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Together makes progress

2025 Global Impact Report

Together makes progress

At Deloitte, our Purpose is to make an impact that matters, for our clients, our people, and society. Discover our impact over the past year.

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Global Impact Report

Message from leadership

Over the past year, we have helped Deloitte clients, our people, and society navigate an extraordinary level of complexity, along with the continuing rapid adoption of advanced technology. From the shifting economic and regulatory landscape around the world to the need to reimagine how organizations work in response to advances in Generative Artificial Intelligence (GenAI), business is operating in an environment characterized by an accelerated pace of change.

Deloitte works with public and private organizations and nonprofits to help solve some of the world's most complex challenges with strategic thinking, innovative solutions, and swift action. As this report illustrates, while these are challenges that no organization can solve alone, together we can help advance progress.

Guiding sustainable growth and technology-driven transformations

As the pace of change continues to accelerate, organizations should be agile when making important decisions that can help shape their future growth and resiliency. From integrating new technologies, to realizing greater efficiency in operational models, to adapting to changing regulations and talent needs, leaders stand at a multidimensional crossroads. In critical areas like AI and sustainability, the direction that leaders pursue will have a profound impact on their own organizations and their surrounding communities. At this important juncture, a broad range of experience and perspectives spanning markets, industries, and disciplines can help inform these decisions.

Guided by our Shared Values and culture, with a foundation built on the highest levels of quality, ethics, and integrity, Deloitte is helping clients navigate this landscape. We are supporting organizations as they refine and scale trusted GenAI solutions through Deloitte's global GenAI incubator network and Agentic AI platform, Zora AI™ by Deloitte. We are also using AI tools to transform our internal operations and the way Deloitte serves clients, as well as enhance our people's talent experience. In addition, we are helping organizations design and implement their sustainability-driven transformations, as we transform our own organization and advance toward Deloitte's organization-wide net-zero by 2040 goal.

Bringing our stakeholders' expectations to life

We measure and report on our organization's impact in order to enable stakeholders to evaluate our progress. Throughout this report, we share examples of the significant impact Deloitte people make each day through the high-quality services they provide. Foundational to this is Deloitte's commitment to put our purpose of making an impact that matters at the core of all that we do.

Our growth trajectory is powered by Deloitte's over 470,000 people around the world and the depth and strength of our multidisciplinary model, which brings together our tremendous breadth of experience to address the challenges facing business and society. We are proud of Deloitte's continuing recognition as a leader across capabilities, industries, and regions, and as the world's most valuable and strongest commercial services brand. We are privileged to have the trust and confidence of Deloitte clients—and we are dedicated to earning that trust each day as clients turn to Deloitte with their heart-of-the-business matters.

Given the size and scale of our organization, along with our distinctive culture, we are well positioned to continue building on Deloitte's 180-year history of making an impact that matters. As we work together with a broad range of stakeholders to move society forward, we see a bright future ahead.
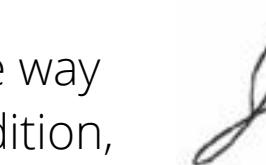
Joe Ucuzoglu
Deloitte Global CEO

Anna Marks
Deloitte Global Chair

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Business

In today's complex global environment, organizations are facing increasing challenges, including economic uncertainty, geopolitical shifts, and technological disruption. In this landscape, a broad range of deep skills and perspectives is required across markets, industries, and sectors to help leaders make balanced decisions—and act on them effectively.

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Deloitte is built to help clients, people, and societies not only navigate disruption, but also actively shape a better future and redefine what's possible. Our multidisciplinary model allows us to bring together technology, tools, insights, and deep industry experience across all businesses to provide integrated solutions that help organizations transform the ways they do business, create enduring value, and stay competitive for the future.

Accelerating transformation through Generative AI and advanced technologies

Advances in AI, the dawn of digital agents, and new applications of robotics are exponentially growing digitized data, increasing efficiency, insights, and innovation. At Deloitte, we're working together with clients to imagine how Generative AI (GenAI) and other technological advances can help reshape business models and execute their vision for the future, while also preparing for and managing the potential risks associated with adoption.

To fuel this unprecedented opportunity, we have allocated over US$3 billion of investments in GenAI through FY2030 to transform our delivery and operations and launch new innovative products and offerings. For example, with Agentic AI and multiagent AI systems, Deloitte is helping clients build AI agents on various software platforms across our network of ecosystems and alliances. Leveraging our specialist knowledge in business and workforce transformation, we help clients integrate Agentic AI to elevate human potential, enhance the work experience, and build agile, resilient teams. Through Deloitte's newly launched Global Agentic Network, clients now have access to a connected ecosystem of AI business agent offerings supported by our strategic alliances and technology relationships to help augment and automate their operations.

Zora AI™ by Deloitte is our first Agentic AI product business, building AI agents that can act independently by executing human tasks autonomously and intelligently. Zora AI™, powered by NVIDIA AI Enterprise, marks a milestone in multi-agent systems with the integration into leading enterprise platforms, designed to empower clients to build intelligent digital workforces using Agentic AI.

The growing relevance of Sovereign AI, which refers to the ability of a nation or organization to independently develop, deploy, and govern its own AI systems and infrastructure, is leading to increased client demand for scalable, secure, and efficient AI infrastructure solutions. Deloitte's Silicon to Service (S2S) offering aims to provide end-to-end strategy, design, deployment, optimization and management of sovereign AI and AI factory capabilities for clients. We launched the Global AI Infrastructure Center of Excellence dedicated to supporting clients globally in establishing and operating specialized AI data centers. By aligning infrastructure innovation with enterprise outcomes, we help clients accelerate timely and impactful AI deployment at scale while managing risk with appropriate ethics and governance, underpinned by our Trustworthy AI™ framework.

Deloitte has made significant investments in the development of our Trustworthy AI™ framework, related services, and training programs, because we believe trust is essential to scaling AI with confidence. Backed by Deloitte's AI Institute, supported by global research, and informed by deep domain experience across industries, this framework helps organizations embed trust into AI development from day one, transforming it from a reactive concern into a proactive capability for responsible growth and long-term value.

In 2025, Deloitte was honored as the Google 2025 Partner of the Year – Artificial Intelligence Global Sales and Services, and a leader in the 2025 IDC MarketScape: Worldwide AI Services Vendor Assessment[1], which highlights our focus on helping clients leverage cutting-edge technology to solve complex challenges.

Revolutionizing financial reporting with Agentic AI

In this new era of business transformation, innovation and collaboration are redefining the future of finance. Using Agentic AI, organizations can transform traditional executive reporting into a dynamic, on-demand, and interactive experience.

With Zora AI™ by Deloitte, a revolutionary AI platform built on NVIDIA technology, Deloitte is bringing to life our vision for tomorrow's workforce. Designed to augment the workforce, Zora AI™'s digital agents execute complex business functions autonomously, helping clients transform latent processes into engaging experiences.

Deloitte teamed with Hewlett Packard Enterprise (HPE) to co-deploy Zora AI™ CFO Insights to reinvent executive reporting. Integrated with HPE Private Cloud AI, CFO Insights has the potential to reduce report production time by up to 50%, moving the offline world of static reviews into a personalized digital experience. Finance leaders can now receive near real-time insights, equipping them to react swiftly to today's challenges and influence tomorrow's results.

