

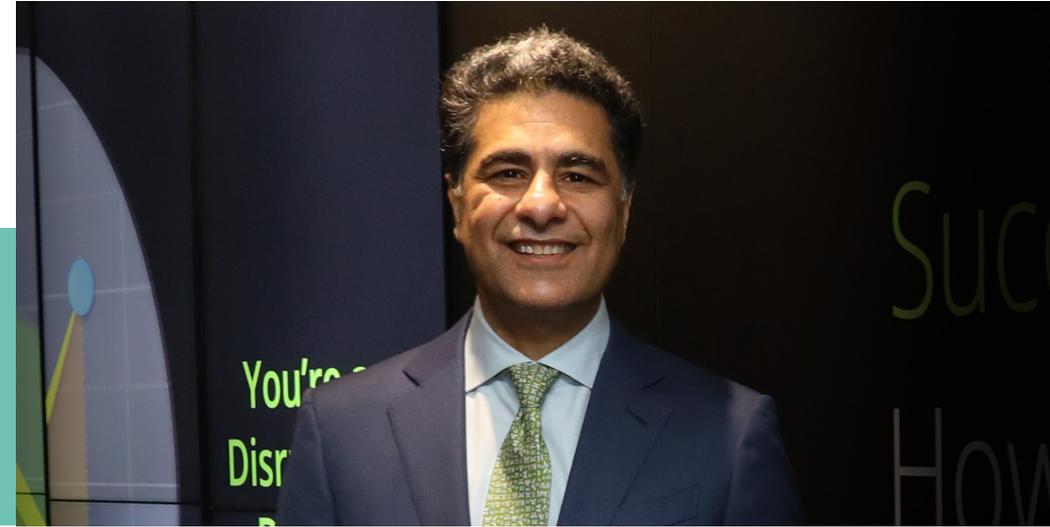
Deloitte.

A year of
connection,
action
and impact

2021 GLOBAL IMPACT REPORT



Message from Deloitte Global CEO



The year since our last report was like no other during our lifetimes.

When it began in June 2020, we were in the early months of a global shutdown caused by a pandemic scientists were struggling to understand and overcome. The world was protesting the death of George Floyd. Wildfires that destroyed almost 19 million hectares of land in Australia had just been extinguished when another 4 million hectares began burning in the US. Meanwhile, the first rains of China's monsoon season gave way to a deluge, resulting in the world's most expensive—and maybe most overlooked—disaster of 2020.

Our world changed profoundly during those 12 months. Vaccines were developed in record time, yet supply and access remained problematic and hesitancy remains high. Conversations about race opened long-overdue examinations of social structures, institutions and cultural practices.

Severe climate events confirmed our worst fears about a warming planet, even as the shutdown showed how altered behaviors could benefit the environment. And the shock to the global economy was three times more severe than the global financial crisis of 2007–09.

The past year was difficult and fraught with uncertainty. But it also showed what can be achieved at speed and scale when businesses, government and society work together to tackle some of the toughest challenges.

Forging a path forward requires focused leadership and broad collaboration, something we have seen in abundance from business during the past year. Beyond the rapid research, development and production of vaccines, we've witnessed tireless work to rebuild disrupted global supply chains, and seen ways of working transformed to support the

health of our communities and public services when they were struggling most. Thanks to these and other extraordinary efforts, the world's economy defied expectations with its resilience and resurgence.

Business has risen to the challenge. But we have a long way to go.

A values-based reset

Deloitte understands and embraces its responsibility to lead by example, to drive change through cooperative efforts, and to innovate to overcome challenges. Deloitte's focus during the past year has been on deploying our global capabilities to help clients respond, recover and thrive; on enabling our professionals to stay healthy and perform at the highest levels possible; and on helping communities bounce back so that people everywhere have access to opportunities.



It has not been easy. Ours is a business that relies on connections—on working closely with Deloitte clients, with public and private sector leaders, with other organizations and with each other. When that was disrupted, we had to change in fundamental ways.

Guided by Deloitte's Shared Values—*to lead the way, take care of each other, foster inclusion, collaborate for measurable impact and serve with integrity*—we reinvented the way we interact with clients and learned how to be effective virtually. Our people amazed us every day with their ability to find innovative ways of serving Deloitte clients and meeting them wherever they were—figuratively speaking. They adapted quickly to working remotely and maintaining their professionalism, even when family responsibilities beckoned just a short distance off screen.

We believed all along that our fate in FY2021 was not preordained; that if we played solid defense—marshalling our resources—and remained alert to the opportunities and on track with our global strategy, we not only would survive, but we also would thrive.

And we did.

Deloitte grew 5.5% to **US\$50.2 billion** in aggregate revenue. We expanded our global alliance and ecosystem business by 24%. Ongoing investments in audit quality, transformation and innovation delivered positive results. For the third consecutive year, Brand Finance recognized Deloitte as the **strongest and most valuable commercial services brand** in the world. And **analysts** continued to acknowledge Deloitte leadership across the board in services including cloud, cyber, strategy, analytics and more.

We exceeded expectations in nearly every measure of performance. But what I'm most proud of is how we worked together to take care of each other.

We realized early on that well-being is much more than just the physical. And while we took extraordinary measures to help protect our people's physical health as the waves of the pandemic impacted our global workforce disparately over time, it was only part of the equation.

