



FY2019 Global Reporting Initiative (GRI) index

GRI Standards disclosure number	Disclosure title	Report location/disclosure
General disclosures		
102-01	Name of the organization	Network structure
102-02	Activities, brands, products, and services	Deloitte core services ; Back page
102-03	Location of headquarters	Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities. As such, there is no Deloitte headquarters. For this question, we have provided a principal place of business for DTTL, as follows: 1221 Avenue of the Americas New York, NY 10020 United States
102-04	Location of operations	Locations
102-05	Ownership and legal form	Network structure ; Back page
102-06	Markets served	Executive message ; Deloitte core services ; Metrics: Revenue
102-07	Scale of the organization	Metrics
102-08	Information on employees and other workers	Metrics: Talent Deloitte Touche Tohmatsu Limited (“DTTL” or “Deloitte Global”) does not currently aggregate employment by contract across the Deloitte organization. Additional review would be required to assess the level of materiality of the issues at the Deloitte Global and member firm levels. Upon completion of this process, agreement as to the policies, processes, and systems required to monitor and record information would need to be finalized. It may be three or more years before this information is available.
102-09	Supply chain	Significant elements of Deloitte's supply chain include talent benefits, travel and hospitality services, IT hardware and software, professional services, and real estate.
102-10	Significant changes to the organization and its supply chain	Outlook from leadership
102-11	Precautionary Principle or approach	The DTTL Corporate Responsibility Policy points to defining principles for establishing member firm policies. These defining principles include environmentally sustainable operations and a commitment to local communities and wider society.
102-12	External initiatives	Public policy ; Ethics
102-13	Membership of associations	Public policy ; Ethics
102-14	Statement from senior decision-maker	Outlook from leadership ; Executive message
102-16	Values, principles, standards, and norms of behavior	Ethics ; Independence ; Global Principles of Business Conduct
102-17	Mechanisms for advice and concerns about ethics	Ethics ; Stakeholder engagement summary
102-18	Governance structure	Leadership and governance

GRI Standards disclosure number	Disclosure title	Report location/disclosure
General disclosures		
102-19	Delegating authority	Leadership and governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Leadership and governance ; CDP
102-21	Consulting stakeholders on economic, environmental, and social topics	Leadership and governance ; Stakeholder engagement summary Because of the nature of the professional services industry, senior leaders are in regular contact with stakeholders on these and other topics via meetings with clients and participation in external events.
102-22	Composition of the highest governance body and its committees	Leadership and governance
102-23	Chair of the highest governance body	Leadership and governance
102-24	Nominating and selecting the highest governance body	Leadership and governance
102-25	Conflicts of interest	Independence ; Global Principles of Business Conduct
102-26	Role of highest governance body in setting purpose, values, and strategy	Leadership and governance
102-32	Highest governance body's role in sustainability reporting	This report was reviewed by Deloitte Global's Chief People and Purpose Officer.
102-40	List of stakeholder groups	Reporting process and materiality ; Stakeholder engagement summary ; Basis of reporting
102-41	Collective bargaining agreements	Information for this indicator is not currently consolidated across the Deloitte organization. As most of our geographies are not unionized, the processes and systems required to monitor and record this information are not currently in place.
102-42	Identifying and selecting stakeholders	Basis of reporting ; Stakeholder engagement summary
102-43	Approach to stakeholder engagement	Reporting process and materiality ; Stakeholder engagement summary ; Basis of reporting
102-44	Key topics and concerns raised	Reporting process and materiality ; Stakeholder engagement summary ;
102-45	Entities included in the consolidated financial statements	Network structure ; Back page This report covers Deloitte Global and all of its member firms as set out in the report.
102-46	Defining report content and topic boundaries	Reporting process and materiality ; Basis of reporting
102-47	List of material topics	Reporting process and materiality
102-48	Restatements of information	Performance metrics ; Societal Impact
102-49	Changes in reporting	Basis of reporting
102-50	Reporting period	Fiscal year 2019: June 1, 2018–May 31, 2019