HPE will be the first Deloitte client to deploy Zora AI™ CFO Insights for their own critical decision making. HPE is now able to get to the "why" behind the numbers, turning data into actionable intelligence, while having confidence that their data is protected. Beyond CFO Insights, Zora AI™ includes a growing portfolio of agents focused on unlocking incremental value and improving operational efficiency.

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Embedding operational efficiency and resiliency

Times of change can often create operational challenges, from expanding digitalization and evolving regulatory requirements to the need for increasingly specialized skill sets to deliver core business services and evolve business models. Deloitte's Operate services help clients meet these challenges with innovative end-to-end models that deliver enhanced business capabilities and transformational outcomes. Through a combination of comprehensive industry knowledge, deep domain expertise and skills, leading-edge technology, AI, and data capabilities, Deloitte helps clients achieve operational resilience and foster continuous innovation.

This past year saw significant growth and innovation within Deloitte's Operate services, including the launch of new industry solutions within our Electronic Health Records service to facilitate the digital transformation of health systems, as well as the expansion of our Software-defined Vehicles and Future of Travel services. Deloitte Operate also enhanced multidisciplinary capabilities in areas such as Finance Operate, SAP Operate, Global Payroll Operate, and Supply Chain Resilience. Deloitte has been recognized as a Leader in the 2025 Gartner® Magic Quadrant™ for Finance & Accounting Business Process Outsourcing[2] and a Leader in the inaugural IDC MarketScape: Worldwide Cloud Security Services in the AI Era 2024-2025 Vendor Assessment[3].

Reimagining and supporting the fan experience at the Olympic and Paralympic Games

Significant shifts in insights and consumer behavior are redefining the way fans enjoy sports—both at home and in-person. At the same time, fans today expect a personalized digital experience.

Deloitte is supporting the International Olympic Committee (IOC) and International Paralympic Committee (IPC) by helping design a multi-channel data strategy and platform management built to ignite and maintain meaningful connections between the Olympic and Paralympic Movement and fans—before, during, and after the Olympic and Paralympic Games. The Deloitte team used its Advise, Implement, and Operate (AIO) approach to reimagine, enhance, and manage the fan data platform 24x7, opening new possibilities for fan engagement.

The IOC's digitally transformed and tech-driven platform enables segmentation and personalization across key channels, so fans can stay informed of the inspiring moments and key updates that matter most to them. The IOC and IPC use data and insights from the platform to drive deeper connections with their brand and serve fans with customized content, campaigns, and promotions based on fans' preferences. As part of the solution, the IOC and IPC also benefit from enhanced user experience, efficient reporting and improved processes, including reducing legacy campaign creation processes from days to hours.

The reimagined digital strategy and seamlessly managed fan data platform contributed to record-breaking engagement during the Olympic and Paralympic Games Paris 2024, reaching 84% of the potential global population, with 16 million fans regularly engaged by the Fan Data Platform during the Olympic Games Paris 2024.

Shaping a sustainable future

Around the world, Deloitte clients are transitioning to a low-carbon future, navigating sustainability data challenges, tackling large-scale infrastructure projects, shoring up their supply chains amidst uncertainty, and shaping sustainable solutions. Deloitte Sustainability works with organizations across industries and regions to help drive long-term value and meaningful advances in their sustainability transformations.

We guide organizations as they work to embed sustainability into core operations—rather than handling this as a side matter—and as they seek out strategic opportunities for growth, not just to manage risk. For example, a Deloitte Sustainability team—comprised of professionals across Deloitte's consulting services and tax businesses—worked with a large multinational energy company to harness data and insights from their initial reporting exercises to move beyond compliance to unlock a path forward for a new profitable renewable fuels platform that serves both their long-term business and sustainability goals. Leveraging the

latest AI technology, another team worked with an electric utility that was looking to drive sustained economic growth, catalyze the clean energy transition, and keep rates affordable within their region. Using these technologies, Deloitte is helping them scale their operational capacity and capital infrastructure investments, while at the same time improving worker safety, strengthening asset resilience, mitigating risks like wildfires, and reducing costs.

In recognition of our capabilities in sustainability, Deloitte has been named a Leader in the 2025 Verdantix Green Quadrant.

Advancing quality through intelligent solutions

As a leader in quality, Deloitte Audit & Assurance (A&A) remains committed to our vital role in financial reporting, upholding integrity, independence, and transparency. Deloitte's A&A professionals are continuously building knowledge and skills to support the delivery of high-quality audit and assurance engagements, enhancing the client experience and making leading contributions to shaping the future of the profession.

Over the past year, Deloitte A&A has continued to execute against its multi-year

investment in advanced, adaptive technologies to navigate rising client demands while steadfastly upholding the principles of quality and trust that define our profession. For example, an team from Deloitte A&A in Asia Pacific is working with a leading global manufacturer headquartered in Tokyo, leveraging a GenAI-enabled testing tool for J-SOX, Japan's regulatory framework, which requires publicly traded companies in Japan to evaluate, document, and report on the effectiveness of their internal control systems for financial reporting. The solution streamlines and optimizes audit preparer work for J-SOX control testing.

Pairing their specialized skills with technology advances, Deloitte A&A professionals around the world are using Omnia, our cutting-edge global cloud-based A&A platform, to deliver high quality services and valuable insights. As the next step in the evolution of audit and assurance technology, Deloitte is integrating a suite of GenAI and Agentic AI capabilities into Omnia. In recognition of these enhanced Omnia capabilities, Deloitte won the inaugural "AI Innovation Initiative of the Year" at the International Accounting Forum and Awards.

See endnotes

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Navigating the evolving tax and legal landscapes

Changing trade patterns, regulatory complexity, economic pressures and the rise of AI are all reshaping the tax and legal agenda for businesses and tax authorities. In this environment, Deloitte's Tax & Legal professionals are helping clients anticipate and respond to stay competitive and compliant.

Deloitte Tax practitioners are helping clients adapt their business models and refresh and reinvent their supply chains and tax strategies. Our practitioners are continuing to hone their skills, including innovating and embedding cutting-edge technology, including GenAI solutions, to transform delivery through global platforms. We also continued to see demand to transform tax and legal departments, driving the growth of our comprehensive Operate services, including implementation and outsourcing supported by Intela, Deloitte's tax management platform. Intela provides transparency, secure communications, dashboard reporting, and insightful analytics for over 70,000 users and 26,000 clients across 128 geographies.

During the past year, Deloitte Tax launched a global e-invoicing market offering to help clients respond to the increased number of tax authorities worldwide who are introducing digital compliance measures. We have also continued to work closely with strategic alliances, including Payslip, to launch our Global Payroll Operate offering as an end-to-end tech-powered solution to streamline global payroll programs; and Equus Software, for an advanced technology solution for multinational companies navigating workforce mobility challenges.

