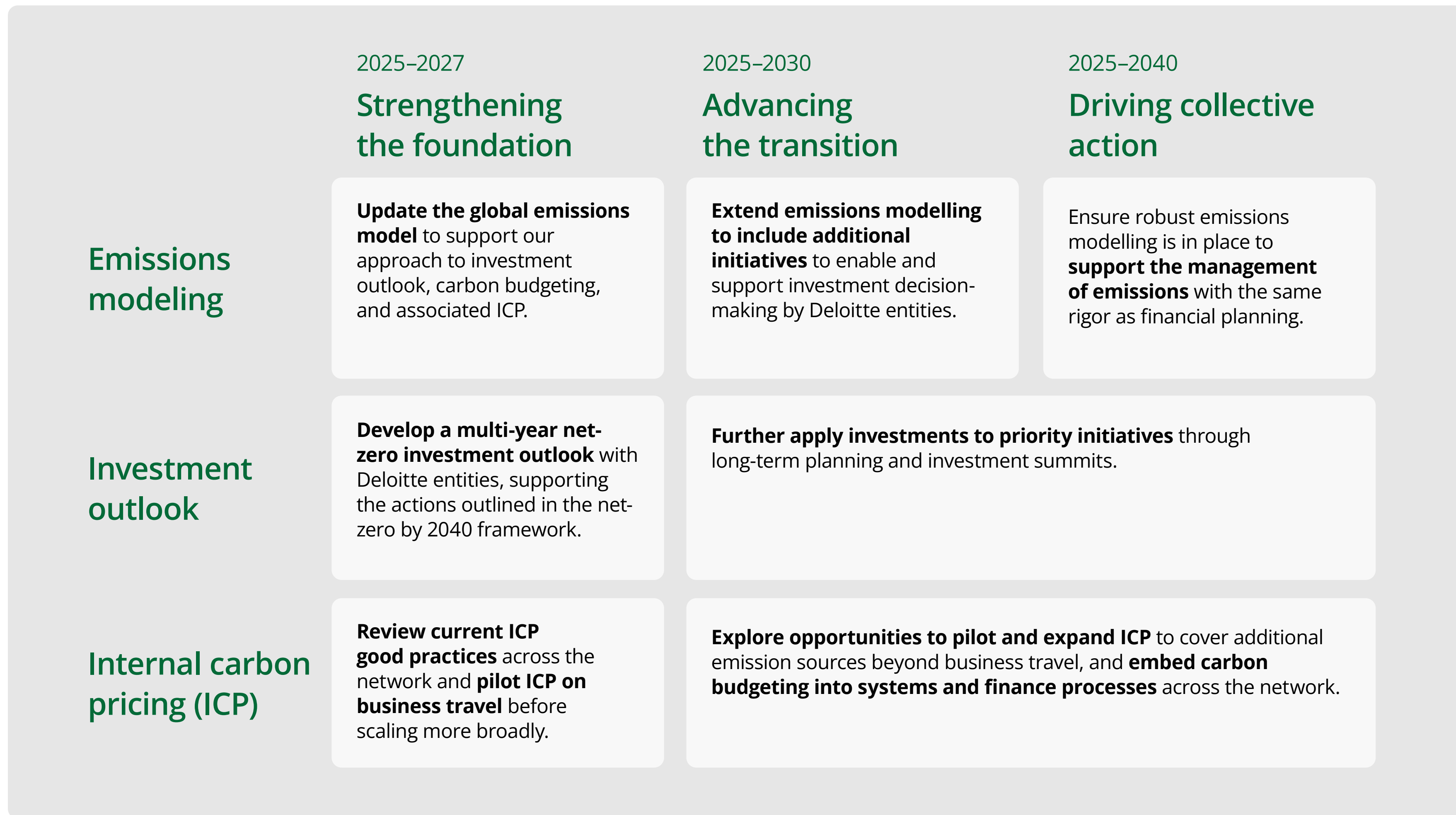
Deloitte’s approach to net-zero emphasizes the importance of behavior change across the network’s workforce while embedding accountability and empowering those in the roles best positioned to drive organizational change. Deloitte is working to upskill board members, senior executives, and functional leaders across the network on sustainability-related topics; embed net-zero into learning programs and talent standards; and incentivize sustainable behaviors across the workforce. **Change programs are underway to influence everyday behavior by making sustainability the default through systems, targeted messaging, and employee engagement tools that reinforce low-carbon habits across teams**, such as through travel management tools in certain Deloitte firms. Future efforts are aimed at expanding the use of sustainability-aligned defaults and strengthening workforce engagement tools across the Deloitte network.