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General disclosures		
102-51	Date of most recent report	The Deloitte 2018 Global Impact Report was issued in September 2018.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	GlobalReport@Deloitte.com
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI standards: Core option. Deloitte applied GRI Standards 2016 in reporting, except for Water and Effluents 2018.
102-55	GRI content index	GRI Index
102-56	External assurance	Deloitte Global did not have the FY2019 report externally assured. External assurance has been received for the greenhouse gas emissions of a limited number of member firms. These assurance statements are included in full in Deloitte's CDP response available at www.cdp.net .
Material topics		
Economic performance		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Executive message ; FY2019 Revenue announcement ; Outlook from leadership ; Reporting process and materiality ; Basis of reporting
201-1	Direct economic value generated and distributed	Executive message ; FY2019 Revenue announcement ; Metrics: Societal impact
201-2	Financial implications and other risks and opportunities due to climate change	CDP response
Indirect economic impacts		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	FY2019 Revenue announcement ; Societal Impact ; Outlook from leadership ; Reporting process and materiality
203-1	Infrastructure investments and services supported	Societal Impact ; FY2019 Revenue announcement ; Metrics: Societal impact
203-2	Significant indirect economic impacts	Societal Impact ; FY2019 Revenue announcement ; Deloitte's commitment to audit quality; Metrics: Societal impact

GRI Standards disclosure number	Disclosure title	Report location/disclosure
Material topics		
Anti-corruption		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership ; Reporting process and materiality ; Ethics ; Independence ; Risk management ; Global Principles of Business Conduct
205-1	Operations assessed for risks related to corruption	An analysis of geographic inherent anti-corruption risk level of each member firm based on various geographic corruption risk indices and factors is performed by Deloitte Global's Anti-Corruption team every year.
205-2	Communication and training about anti-corruption policies and procedures	Ethics ; Global Principles of Business Conduct The vast majority of Deloitte professionals confirmed that they have read the applicable member firm anti-corruption policies but exact numbers were not consolidated across the Deloitte organization for FY2019. Communication to member firm business partners regarding anti-corruption is managed at the member firm level and cannot be reported across the Deloitte organization. A process for anti-corruption training was in place in all member firms but metrics regarding training were not tracked across the Deloitte organization during FY2019.
Materials		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Reporting process and materiality ; Environmental sustainability ; Basis of reporting
301-1	Materials used by weight or volume	Metrics ; Environmental sustainability
301-2	Recycled input materials used	Metrics ; Environmental sustainability
Energy		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Reporting process and materiality ; Environmental sustainability ; Basis of reporting ; CDP
302-1	Energy consumption within the organization	Metrics ; Environmental sustainability ; Basis of reporting
302-2	Energy consumption outside of the organization	Metrics ; Environmental sustainability ; Basis of reporting
302-4	Reduction of energy consumption	Metrics ; Environmental sustainability ; Reporting process and materiality ; Basis of reporting ; CDP For a detailed explanation of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, please refer to Deloitte Global's CDP response.

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Material topics		
Water		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Reporting process and materiality ; Environmental sustainability ; Basis of reporting Deloitte mainly uses water for sanitation purposes in offices. Water use by operations at Deloitte facilities/offices is managed locally by member firms in regions with water scarcity issues. Deloitte recognizes that water is embedded in our supply chain; however, Deloitte has not prioritized this issue given its relative materiality ranking based on stakeholder engagement.
303-1	Water withdrawal by source	This information is unavailable. Given that the majority of offices are leased by Deloitte and is using municipal water supplies for sanitation purposes only this information is not readily obtainable.
Emissions		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership ; Reporting process and materiality ; Environmental sustainability ; Basis of reporting ; CDP
305-1	Direct (Scope 1) GHG emissions	Metrics ; Environmental sustainability ; Reporting process and materiality ; Basis of reporting
305-2	Energy indirect (Scope 2) GHG emissions	Metrics ; Environmental sustainability ; Reporting process and materiality ; Basis of reporting
305-3	Other indirect (Scope 3) GHG emissions	Metrics ; Environmental sustainability ; Reporting process and materiality ; Basis of reporting
305-4	GHG emissions intensity	Metrics ; Environmental sustainability ; Reporting process and materiality ; Basis of reporting
305-5	Reduction of GHG emissions	Basis of reporting ; Metrics ; Environmental sustainability ; CDP
Waste		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Reporting process and materiality ; Environmental sustainability ; Basis of reporting Waste is generated in Deloitte offices and consists predominantly of paper waste, food waste, packaging and electronic waste. Electronic waste is often handled at a member firm or country level by technology services personnel due to regional requirements, contract provisions, and the nature of the waste stream. Other types of waste are generally managed at an office level by the office facility personnel and varies across offices as it is often subject to regional requirements related to recycling and dependent on the availability of services within a reasonable distance (for example composting).
306-2	Waste by type and disposal method	This information is unavailable. Waste created in Deloitte facilities is most frequently disposed of through the building landlord, not Deloitte. In many instances data is not available or is not of sufficient reliability for reporting purposes. Data is expected to become more available over time as access to this type of information becomes more common place and is being collected for certain locations and certain waste streams, when possible. It will likely be five or more years, however, before sufficient data becomes available to make global reporting meaningful.