As GenAI continues to reshape the business landscape, chief legal officers (CLOs) are taking on a more prominent and integrated role in enterprise decision-making. They are expected not only to manage risk and ensure compliance, but also to contribute to growth, innovation, and efficiency. Deloitte Legal supports CLOs in this expanded capacity, helping them navigate the legal, ethical, and regulatory complexities of scaling GenAI responsibly and transforming their own legal departments. For example, Deloitte worked with a multinational bank to help modernize its legal function through the power of AI, including selecting an AI legal assistant and developing

a three-year roadmap of use cases and technology solutions to increase productivity, improve customer satisfaction and employee engagement, and drive more data-driven decision making.

Creating and protecting value in a changing environment

In an age of uncertainty and technological change, Deloitte empowers organizations to shape their end-to-end transformation agendas and unlock long-term value. Our consulting services, Strategy, Risk & Transactions (SR&T) and Technology & Transformation (T&T), help shape clients' strategic agendas—on matters such as AI-driven automation, growth, cost transformation, and resilience—and implement the solutions that bring those agendas to life. We bring together a multidisciplinary mix of industry, functional, and technology insights and solutions with our ecosystems, alliances, and technology relationships to orchestrate the outcomes our clients seek.

Deloitte's strategic advisory services are foundational to the game-changing, value-driven solutions we deliver to clients across industries and geographies. Our comprehensive approach pairs exceptional people with state-of the-art technology,

including AI and simulations, to deliver solutions across strategy, financial advisory, risk advisory, M&A, sustainability, and more.

By integrating strategic, regulatory, and operational experience, Deloitte helps clients navigate complexity, streamline execution, and position themselves for sustained growth.

Advancing clients' transformation journeys

Deloitte's capabilities, people, and platforms—accelerated by GenAI and Agentic AI—empower clients to reshape their future through technology-driven transformation, addressing key challenges across operations, efficiency, human capital, cybersecurity, and more. For example, Deloitte ranked No. 1 in Security Services by revenue in the Gartner Market Share: Security Services, Worldwide, 2024 report[4], which recognizes continued growth in cyber services.

We launched Deloitte Engineering, offering the full life cycle of software delivery to drive enterprise value by combining an engineering mindset with a product-centric model and business insight. Highlighting how we enable clients to drive growth and redefine enterprise technology, a Deloitte Engineering team—comprised of Deloitte professionals across T&T and SR&T—and AWS partnered with Swiss Life Germany on a large-scale digital transformation. Over 320 business-critical applications—including

the actuarial system, core billing system, and profits application—were migrated to the AWS Cloud within 30 months. As the first German insurer to fully exit its data centers, Swiss Life Germany now benefits from a modernized technology stack with near real-time security monitoring, scalable computing resources, and a 25% reduction in IT costs.

Deloitte professionals are continuing to help accelerate clients' transformation journeys through Deloitte Ascend™, our proprietary, leading-edge digital transformation platform. Ascend is driving faster time-to-market and better decision-making through GenAI automation, industry insights, and reusable assets, all managed in a real-time platform. By accelerating project phases and automating activities, Ascend frees up time, allowing our practitioners to focus on driving client impact and quality of outcomes.

For the eighth consecutive year and the 13th time in total, Deloitte was ranked No. 1 consulting service provider worldwide by revenue according to Gartner in its report, Gartner Market Share: Services, Worldwide, 2024[5].