Investing in *transformation*

Delivering Deloitte’s net-zero ambition will require sustained investment—into how the Deloitte network reduces travel emissions, decarbonizes its technology infrastructure and buildings, engages suppliers, and enables culture and behavior change. Deloitte entities are putting in place the financial infrastructure needed to plan, budget, and allocate capital toward these priorities. This includes updated emissions modelling, further deploying internal carbon pricing (ICP), and establishing a long-term investment outlook.





Reducing the *environmental impact* of Deloitte's business

To reduce our environmental impact, Deloitte focuses on key scope 3 emissions related to travel, technology, and buildings. Our planned actions to reduce these emissions sources are supported by supplier and client engagement efforts described in [Collaborate for a low-carbon economy](#), which focus on enabling access to lower-emissions solutions across the value chain.



Travel and transportation

Deloitte has set a target to reduce scope 3 emissions from business travel by 55% per FTE by 2030 from FY2019 levels. Maintaining leading client services while reducing Deloitte’s travel footprint will require a fundamental shift in how our people utilize travel. **Delivering engagements more sustainably requires evaluating when we will travel, shifting the types of transportation we use, and working with clients, suppliers and ecosystem collaborators to help create more sustainable travel options.** The Plan incorporates flexibility in current actions to ensure adaptability and credibility as market conditions and low-carbon options evolve.

Deloitte aims to enable our leaders to manage travel emissions with the same rigor as financial decisions. This ambition builds upon tools and processes to support decision making on travel and transportation, such as the [Travel Emissions Calculator](#) and the Sustainable Delivery Framework (SDF),⁷ which are already in use in parts of the network to support teams in embedding sustainability. These tools are complemented by the implementation of ICP on business travel emissions, already in place across multiple Deloitte entities. ICP is designed to make emissions visible in financial terms, enabling Deloitte people to embed carbon budgeting into daily operations and further support behavior change. By integrating emissions into client engagement planning and business travel decisions, sustainability will become a core component of financial and operational planning at Deloitte.

As part of our collaboration to build a low-carbon economy, Deloitte is a member of [EV100](#), through which we have set a goal to convert 100% of our vehicle fleets to electric vehicles. Deloitte also participates in the [First Movers Coalition](#) (FMC), where we participate in aviation sector working groups to drive innovation in practices that support increased use

of SAF, and under which we have pledged to replace at least 5% of our jet fuel demand with SAF85 by 2030.

SPOTLIGHT

Signaling demand for low-carbon alternatives through engagement with industry groups

Deloitte is a founding member of the Sustainable Aviation Buyers Alliance (SABA), a coalition created to accelerate the market for sustainable aviation fuel. Air travel accounts for a significant share of Deloitte’s total emissions, making Deloitte’s participation in SABA important for our commitment **to reduce business travel emissions by 55% per FTE by 2030, from FY2019 levels.**

Through SABA, Deloitte connects with other organizations interested in purchasing SAF to aggregate demand and signal to producers and airlines that SAF is important to reduce emissions from business travel. By collaborating across industries, Deloitte both reduces our own travel emissions and contributes to broader change in aviation, which helps to build the infrastructure and send the market signals needed for sustained progress toward net-zero.

⁷ The SDF provides a framework for Deloitte people and project teams to understand what it means to deliver work more sustainably and reduce emissions throughout the engagement lifecycle.



Technology

Technology use represents nearly a third of Deloitte’s total emissions. These emissions come from the purchase and use of technology across the network, such as cloud computing and hardware. Given the fundamental role of technology in how we do our work, Deloitte aims to decouple technology use from emissions growth as digital capabilities and requirements expand.

Deloitte is pursuing targeted initiatives to decarbonize its technology stack which includes software and hardware, artificial intelligence (AI), cloud services, and data centers.

These initiatives are led by technology teams across Deloitte, supported by functional specialists. Deloitte is also working with [external alliances](#) and suppliers—many of whom are also clients—to refine emissions data and methodologies, accelerate solutions relating to clean and renewable energy, and explore new emissions-reduction applications of AI.

Deloitte's technology emissions strategy to 2040

Deloitte's approach to reducing emissions from technology spans software, cloud, AI, data centers, and end-user devices.