GRI Standards disclosure number	Disclosure title	Report location/disclosure
Material topics		
Supplier environmental assessment		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership; Reporting process and materiality Supplier social assessment is an area that is of growing interest to many stakeholders. Contracts generally require suppliers to abide by applicable laws. Some member firms do have additional policies regarding supplier assessments and requirements. Sustainability and corporate social responsibility assessment questions are also included in request for proposal questionnaires sent out by the procurement group for Deloitte Global (which may also cover purchasing for the Deloitte organization).
308-1	New suppliers that were screened using environmental criteria	All new suppliers responding to requests for proposals sent out from the procurement group for Deloitte Global (which may also cover purchasing for the Deloitte organization) complete the Deloitte Global request for proposal questionnaire template. This includes questions about sustainability and corporate social responsibility policies and processes.
Employment		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership; Inclusion and Diversity; Reporting process and materiality
401-1	New employee hires and employee turnover	Metrics: Talent Turnover by age group is not available. This information is not currently aggregated across the Deloitte organization. Additional discussions with member firms are needed to understand the systems and processes needed to capture this data globally. It may be three or more years before the age-related information becomes available.
Training and education		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Talent; Outlook from leadership; Reporting process and materiality
404-1	Average hours of training per year per employee	Metrics: Learning This information is not available across the Deloitte organization broken down by employee category or gender. Additional discussions with member firms are needed to understand the systems and processes needed to capture this data across the Deloitte organization. It may be three or more years before the more granular information becomes available.

GRI Standards disclosure number	Disclosure title	Report location/disclosure
Material topics		
404-2	Programs for upgrading employee skills and transition assistance programs	<p>Talent</p> <p>Deloitte provides a range of formal and informal learning opportunities for both new hires and experienced professionals alike.</p> <p>Deloitte offers a variety of flexible work arrangements, including sabbaticals; transition assistance is done in accordance with applicable laws. Pre-retirement planning is also offered by many member firms, for example by providing a secure online tool to plan financial goals for retirement.</p>
404-3	Percentage of employees receiving regular performance and career development reviews	Regular performance and career development conversations are core to Deloitte’s focus on professional development. All member firms have in place a performance program that includes regular performance feedback and career development conversations however, member firm metrics for this indicator are not aggregated across the organization.
Diversity and equal opportunity		
103-1 103-2 103-3	<p>Management Approach:</p> <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	<p>Inclusion and Diversity; Talent; Outlook from leadership; Reporting process and materiality</p>
405-1	Diversity of governance bodies and employees	<p>Leadership and governance; Metrics: Talent (for gender metrics)</p> <p>This information is not available for other diversity metrics. Given the global nature of Deloitte operations, it is difficult to define “minority groups” across the Deloitte organization. Disclosure by age group is not currently consolidated across the Deloitte organization and additional internal discussions and agreements would need to occur to enable reporting by age. Systems for tracking and reporting would need to be implemented to enable this information to be gathered consistently at both the member firm and global levels. Assuming agreement is reached, it may be three or more years before this information is available.</p>
405-2	Ratio of basic salary and remuneration of women to men	<p>Information for these indicators is not currently consolidated across the Deloitte organization; however, data is available for Deloitte UK. The UK Gender Pay Gap Regulations require organizations with over 250 employees to report their gender pay gap, which shows the difference in the average hourly rate of pay between male and female employees in an organization, expressed as a percentage of the average male earnings. Official reporting excludes equity partners therefore, to further increase transparency, Deloitte UK also published two additional calculations—their equity partner earnings gap and their total gender earnings gap, which includes the earnings of both equity partners and employees. For details please see https://www2.deloitte.com/uk/en/pages/growth/articles/gender-pay-gap-announcement.html</p>