Find out more

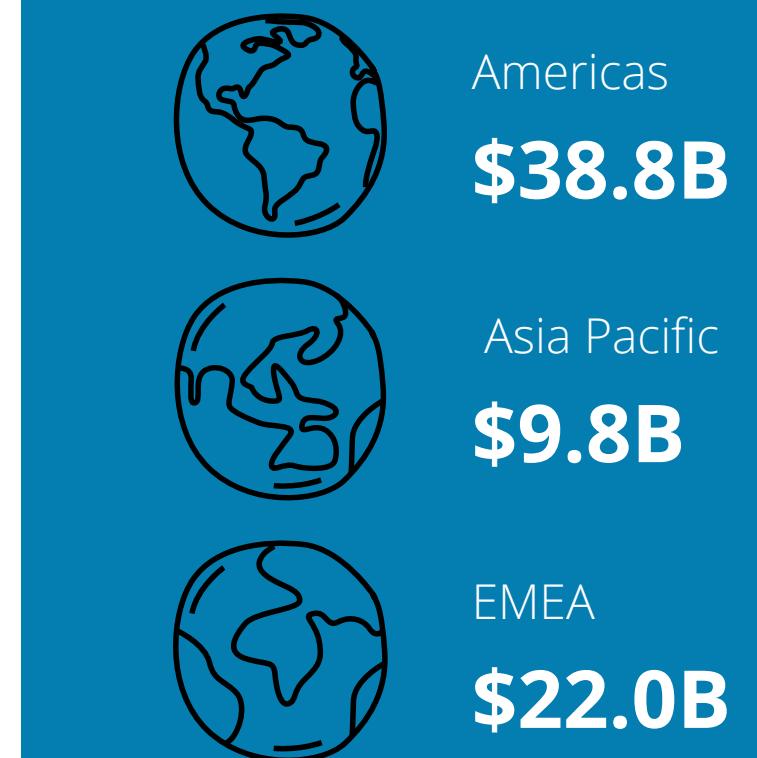AI and innovation

Core services

Locations

Total revenue

FIGURE 1

$70.5B

FY2025	$70.5B
FY2024	$67.2B
FY2023	$64.9B

Deloitte global revenue by region

FIGURE 2

Americas
$38.8B

Asia Pacific
$9.8B

EMEA
$22.0B

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Deloitte.
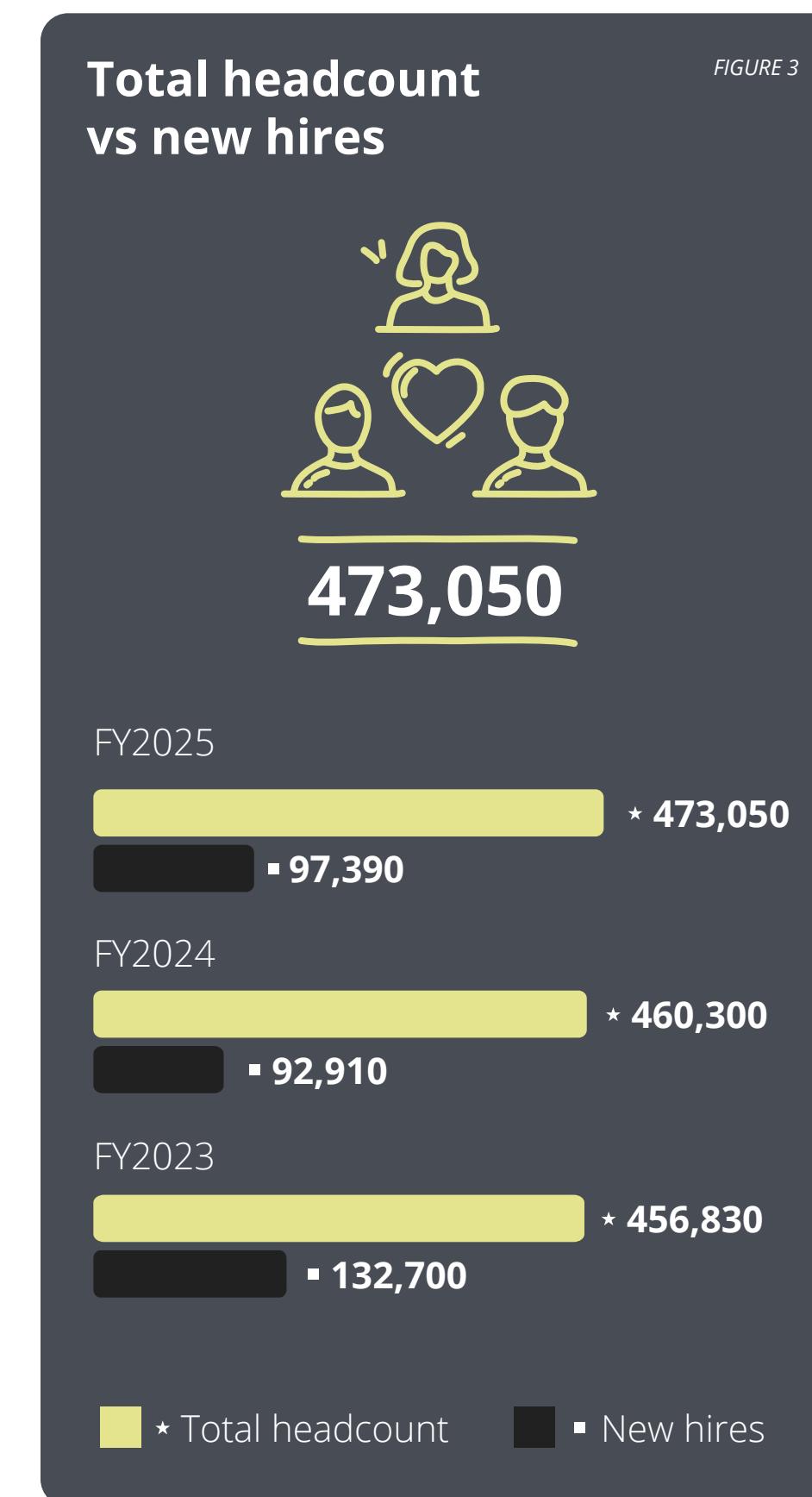*Together makes progress*

People

Deloitte recognizes that our people are our greatest asset. As a global network driven by human ingenuity, creativity, and determination, we are dedicated to supporting and developing Deloitte's over 470,000 people around the world.
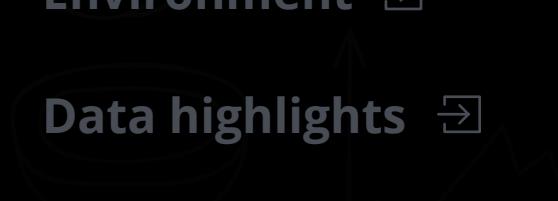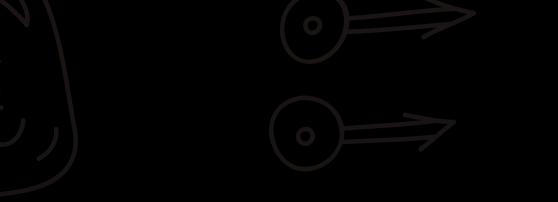
Our distinctive Deloitte culture shines through in the ways we help enable our people to maximize the contributions they make to Deloitte clients and the communities in which they live. Our approach to our workplace is guided by Deloitte's culture and Shared Values, as well as our own research on what creates a world-class talent experience.

In 2025, the annual Deloitte Global Gen Z and Millennial Survey connected with more than 23,000 (non-Deloitte) respondents across 44 countries to gain insight into their experiences both at work and in the world. The survey findings underscore that financial security, meaningful work, and well-being are tightly interconnected as these generations seek careers that offer a sense of balance, along with opportunities to achieve professional growth.

While about 80% of our workforce is comprised of Gen Zs and millennials, Deloitte focuses on providing challenging, meaningful work and investing in world-class learning and development, including leadership development, for all our people.

Total headcount vs new hires

FIGURE 3

473,050

FY2025
★ 473,050
▪ 97,390

FY2024
★ 460,300
▪ 92,910

FY2023
★ 456,830
▪ 132,700

★ Total headcount   ▪ New hires

- Business →
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Fostering a culture where everyone feels included

We are committed to offering a supportive workplace where everyone feels included and able to thrive. A strong foundation of quality, ethics, integrity, and our Purpose and Shared Values underpins our distinctive Deloitte culture. Our culture, in turn, is reflected in the many ways we enable our people to make a collective impact for Deloitte clients and our communities.

We also bring our people-focused priorities to life through data-driven thought leadership. The Deloitte Global Disability Inclusion @ Work: A Global Outlook report explores the workplace experiences of 10,000 people (outside Deloitte) with disabilities, chronic health conditions, or who are neurodivergent, across 20 countries. The report offers insights into respondents' workplace experiences, along with insights into ways in which workplaces could enhance disability inclusion. These outside perspectives also inform our thinking about how we can enhance Deloitte people's workplace experience. For example, we have developed additional learning resources—along with disability inclusion and neurodiversity guidance for leaders—building upon

existing guidance related to digital and physical accessibility and workplace accommodations.

Encouraging and supporting learners throughout their careers

In today's world of swiftly evolving market realities and client needs, it's vital for Deloitte people to be lifelong learners. We support our people throughout their careers with learning and development programs designed to accelerate agility, enhance their leadership skills, and deepen the capabilities needed to take on critical challenges facing Deloitte clients and society. As the pace of innovation keeps accelerating, we deliver ongoing tech-focused reskilling/upskilling, including skills training around Generative AI (GenAI), Agentic AI, cloud, cybersecurity, and sustainability to equip Deloitte people to contribute to the workforce of the future. Our development offerings include in-person programs as well as virtual and on-demand learning.

During 2025, we held Deloitte's second annual global GenAI Fluency Month, which focused on the impacts of GenAI across businesses, industries, and geographies, with an emphasis this year on Agentic AI. Deloitte people participated in more than

40 live learning events coordinated across our global network, from an AgentIQ Power Up Learning Series in Deloitte South Asia to a series of lunch and learn events on AI fundamentals, prompting, and more in Deloitte Caribbean and Bermuda (CBC).

During Earth Month, we shared success stories, trainings, and perspectives from Deloitte Sustainability leadership on the important work being done to support governance and transparent reporting, the energy transition, adaptation and resilience, and responsible supply chains and operations. As part of a network-wide town hall, Deloitte Sustainability leaders showcased how Deloitte teams are supporting clients around the world on their energy transition journeys.

While being responsive to tech innovation is critical, human capabilities and leadership skills remain irreplaceable. Through our Enduring Human Capabilities curriculum, we seek to encourage and strengthen the core capabilities—such as curiosity and resilience—that power our ability to evolve and transform both ourselves and our business. Over the past year, we also continued to reimagine apprenticeship (on-the-job learning) across the Deloitte network as a powerful model for advancing Deloitte people's professional development and

helping them build effective working relationships. For example, with a focus on sharing leading apprenticeship practices and resources, Deloitte Brazil, Deloitte Canada, Deloitte CBC, Deloitte S-LATAM[6] and Deloitte US are fostering a culture of collaboration and developing one another.