End user devices & hardware

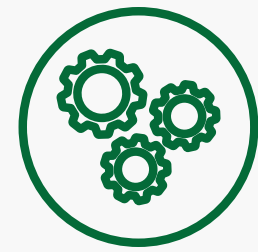
Reduce carbon intensity throughout the device lifecycle and implement end-of-life and circular economy programs.



Cloud

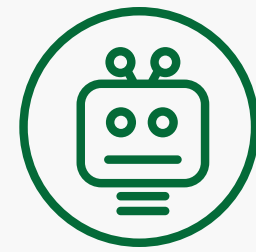
Prioritize Cloud Service Providers that run on renewable energy.

Optimize workloads for energy efficiency.



Software

Embed sustainability throughout Deloitte's technology stack.



Gen AI

Leverage AI's potential and value creation to develop breakthrough sustainability solutions.

Design AI to minimize energy demands.



Data centers

Move from on-premises to cloud and align with sustainability-focused providers.

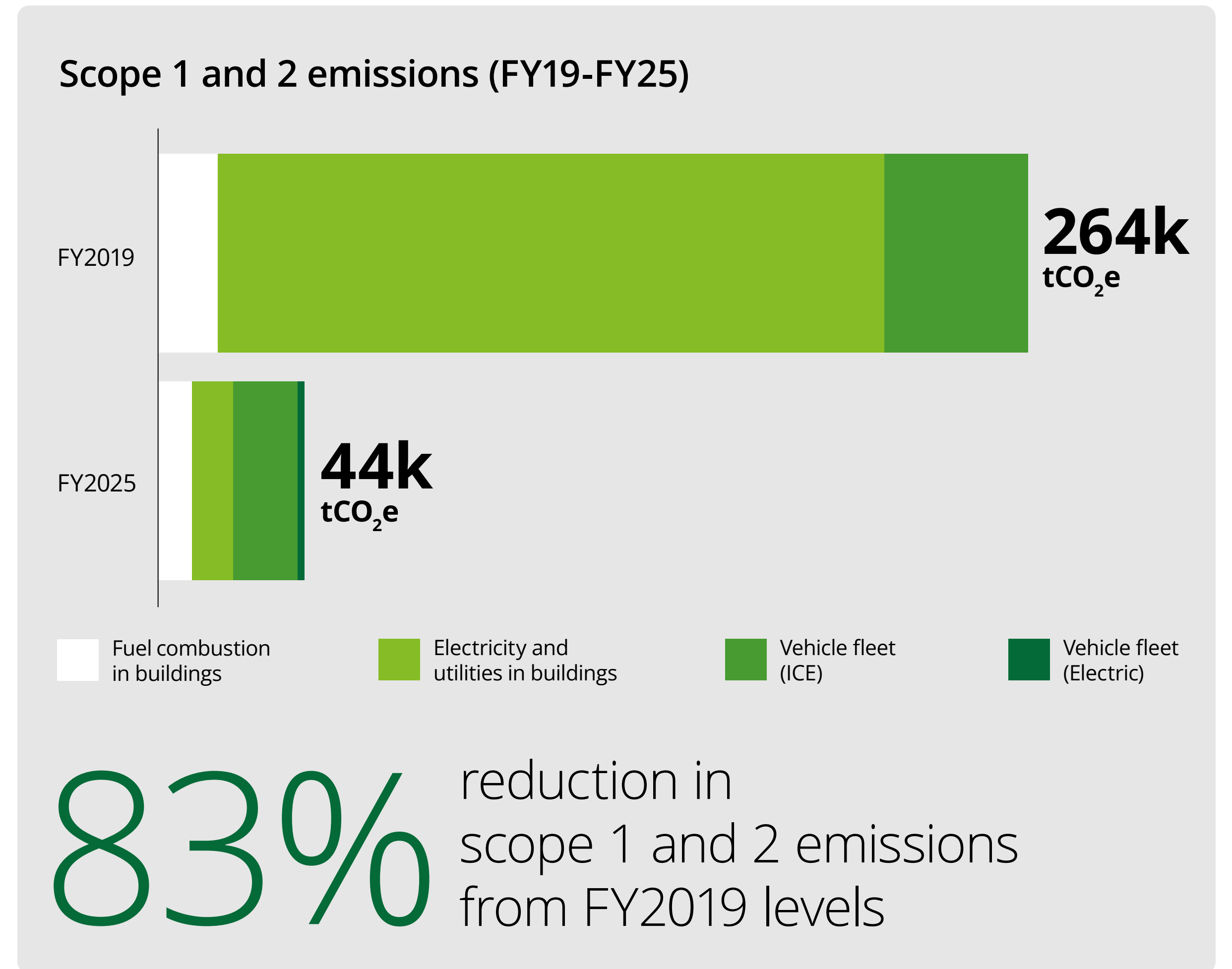
Deloitte recognizes the increasing significance of AI, both in the way Deloitte firms deliver services to clients and as an element to be considered in the Plan. We view AI not just as a workforce and productivity enabler, but as a lever for resilience, emissions reduction, and risk mitigation. At the same time, we recognize that as AI adoption grows, its energy demand and environmental costs will continue to rise, making it increasingly important to align AI adoption with broader sustainability considerations such as emissions reductions, renewable energy use, and water consumption. **As AI usage accelerates, we expect to continue evaluating the positive and negative impacts of AI on our service delivery and sustainability goals, and to collaborate across our value chain to consider and respond to its evolving usage.**