GRI Standards disclosure number	Disclosure title	Report location/disclosure
Material topics		
Non-discrimination		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Inclusion and Diversity ; Outlook from leadership ; Reporting process and materiality ; Global Principles of Business Conduct
406-1	Incidents of discrimination and corrective actions taken	Information not available. Information for these indicators is not currently consolidated across the Deloitte organization. DTTL and its member firms are committed to providing a respectful and inclusive working environment, free from discrimination and harassment. Likewise, Deloitte Global and its member firms are committed to providing a work environment that promotes ongoing and open communication about ethics, compliance or other related matters and encourages reporting of violations or potential violations of any policy that applies across the Deloitte organization, professional standards, and the Global Principles of Business Conduct and/or member firm code of conduct without fear of retaliation. Accordingly, Deloitte Global has also charged each member firm with responsibility for the development, implementation, and ongoing support of member firm policy that specifically and expressly prohibits harassment or discrimination. Deloitte has also directed that each member firm should be responsible for the development, implementation and ongoing support of a member firm non-retaliation policy that promotes and encourages reporting of ethics, compliance or other related matters without fear of retaliation.
Human rights assessment		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Executive message ; Outlook from leadership ; Reporting process and materiality ; Ethics ; Global Principles of Business Conduct
412-2	Employee training on human rights policies or procedures	All Deloitte professionals read and understand Deloitte's Global Principles of Business Conduct, which addresses key human rights issues relevant to professional services, such as discrimination and harassment. This confirmation is done on an annual basis.
Supplier social assessment		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership ; Reporting process and materiality Supplier social assessment is an area that is of growing interest to many stakeholders. Contracts generally require suppliers to abide by applicable laws. Some member firms do have additional policies regarding supplier assessments and requirements. Social assessment questions are also included in request for proposal questionnaires sent out by the procurement group of Deloitte Global (which may also cover purchasing for the Deloitte organization).
414-1	New suppliers that were screened using social criteria	All new suppliers completing the proposal template at the Deloitte Global level are requested to answer questions about socially responsible policies and processes.

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Material topics		
414-2	Negative social impacts in the supply chain and actions taken	Information is not available. Information for these indicators is not currently consolidated across the Deloitte organization. Agreement as to the policies, processes, and systems required to monitor and record information would need to be finalized. It may be three or more years before this information is available.
Public policy		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Outlook from leadership ; Reporting process and materiality ; Public policy
415-1	Political contributions	Information is not available: Information for these indicators is not currently consolidated across the Deloitte organization. Additional review would be required to assess the level of materiality of the issues at the Deloitte Global and member firm levels. Upon completion of this process, agreement as to the policies, processes, and systems required to monitor and record information would need to be finalized. It may be three or more years before this information is available.
Customer privacy		
103-1 103-2 103-3	Management Approach: <ul style="list-style-type: none"> • Explanation of the material topic and its Boundary • The management approach and its components • Evaluation of the management approach 	Executive message ; Outlook from leadership ; Reporting process and materiality ; Confidentiality, privacy and cybersecurity Deloitte has long followed a global security strategy focused on keeping information and systems secure, constantly watching for potential threats, and immediately responding to actual or potential incidents. During FY19 we have continued to focus on these core activities, while also accelerating and enhancing certain strategy elements and our overall security posture. We continue to make significant investments in our cybersecurity capabilities consistent with our deep commitment to protect the information of member firm clients and network stakeholders.
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Deloitte addresses and resolves issues around client privacy and client data when identified. Information on the substance and number of complaints is considered confidential.

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GlobalReport@deloitte.com

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