Developing top talent *FIGURE 4*

45
Average annual training hours per individual

$673M+
Direct training investment

21M
Formal training hours delivered for our people

7
Deloitte University facilities around the world

Bringing Deloitte people together for moments that matter

While many Deloitte people use hybrid work arrangements, bringing our people together for select in-person learning experiences remains vital for strengthening connections, nurturing culture, and developing the next generation of leaders.

In 2024, we launched Deloitte's Reach Higher: Leadership Development Program. More than 500 Deloitte people from 30 countries participated in a bespoke six-month leadership development journey. The program comprised virtual sessions featuring Olympians and Paralympians who work at Deloitte, as well as Deloitte leaders in the run-up to the Olympic and Paralympic Games Paris 2024, along with immersive in-person sessions hosted at Deloitte University (DU) EMEA Paris and the Deloitte France Greenhouse. Participants also experienced sporting events at Paris 2024 and gained an appreciation of how Deloitte works with the International Olympic Committee

and International Paralympic Committee to support their mission of bringing together the world through sports. At Paris 2024, Deloitte also launched the first edition of Team Deloitte—Deloitte people who balance their professional and athletic careers to excel at the highest levels in business and in sport.

Attracting top talent
FIGURE 5

7.71M
Applications received across the organization

30,460
Internships

97,390
New hires

Advancing our people's development journey around the globe

While digital learning is vital to a global organization of our scale, Deloitte University (DU) reflects our long-term commitment to in-person learning that spans each individual's career journey. From the opening of the first DU in Westlake, Texas, in 2011, DU has shown us the importance of being together for the moments that matter, including leadership development, career milestones, signature learning programs, and customized client experiences. Since then, we have launched additional facilities in Hyderabad, Mexico City, Singapore, Toronto, and Paris, where DU EMEA opened in 2024. DU EMEA completed more than 260 deliveries of learning and development programs in its first year. Construction is also underway to significantly expand our original Westlake campus.

We continued to grow DU's global footprint with the inauguration of the DU Asia Pacific China campus, a leading-edge facility in Beijing, in 2025. Like our other DU facilities, the China campus integrates holistic development into world-class learning programs and unique experiences for our people, Deloitte

clients, and our alliance relationships. These "Distinctly Deloitte" experiences focus on career development, professional competence, and leadership training, while also furthering the exploration of industry trends and emerging technologies.

Across our global campuses, DU provides opportunities for our people to learn collaboratively, build and strengthen connections, and then take those learnings and insights back to their teams and clients in their respective parts of the world. In addition, DU provides digital and immersive engagement for Deloitte people, advancing their development journeys and helping them to prepare for the future. DU is also a place where Deloitte leaders of today engage with our leaders of the future through leader-led development programming, fireside chats, and networking conversations.

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Society

New technologies continue to accelerate changes in the global economy, delivering a wealth of educational content and new learning opportunities. However, there is also a risk that some people may be left behind due to lack of access, exacerbating the educational and skills gaps that affect communities around the world. Deloitte is working to advance progress on this pressing challenge facing our global society.

Through the services Deloitte practitioners provide, our investments, and our initiatives focused on creating educational and skills-building opportunities, we are helping to positively impact our local communities. Over the past year, we have continued to provide our know-how and resources as part of Deloitte's worldwide commitment to invest more than US$3 billion over 10 years (FY2023-FY2032) in initiatives to help strengthen our local communities.

Fostering educational opportunities in communities around the world

In this increasingly digital world, education and enhanced job skills are some of the critical elements needed to help enable opportunity and progress for today's global workforce and the next generation. Ensuring school students have the knowledge and skills to safely navigate the digital landscape is paramount. Deloitte Middle East addresses this through its Corporate Responsibility program, Cyber Heroes. This interactive program helps to empower students to protect their personal information, understand the implications of online actions (or, in some cases, inaction), and mitigate potential cyber threats. The initiative's impact extends beyond individual learning, helping to foster a more informed and secure society ready to face digital challenges in an increasingly interconnected world.

Societal investments

FIGURE 6

$434M
Total societal investments

2.4M
Hours of volunteer and pro bono time

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During the past year, Deloitte Australia delivered STEMConnect Virtual Internships through the Forage platform, providing free, self-paced online programs to university and high school students around the world. The internships simulate the types of projects that Deloitte people work on across technology, analytics, and cyber, giving students hands-on experience in coding, data analysis, software development, cyber security, and forensic technology. The program enables students to explore STEM career paths, build practical skills, and earn certificates to highlight their experience.

While technology is enriching and expanding learning experiences for many people, in some communities simply gaining access to education is a challenge. Expanding educational opportunities is a primary goal of Deloitte Portugal's Purpose and Community Together (PACT) Fund. Most recently, the PACT Fund helped make possible the expansion of a local school on the outskirts of Benguela, Angola, constructing nine additional classrooms and enabling greater access to education for children, teens, and adults.

Coming together to advance progress around the world

Through collaborative relationships with Deloitte clients, alliances, technology relationships, and nonprofits, Deloitte teams across our network help advance purpose-driven entrepreneurship and innovation—and amplify our impact in communities around the world.

Deloitte US is collaborating with Amazon Web Services (AWS) on the Social Entrepreneur Accelerator (SEA), with support from Village Capital. SEA helps social entrepreneurs build skills to grow their organizations and innovate to tackle some of society's biggest challenges in education, health, and climate. The program blends Deloitte's digital and growth strategy experience with AWS cloud and AI technical expertise. Social entrepreneurs receive expert advice, strategic planning assistance, and networking opportunities to develop innovative solutions ranging from creating financial tools for climate-impacted communities to using AI to make healthcare more accessible. In 2025, SEA reached 101 social impact organizations.

Embracing technology's potential for good and reducing digital exclusion is the focus of Deloitte UK's societal impact work with the Centre for the Acceleration of Social Technology (CAST). With support from Deloitte, CAST has launched a series of free AI training sessions designed to help charities and social impact organizations get started with AI. Participants can develop strategic and practical AI skills, build confidence, and learn from peers.

Helping the Olympic and Paralympic Games bring the world together through sport

During the past year, we furthered Deloitte's "partnership with purpose" with the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) at Paris 2024. Deloitte applied our people's deep management and business acumen as we helped the IOC and IPC realize the possibilities of the Olympic Agenda 2020+5 and helped drive initiatives as broad as digital strategy and transformation, AI strategy, sustainability, athlete career transition, and key legacy initiatives.

During Paris 2024, the IOC and Deloitte announced an expansion of their Worldwide Olympic Partnership. For the Olympic and Paralympic Winter Games Milano Cortina 2026 through to the Olympic and Paralympic Games Brisbane 2032, Deloitte will take on the role of Games Technology Integration Partner for the Olympic and Paralympic Games and the Youth Olympic Games. We will help advance the IOC's vision of establishing a new integrated technology infrastructure and Games Platform to enhance and secure the Olympic and Paralympic Games' technology operations for the future.