Buildings

Deloitte’s buildings and offices shape the experiences of our people and clients and are an extension of our culture. These spaces represent Deloitte’s most tangible impact on the environment and the well-being of our over 470,000 people. Through Deloitte’s real estate priorities and decisions, we can signal demand for energy-efficient buildings powered by low-carbon electricity and sustainable building materials and equipment.

As of FY2025, Deloitte has already achieved an 83% reduction in scopes 1 and 2 emissions from FY2019 levels, which surpasses our 2030 target of a 70% reduction.

This milestone reflects progress toward our 2040 commitment to reduce absolute scope 1 and 2 emissions by 90%. Going forward, Deloitte is evolving how building-related decisions are made and how energy is sourced, focusing our efforts on transitioning toward low-carbon energy systems. Deloitte continues to expand the tracking and management of other building-related environmental impacts, such as water consumption in some of our largest facilities. These efforts build on guidance and sustainability features already embedded in buildings such as Deloitte University facilities in the US and EMEA. To strengthen and align these efforts globally, Deloitte plans to develop a real estate sustainability (RES) framework that Deloitte entities can adapt to local contexts.



Deloitte entities are further prioritizing the integration of sustainability into our workspaces, including through engagement with property owners, management companies and energy providers. Such collaboration is important in our efforts to reduce emissions from our buildings. Deloitte is committed to procuring 100% renewable electricity for buildings by 2030 as a member of [RE100](#), and to occupy net-zero buildings by 2030 as a member of [EP100](#). Deloitte is also committed to the goal that real estate assets owned or leased by Deloitte entities operate at net-zero carbon by 2030 as a signatory of the World Green Building Council (WorldGBC) Net Zero Carbon Buildings Commitment. As of FY2025, 95% of the electricity used in our buildings was sourced from renewable sources, achieved primarily through market-based instruments such as Renewable Energy Certificates (RECs) and Guarantees of Origin. The Plan prioritizes the transition toward more direct purchasing mechanisms over time, such as through Power Purchase Agreements (PPAs) or project-specific supply contracts.



SPOTLIGHT

Engaging with a global membership body to transition the built environment

Deloitte is a [Global Knowledge Partner](#) of the World Green Building Council, which works to shape standards and practices for net-zero and resilient buildings. Engagement with the WorldGBC supports Deloitte’s ability to deliver on its real estate emission reduction and sustainability goals.

Through our collaboration with WorldGBC, Deloitte leverages our real estate experience globally to contribute insights on key systemic barriers and potential solutions to accelerate emissions reduction in the built environment. At the regional level, Deloitte also collaborates with the UK Green Building Council (UKGBC) to build the case for commercial retrofits, showing how worldwide commitments translate into local action. These collaborations strengthen Deloitte’s ability to deliver on its real estate goals while also contributing to broader frameworks shaping the built environment.

Travel and transportation

2025–2027

Strengthening the foundation

Develop the tools and processes needed to manage travel-related emissions, with a **network-wide baseline travel policy** aligned with net-zero targets and sustainability goals—covering travel reduction, booking, operations, sustainable project delivery, and compliance.

Continue to **expand SAF contracts** and execute additional long-term agreements to signal demand to the market.

Enhance travel booking systems and expand use of the Sustainable Delivery Clause and Travel Emissions Calculator on client engagements.

2025–2030

Advancing the transition

Enable travel-related GHG emissions forecasting, budgeting, and reporting at the client and engagement level.

Integrate sustainability into travel decisions by aligning management processes, incentives, and compliance requirements.

Set net-zero-aligned goals for hotel stays, beginning with direct (scopes 1 and 2) hotel emissions and expanding to broader sustainable lodging priorities.

2025–2040

Driving collective action

Collaborate with top hotel providers on energy transition projects and energy efficiency.

Evaluate and integrate new technologies as they mature such as potential virtual and immersive meeting technologies, and clean hydrogen and electric air travel.

Technology

Develop a consistent, actionable emissions baseline and categorize data across key technology categories, including hardware, software, and cloud.

Develop a broad supplier engagement strategy for technology emissions reduction, spanning major categories and the full procurement cycle.

Evaluate the emissions impact of Deloitte’s AI use, including Generative AI models, and assess potential benefits related to efficiency, innovation, and quality.

Forecast technology emissions from different Agentic models, with a focus on understanding and baselining Generative AI use cases.

Establish systems to track purchasing volumes and associated carbon data for key technology products and services across the network.

Validate and align technology reporting methodologies across the Deloitte network and ecosystem collaborators to support credible measurement and disclosure.

Develop procurement and usage guidance for Generative AI, with a focus on adoption and usage considerations toward the goal of responsible integration into net-zero planning.

Contribute to a strategy for technology sector emissions reduction which includes convenings and collaboration across the technology ecosystem.

Focus areas (continued)

Buildings

2025–2027

Strengthening the foundation

Assess the existing portfolio to identify high-emitting buildings and **develop prioritized building lists for action across Deloitte entities.**

Enhance network guidance and tools to support the transition to decarbonized buildings, including decision frameworks and resources that can be adapted locally.

Refine guidance for renewable electricity procurement including PPAs, Virtual PPAs (vPPAs), green tariffs, and project-specific contracts.

Develop guidance on green leasing practices, including green lease clauses, to support consistent engagement with landlords on sustainability.

2025–2030

Advancing the transition

Implement guidance on building systems, renewable electricity procurement and green leasing practices across Deloitte entities.

2025–2040

Driving collective action

Contribute to a strategy for real estate sectoral change through property owners, management companies, and industry collaborations to advance energy transition solutions, including renewables.

Collaborate for a *low-carbon economy*

While Deloitte is transforming its own operations, the majority of emissions lie outside Deloitte’s direct control. Engaging the value chain is therefore essential to deliver on our net-zero commitment.



Suppliers

Deloitte’s supply chain includes 20,000+ suppliers across industries and geographies, yet the largest 100 suppliers account for nearly half of all Deloitte’s scope 3 emissions. Our approach is to engage with the largest contributors to our emissions footprint—mainly in travel and technology—while supporting scalable approaches to progress net-zero across the broader supply base.

This focused approach to supplier engagement is designed to help drive significant emissions reductions and business growth through meaningful collaboration and innovation. Deloitte is working with cloud providers, laptop manufacturers, and airlines on low-carbon solutions, with early efforts aimed at improving data quality and identifying opportunities to reduce emissions over time.

Deloitte’s supplier engagement approach is tailored to reflect a range of capabilities, emissions profiles, and regulatory contexts across our supply base. Engagement strategies are informed by supplier segmentation, materiality, and sector-specific considerations. To implement this approach effectively, Deloitte is investing in the tools, data, and resources that are needed to assess suppliers and strengthen engagement. Deloitte plans to monitor progress against this approach and use those insights to inform future supplier engagement actions and targets that are achievable and aligned with our path to net-zero.

Clients

With clients looking to strengthen their resilience and preparedness to comply with emerging sustainability regulations, [Deloitte Sustainability](#) practitioners are delivering services to organizations across industries and regions to help them set and accelerate toward their own sustainability goals and transition to a low-carbon future. **Deloitte's sustainability solutions and services help clients take on complex challenges, support their strategic decision-making and business decisions around sustainability investment, and help them respond to evolving regulatory and sustainability data needs, further helping them adapt to environmental impacts and increase resilience.** Many Deloitte firm clients are reshaping the energy grid landscape, fortifying infrastructure to be more resilient to extreme weather, and driving responsible supply chain innovation. These services help drive sustainability outcomes and organizational value creation for Deloitte's clients.