In addition, Deloitte helped to craft the Olympic AI Agenda, defining why AI matters to the world of sport, and outlining how the IOC can lead on the global implementation of AI in sport. With athletes at the center of the Olympic Movement, one of the Olympic AI Agenda's key focus areas is supporting athletes, clean competition, and safe sport. Another area of focus is helping to drive equal access to AI. By making the benefits of AI available to athletes, coaches, and countries who may not have access to optimal facilities and support, the IOC is committed to empowering members of the Olympic Movement to benefit from AI, wherever they are in the world.

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World*Class* commitment

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

101M
Individuals reached, surpassing our 100M goal

20M
Individuals reached in FY2025

$168M
World*Class* investments

1.1M
Hours of volunteer and pro bono time dedicated to World*Class*

Empowering better futures through education and job skills

In 2025, we achieved Deloitte's World*Class* ambition to positively impact the lives of 100 million people by 2030—five years ahead of schedule. Deloitte and our people have worked with Deloitte clients, educational organizations, innovators, and nonprofits to bring this ambition to life through thousands of programs around the world. By coming together, we have been able to help scale opportunities, accelerate progress, deepen the impact of organizations Deloitte has worked with, and create better futures for 101 million individuals.

Deloitte established World*Class* in 2017 as a global initiative to expand on the many existing and successful local programs across our network aligned to education, skills development, and enabling access to learning opportunities. With Deloitte donating funds, and our people volunteering their time and abilities, our efforts have provided support to millions of students, teachers, and education leaders worldwide. For example, through the Deloitte China Children Care Program, Deloitte China volunteers have provided online mentoring and support to primary school students in rural communities, helping to bridge the opportunity gap between urban and rural areas. Deloitte US has collaborated with Braven to empower young people with the skills, networks, confidence, and experiences needed to transition from college to first jobs.

Over the years, World*Class* has continued to build on that foundational work to help create pathways for individuals to fulfill their personal and professional aspirations. And while our World*Class* ambition has been marked by the scale of our 100 million person goal, it's the life-changing impact on individuals that has inspired this work. For example, by supporting the Pan African Robotics Competition through pro bono consulting services, Deloitte Africa has helped young people like Marème from Senegal to cultivate the science, technology, engineering, and math skills vital to innovation. And alongside Udayan Care, Deloitte India has offered young women like Kajal scholarships, career guidance, and mentoring—which in Kajal's case enabled her to attend college and pursue a career. (View Deloitte's Better futures documentary series for additional stories of people supported by Deloitte's World*Class* ambition.)

While Deloitte has achieved our World*Class* ambition, our work to advance educational opportunities continues as part of Deloitte's worldwide commitment to invest more than US$3 billion over 10 years (FY2023-FY2032) in initiatives to help address systemic challenges in our local communities.

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At Deloitte, we are guided by our Purpose, to make an impact that matters, in all that we do. Our Purpose and Shared Values underpin our business strategy and decision making, including the decisions we make about who we work with, the nature of the work we do with them, who we employ, and how Deloitte firms grow as profitable and responsible businesses. Strong, consistent governance—encompassing oversight, challenge, and support—is embedded throughout our network.

The Deloitte Global Board of Directors (Global Board) oversees the organization's strategic vision and aspiration, helping ensure that Deloitte serves our clients and our communities, upholds ethical standards, and builds trust. We are guided by our Purpose and Shared Values and our commitment to responsible business practices. Deloitte's Global Principles of Business Conduct outline the commitments that each of us make based on our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable.

Leading with purpose

With over 470,000 Deloitte people worldwide, it's crucial to have coordinated leadership teams prioritizing values to execute our strategy, serve clients, and strengthen our presence in various markets. The Deloitte organization comprises Deloitte Touche Tohmatsu Limited (Deloitte Global), member firms of Deloitte Global, and each of their related entities in more than 150 countries and territories, and has separate governance and management structures in place at the Deloitte Global, member firm, and local levels.

The Global Board of Directors addresses Deloitte Global's most important

governance matters, including approval of the global strategy, annual budget and investment plan, major policies, major transactions, and the selection of the Deloitte Global CEO and Deloitte Global Chair, and oversees management. In addition, it provides oversight of incentives and compensation for, and evaluates execution of objectives by, the Deloitte Global CEO and Deloitte Global Chair. (To learn more about Deloitte's governance specific to sustainability, visit Governance and management of sustainability impacts.)

The Global Board focuses on the long-term trajectory of the organization, exploring opportunities and threats and stress-testing our approaches to them. It is composed of 17 members drawn from across the Deloitte network, reflecting Deloitte's broad geographic footprint. The Global Board meets regularly virtually and around the world throughout the year.

Each Global Board member brings skills and experience in core areas such as business leadership, ethics, financial management, governance, risk, sustainability, talent, technology, and transformation. This breadth of skills ensures that the Global Board is equipped to rigorously assess complex issues, challenge assumptions, and provide

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robust oversight and informed decision-making. The Global Board undertakes an annual evaluation of skills and Global Board needs, which is considered in the appointment and reappointment of Global Board members to facilitate alignment with Deloitte's strategic priorities. The Global Board prioritize the development of the members, with education sessions, to be at the forefront of key market issues. The Global Board has several committees to support its oversight of certain focus areas, each governed by a formal charter that aligns with priorities set by committee chairs, the Board, and the Deloitte Global Executive Committee (Executive Committee). (Visit Deloitte Global Board of Directors to learn more about the Global Board and its members and committees.)

The Deloitte Global Board Chair and Deputy Chair draw on the experience and external perspectives of the Global Independent Non-Executive Advisory Council, a body comprised of independent non-executive directors from Deloitte member firm boards, to inform their approach to global leading practices. In addition, ongoing engagement with the Deloitte Community of Chairs – a broad group representing nearly every geography in which Deloitte operates – strengthens dialogue and coordination on governance matters across the Deloitte network.

Together, these engagement mechanisms promote a collaborative environment where all viewpoints are valued and respected, resulting in more balanced, well-considered, and forward-looking decisions.

The Executive Committee, currently composed of 20 senior leaders from Deloitte Global and select Deloitte member firms, is responsible for driving Deloitte Global operations, advancing Deloitte Global strategic business priorities, and monitoring risks and impacts, as well as embedding purpose in all that we do. The Executive Committee also champions initiatives that help Deloitte make an impact that matters for Deloitte clients, our people, and other stakeholders. The Global Board and the Executive Committee work together to ensure that key strategic topics remain core to the focus of the Executive Committee.

The Deloitte Global Operating Committee (Operating Committee) provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently. The Deloitte Global Chief Operating Officer leads the Operating Committee and additional members include Chief Operating Officers of select Deloitte member firms, Global Business Chief Operating Officers, and our Deloitte Shared Service leaders.

Deloitte member firms have their own leadership and governance bodies. To foster effective and responsive management within member firms, member firm management and governance bodies include a formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm, and a governing body to facilitate sound governance.