Deloitte firms' client services can accelerate the system changes Deloitte cannot control directly, but which can support our own path to net-zero. This can include increasing the availability of lower-carbon goods and services (particularly where clients are strategic suppliers for Deloitte), contributing to broad sectoral decarbonization that supports Deloitte's decarbonization goals, and increasing resilience to extreme weather events.



Deloitte's ecosystem

To reach beyond our operations and help scale the solutions needed for a low-carbon economy, we plan to invest in market mechanisms that finance or incentivize emissions reductions across the broader systems we rely on.

Value chain mitigation (VCM) refers to actions Deloitte takes to reduce emissions that occur within our value chain but outside our direct control, such as business travel, purchased goods and services, and the energy used in our leased buildings. These emissions are included in our scope 1, 2, and 3 totals in line with the GHG Protocol and Deloitte Global's emissions methodologies and basis of reporting.

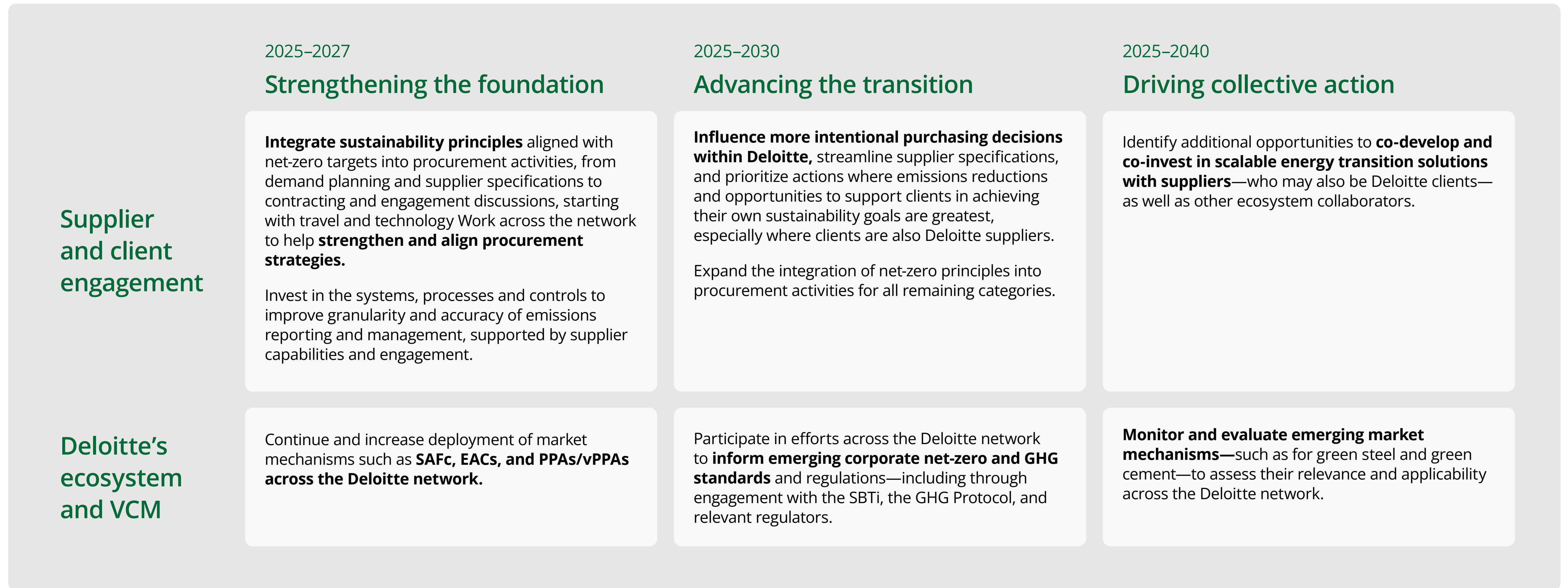
To address these emissions, Deloitte uses a range of market mechanisms. These include Sustainable Aviation Fuel certificates (SAF) to reduce the emissions impact of air travel, and Energy Attribute Certificates (EACs) such as RECs and vPPAs to address electricity-related emissions from buildings. These tools enable us to claim the environmental benefits of lower-emission alternatives while also supporting the development and scaling of solutions that facilitate the transition to a lower-carbon economy, thus complementing the operational actions outlined in [Reducing the environmental impact of Deloitte's business](#).

Further, our participation in initiatives such as SAF and voluntary carbon markets informs not only Deloitte's own approach but also the guidance we provide to clients seeking credible, market-based solutions for residual emissions that support net-zero feasibility.

In addition to direct engagement with suppliers and clients, Deloitte also participates in efforts to review and evolve corporate net-zero and GHG standards and regulations—such as through engagement with relevant standard setters and other organizations—which can inform the use of market-based mechanisms in corporate reporting.

Into the future, Deloitte intends to continue aligning our external collaboration and engagement with the priorities established in the Plan and provide updates as our approach evolves.





Investing in beyond value chain mitigation and *carbon removals*

While our value chain covers the goods and services we purchase, beyond value chain mitigation (BVCM) refers to the investments Deloitte makes to reduce and remove emissions, and to scale solutions, outside of our direct value chain.

Current BVCM investments include projects such as reforestation in Ghana, regenerative agriculture in Central Europe, and carbon-negative asphalt in the UK, which help to close the sustainable finance gap and advance high-integrity sustainability solutions in line with emerging practice. Deloitte's voluntary global floor price per tonne of carbon will be refined and applied across the network to support BVCM initiatives, initially covering scope 1 and 2 building and fleet emissions and scope 3 business travel emissions. At our target year in 2040, Deloitte aims to neutralize the final 10% of its GHG emissions through investment in the permanent removal of carbon.



BVCM and neutralization

2025–2027

Strengthening the foundation

Develop a **network-wide framework for BVCM and neutralization**.

Coordinate and provide **network guidance on the purchase of permanent carbon dioxide removal (CDR) credits**.

2025–2030

Advancing the transition

Implement the BVCM and neutralization framework across the network.

Refine and embed carbon budgeting aligned with market expectations on BVCM and neutralization.

Coordinate network-wide approach for deployment of **investments in permanent CDR solutions** to be deployed locally by Deloitte entities.