Find out more

[Anti-corruption commitment](#)

[Confidentiality, privacy, and cybersecurity](#)

[Deloitte organizational structure](#)

[Ethics](#)

[Human rights](#)

[Independence](#)

[Materiality](#)

[Risk and opportunity management](#)

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Supporting boards of directors across the globe

At Deloitte, we believe in the critical importance of good corporate governance—not only for companies, but for the integrity of capital markets and ultimately for society at large. As such, we recognize the key role boards of directors play as stewards of sustainable, long-term organizational success. For nearly two decades, the Deloitte Global Boardroom Program (the Program) has brought together the knowledge and experience of Deloitte firms around the world to help address critical topics for company boards and management. Supplementing local Deloitte firm programs in 65 countries, the Program promotes dialogue between corporations and their boards and management, investors, the accounting profession, academia, and government.

The Program publishes research and thought-pieces on critical, challenging topics at the frontier of the board agenda, including resilience, generative AI, sustainability, trust, talent, and more. Recently, the Program surveyed, in total, close to 2,000 directors and executives across nearly 60 countries and territories as part of its research agenda. This includes *How board and C-suite collaboration can build organizational resilience*, a global survey on resilience and growth which serves as the first report in a series of publications about how boards and the C-suite are driving success for their organizations. It also includes the first and second editions of its *Governance of AI: A critical imperative for today's boards* publication series. In addition, the Program hosts a series of webinar discussions with eminent panelists—including board members,

chairs, CEOs, and world leaders—to help the boards and management of global companies to stay current and challenge perceived wisdom. Recent webinars include "Resilience for growth," "GenAI: What boards need to know," and "The audit committee chair of the future."

Membership in the Program is complimentary and is open to all board members and C-suite executives. Members receive information on the Program's research and webinar series, as well as a monthly newsletter of curated insights relevant to their roles.

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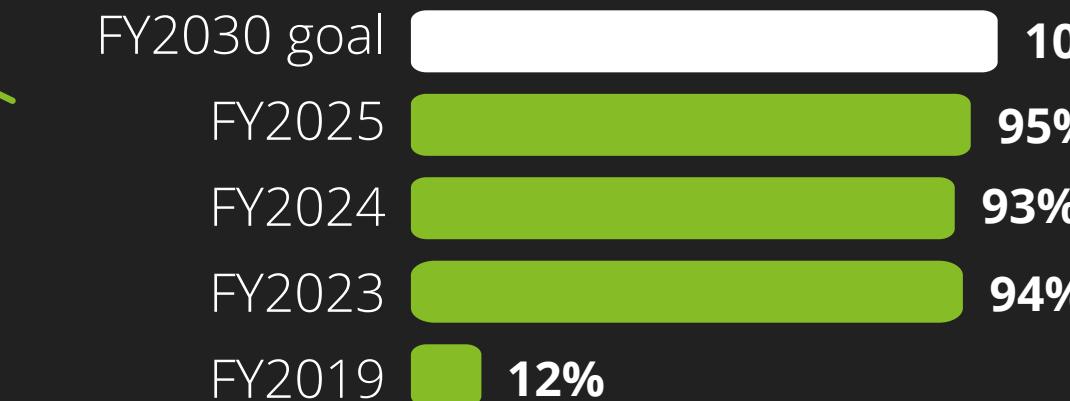Governance →
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Advancing progress toward a sustainable future is a complex challenge and the efforts needed to adapt to and mitigate the impacts of climate change are increasingly felt by businesses and communities around the world.

From the economic effects and employee reskilling required as industries transition to more sustainable models, to compliance with evolving regulation, to incorporating circularity into products and practices, navigating this complex landscape requires creative solutions and collaborative action.

Deloitte is helping to lead the way toward a low-carbon future. We have established a network-wide net-zero by 2040 target and, through our global network's efforts, are advancing meaningful progress toward reducing the impact of our operations. We are also guiding clients on their sustainability journeys, as well as collaborating with suppliers, nonprofits, and other organizations across our ecosystem to help develop solutions to global sustainability challenges.

Committed to net-zero by 2040

Deloitte has set a network-wide target to reach net-zero greenhouse gas (GHG) emissions by 2040, which has been validated by the Science Based Targets initiative (SBTi). Our network has committed to a 90% reduction in GHG emissions by 2040 from a 2019 base year across the network's business operations and value chain, and we plan to remove the remaining 10% of our emissions through the purchase of

permanent carbon removals. We continue to recognize that this is an ambitious target that will require systemic transformations and actions by third parties outside of Deloitte's control.

Deloitte will publish a network-wide net-zero transition plan outlining how Deloitte will continue to transform our operations, practices, and culture in support of our net-zero target. In addition, we have three near-term goals: (1) to reduce absolute scope 1 and scope 2 GHG emissions by 70%, (2) to reduce scope 3 GHG emissions from business travel by 55% per full-time equivalent (FTE) by 2030 from a 2019 base year, and (3) to engage with Deloitte's suppliers to have 67% of them, by emissions covering purchased goods and services and business travel, set science-based targets (SBTs) by 2025. While we did not achieve this last goal, we continue to work toward reducing our GHG emissions and are making meaningful progress with Deloitte's suppliers.
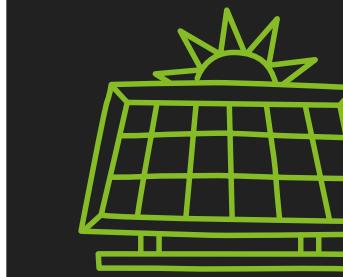
Renewable electricity consumption
FIGURE 8

FY2030 goal	100%
FY2025	95%
FY2024	93%
FY2023	94%
FY2019	12%

Electric fleet
FIGURE 9

FY2030 goal	100%
FY2025	65%
FY2024	50%
FY2023	39%

See endnotes
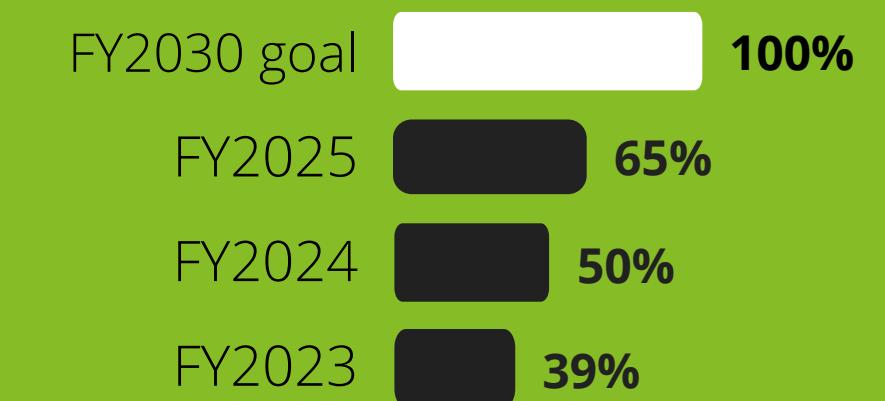
Commitment to science-based net-zero with 2030 goals

FIGURE 10

1. Reduce emissions from business travel 55% per full-time equivalent from 2019 levels

2. Source 100% renewable energy for Deloitte facilities

3. Transition fleets to 100% electric vehicles

4. Engage Deloitte's supply chain to set science-based carbon reduction targets

5. Invest in meaningful market solutions to compensate for remaining emissions

Engaging with Deloitte clients

Over the past year, Deloitte Sustainability has expanded on the work Deloitte practitioners deliver to help organizations across industries and regions set and accelerate toward their sustainability goals and transition to a low-carbon future. Combining leading technology and capabilities, 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. Deloitte has a strong track record of advising clients around the globe on how to adapt to environmental impacts and increase resilience. Our clients are reshaping the energy grid landscape, navigating intricate reporting requirements, fortifying infrastructure to be more resilient to extreme weather, and driving responsible supply chain innovation.

The scale-up of AI is poised to significantly enhance the value Deloitte delivers for clients, but, as with many organizations, it may also increase our environmental impact. To address this, Deloitte plans to embed sustainable practices for the technology we develop with our alliances and reduce emissions across the life cycle of technologies used by Deloitte people—from energy-efficient hardware procurement to running software on lower-carbon cloud and data center operations—and help mitigate the energy demands of GenAI.

To learn more about Deloitte's sustainability commitments and progress toward them, please see the 2025 Environmental Performance Report.

Find out more

Governance and management of sustainability impacts

Accelerating impact with McLaren Racing

By combining leading technology and capabilities, Deloitte's sustainability solutions and services act as an engine to help organizations accelerate new value creation and serve as a competitive differentiator and a driver of innovation and transformation toward a more sustainable future.

Deloitte and McLaren Racing developed the F1 Constructors' Circularity Handbook, which serves as a manual for all Formula 1 teams to measure the circularity of their individual chassis manufacture against a single, consistent metric.

Together, McLaren Racing and Deloitte have identified circularity opportunities within F1 constructor activities in order to help improve sustainability practices in F1 chassis development and manufacture. The adoption of more circular practices across the sport has the potential to reduce the environmental impact of F1,

and drive innovation across the motorsport industry as a whole. The intention is that by applying a standardized methodology to calculate circularity, teams will be able to gather data around their unique circularity journey and interventions could be identified within the current set of regulations and cost cap.

The insights from developing and using the handbook have potential for transforming the future of motorsport, as well as applications for other industries like aerospace, medical technology, and government. Together, Deloitte and McLaren Racing are showcasing how true collaboration can help drive sustainability on and off the racetrack, without compromising performance.

Greenhouse gas emissions by scope

FIGURE 11

	Emissions
FY2025	1,760,811
FY2024	1,702,860
FY2023	1,608,085
FY2019	1,513,192

■ **Scope 1** Fuel in buildings and fleet

□ **Scope 2** Electricity and district heating and cooling in buildings and fleet

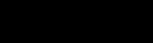**Scope 3**

■ Business travel

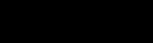■ Purchased goods and services

■ Commuting (including teleworking)

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FY2025 data highlights

Business

Economic contribution

$70.5B
aggregate global revenue

4.9%
aggregate revenue growth from FY2024

Environment

Science-based net-zero targets:

The SBTi[1] has verified Deloitte's net-zero science-based target by 2040

Progress toward near-term science-based targets

83% reduction of scope 1 and 2 emissions (goal of 70% by 2030)[2]

53% reduction of scope 3 business travel emissions per full-time equivalent (FTE) (goal of 55% by 2030)[2]

32% of suppliers have science-based targets (goal of 67% by 2025)[3]

Progress toward other environmental sustainability goals

95% renewable electricity purchased (goal of 100% by 2030)

65% of fleet converted to electric and hybrid electric vehicles (goal of 100% by 2030)

19,140 tonnes of Sustainable Aviation Fuel certificates (SAFc) purchased

Society

Societal investments

101M
lives reached from FY2018 to FY2025, surpassing our 2030 WorldClass goal

20M
individuals reached through WorldClass

$434M
societal investment

2.4M
volunteering and pro-bono hours

Learning

45
average annual training hours per individual[4]

21M
formal training hours delivered for our people

$673M+
annual direct training investment[4]

7
Deloitte University facilities around the world

People

473,050
Deloitte people

97,390
new hires

7.71M
applications received

See endnotes

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Business

Figure 1 *Revenue figures are in US$ billion. Figures are aggregated across the Deloitte network.*

Figure 2 *Revenue figures are in US$ billion. Figures are aggregated across Deloitte member firms in the relevant region. Due to rounding, sum of revenue by region may not equal total.*

[1] *IDC MarketScape: Worldwide Artificial Intelligence Services 2025 Vendor Assessment, By Jennifer Hamel, Reid Sherard, Published 28 July 2025, IDC #US52978525*

[2] *2025 Gartner® Magic Quadrant™: Finance & Accounting Business Process Outsourcing, 1 August 2025.*

[3] *IDC MarketScape: Worldwide Cloud Security Services in the AI Era 2024–2025 Vendor Assessment by Cathy Huang, November 2024, IDC # US52048124.*

[4] *Gartner Market Share: Security Services, Worldwide, 2024, 25 April 2025.*

[5] *Gartner Market Share: Services, Worldwide, 2024, 11 April 2025.*

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People

Figure 3 *Figures are aggregated across the Deloitte network.*

Figure 4 *Training hours do not include on-the-job learning hours that are a core aspect of development at Deloitte.*

Figure 5 *Figures are aggregated across the Deloitte network.*

[6] *Deloitte S-LATAM is a member firm bringing together 16 Deloitte firms (Argentina, Bolivia, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela).*

Society

Figure 6 *Total societal investments of US$434M include US$174M in donations, US$219M in value of volunteer and pro bono work, and US$41M in management costs. Figures are aggregated across the Deloitte network.*

Figure 7 *"Individuals reached" refers to the total number of people, external to Deloitte, impacted through support provided by Deloitte people to individuals (e.g., mentoring) and organizations (e.g., capacity building for nonprofit organizations) toward Deloitte's goal of reaching 100 million individuals by 2030.*

Environment

Figure 8 *Figures are aggregated across the Deloitte network. Where possible, Deloitte entities procure and claim renewable electricity in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte entities may procure renewable electricity from a neighboring country. This allows Deloitte to demonstrate commitment to our renewable electricity target and signal market demand. As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported in the Global Impact Report and within RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.*

Figure 9 *Figures are aggregated across the Deloitte network.*

Figure 10 *The Science Based Targets initiative (SBTi) is a global collaboration that enables companies to set ambitious greenhouse gas (GHG) emission reduction targets aligned with climate science. The SBTi provides a framework for companies to develop and validate these science-based targets.*

Figure 11 *Figures are aggregated across the Deloitte network. Due to rounding, sum of sections may not equal total. Commuting and teleworking is reported from FY2024.*

Data Highlights

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

[1] *The Science Based Targets initiative (SBTi) provides a framework for companies to develop and validate science-based targets.*

[2] *Percent reduction of metric tonnes of CO_2e in FY2025 vs. FY2019 base year*

[3] *Suppliers covering purchased goods and services and business travel; an additional 3% of suppliers have committed to setting science-based targets*

[4] *Training hours do not include on the job learning hours that are a core aspect of development at Deloitte.*

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