2025–2040

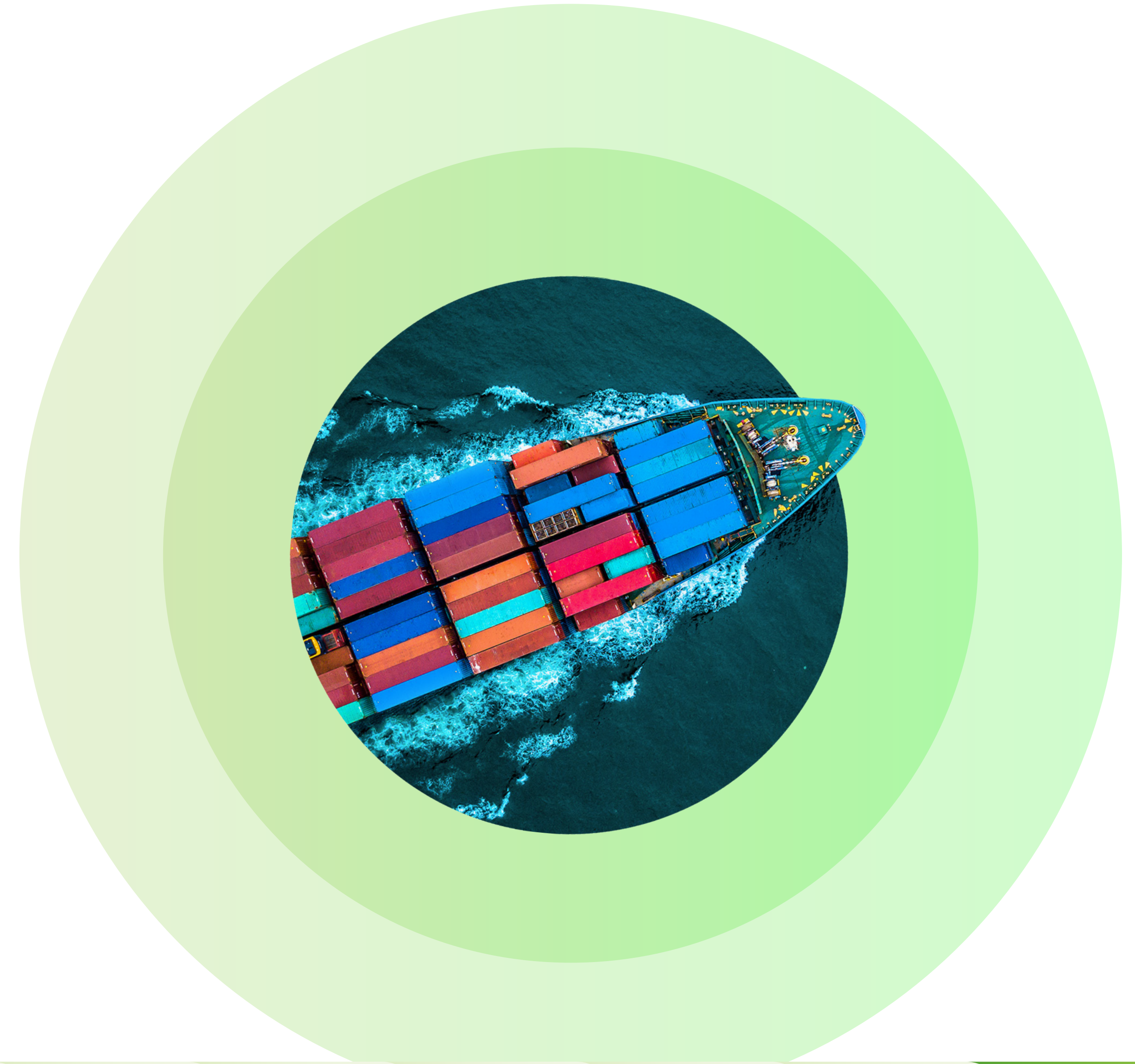
Driving collective action

Engage with the carbon removals market to help develop solutions that support the need to address the final 10% of emissions with permanent carbon removals.



Key assumptions and *external factors*

Deloitte recognizes that external factors and dependencies will shape both the pace and effectiveness of our implementation of the Plan—including market dynamics, geopolitical shifts and macroeconomic conditions that may evolve unpredictably over time. The net-zero transition globally is expected to be non-linear and uneven across geographies, which may influence when and how net-zero actions are deployed across Deloitte’s worldwide operations and value chain.





Evolving sustainability reporting standards, national targets, laws, regulations and policies, technological developments, and supply chain dynamics will also affect our trajectory.

Regulators and standard-setting bodies are actively revising guidance on how corporate sustainability targets are defined, measured, validated, and disclosed. For example, evolution of the IFRS Sustainability Disclosure Standards and the EU Corporate Sustainability Reporting Directive (CSRD) are expected to influence how elements of the Plan are implemented across the network, with the potential to change how Deloitte defines emissions targets, discloses progress, and applies accountability mechanisms within the structure of the Plan into the future.

In July 2025, the SBTi began revising its Corporate Net-Zero Standard, which may impact how Deloitte sets future net-zero targets, defines residual emissions, and applies market mechanisms. Updates to the GHG Protocol may also reshape how Deloitte accounts for emissions, such as modifying the reporting treatment for market-based instruments including RECs and vPPAs.

Deloitte’s ability to implement the Plan also depends on energy and sustainability policy shifts across jurisdictions. Regulatory incentives and infrastructure availability—such as access to renewable electricity procurement, SAF production, and EV infrastructure—may influence when and how Deloitte can invest in low-carbon solutions. In geographies with limited access to these enablers, Deloitte may face delays or higher costs when implementing emissions-reduction initiatives. The extent to which actions will be deployed within Deloitte also depends on the pace and availability of external innovation and low-carbon options.

Emerging technologies present new challenges and opportunities. The rapid scale-up of cloud-based and AI infrastructure—particularly Generative AI—is projected to increase energy demand and resource requirements, potentially affecting implementation of the Plan.

At the same time, ongoing technological innovation is improving efficiency and availability of low-emissions solutions across infrastructure, mobility, and energy systems. Deloitte will likely need to scale digital innovation while decoupling emissions from evolving technology use.

Value chain engagement remains important. Deloitte relies on suppliers to provide emissions data and to implement emission reduction strategies that align with our targets. Supplier capacity to implement low-carbon solutions, improve data quality, and evolve reporting methodologies vary across markets. This may constrain Deloitte's ability to accurately measure progress and deliver scope 3 emission reductions, particularly in sectors or markets where supplier capabilities remain limited.

Deloitte will continue to adapt the implementation and focus areas of the Plan as the external environment evolves.





Together makes progress

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**Deloitte Net-Zero
Transition Plan**