Mental health awareness and well-being initiatives sprang up throughout the organization, allowing our people to check in on one another and cope with the blurred lines between home and work and the countless individual challenges the pandemic caused us all. We promoted equality through both deliberate actions and organic initiatives. We maintained our emphasis on training and leadership development, even though physical classrooms were off-limits. We prioritized protecting the environment and made progress toward our net-zero target. We advanced our *WorldClass* ambition, doubling the number of lives we intend to impact by 2030. We tapped into our professional skills and empathic instincts to help communities hit hardest by the pandemic. And along the way, we learned more about what makes our own people productive, happy and healthy.

The business imperative

The ability to do well makes it possible for business to do good.

As the global vaccine rollout accelerates and the pandemic eventually wanes, our attention can turn to the biggest questions of our age—how to tackle climate change and make the most of rapid technological change—so we can create more opportunity and spur economic growth that is truly inclusive and fair and helps all people fulfill their dreams.

The climate change emergency is unfolding in front of our eyes, touching all corners of the globe. Creating a net-zero world is nonnegotiable. But it is only possible if business and government work together within and across national borders, and individuals in rich nations change their consumption behaviors. There is no time to waste.

Leaders must tap into the immense potential of the digital age, as well, leveraging rapid change and discovery into new jobs, new skills and new ways of solving persistent challenges. With digitization has come an explosion of data and an obligation to ensure it is protected—and used only as intended and in full compliance with the laws. Globally, economies are changing at an unprecedented pace—digital innovation is boosting productivity and helping more businesses reach more customers around the world. The pandemic has accelerated this process and helped many businesses through the crisis.

At the same time, the COVID-19 crisis exacerbated the already unacceptable levels of educational, health, racial and wealth disparities. Our futures depend on helping people gain access to education and resources that can improve their lives, which is why we must harness the potential of the digital age to build up skills of the future and create career opportunities for a broader cross-section of people.

Measuring progress

To understand progress in these and other key areas, organizations need to be able to measure the right things, transparently and consistently. During the past year, Deloitte leaders worked diligently to develop more consistent and comprehensive ways to gauge impact. Working with the World Economic Forum's International Business Council and other professional services organizations, we helped compile a set of common environmental, social and governance (ESG) metrics that companies can report against to demonstrate their progress in addressing society's priorities, as defined by the United Nations' Sustainable Development Goals.

Stakeholders around the world are calling for greater transparency and accountability. The ESG framework provides that, which is why this year's Global Impact Report looks different than our previous reports. In addition to a review of traditional business metrics, it includes more in-depth reporting of our impact on the environment and on society, as well as a more detailed look at the structures and processes we've designed for Deloitte.

Deloitte's story is a great one, but it's still being written.

We are the global leader delivering the broadest set of capabilities of any professional services organization in the market today. We're making progress on environmental impact, on representation in the workplace, and on providing professional development and career opportunities to people around the world. And we're constantly improving our governance mechanisms to build upon the trust we've created with stakeholders for more than 175 years. But we know we cannot rest on past accomplishments. We are committed to building on them.

Measuring and reporting on the right things helps us do that, to be the change we want to see in the world and lead by example. We are excited by the opportunity every day to make an even greater impact in a post-pandemic society, and proud to share our progress as our journey continues.



Punit Renjen
Deloitte Global CEO

Table of contents

Business



- Overview
- Business metrics
- Core services
- Locations
- Innovation
- Public interest

Environmental



- Overview
- Environmental priorities

Social



- Overview
- Societal investments
- Learning and development
- Gender balance
- LGBT+ inclusion
- Mental health
- Racial and ethnic inclusion
- Supporting people with disabilities
- Aiding communities affected by the pandemic
- People metrics

Governance



- Overview
- Leadership and governance
- Deloitte organization structure
- Ethics
- Anti-corruption commitment
- Independence
- Risk and opportunity management
- Confidentiality, privacy and cybersecurity
- Global security
- Public policy
- Reporting process and materiality

At a glance



- FY2021 Environmental, Social and Governance highlights
- Stakeholder capitalism metrics reference table
- Performance metrics

Business



Overview



How does an organization that thrives on connection continue to flourish when its connections are disrupted, its offices closed, its travel curtailed?

Deloitte approached it like any other problem that needs to be solved. Backed by technologies in which we've invested, relationships we have built and innovation we nurture, Deloitte practitioners devised and embraced strategies that enabled them to adapt quickly to meet each client's needs—maximizing their virtual connections to make remote work *work*.

It helped that our organization already had been preparing itself and Deloitte clients to **transition to a different way of working**—one that's digital, cloud-based, flexible, more sustainable and data-driven. The COVID-19 pandemic merely accelerated the inevitable.

Our organization has been making **significant investments** in technology that helps Deloitte clients both disrupt their competition and withstand disruptions aimed at them. Deloitte Consulting teams worked with clients and alliances to ideate, develop and





deploy innovative, cloud-based, sector-specific **artificial intelligence** solutions, enabled by the **Deloitte Center for AI Computing**. And Deloitte's cloud-first technology strategy and innovative collaboration tools allowed Audit & Assurance (A&A) professionals to continue the delivery of high-quality audits.

During the year, professionals across all Deloitte businesses prioritized pandemic-support programs and resources to help Deloitte clients across sectors **build organizational resilience**. Deloitte Consulting practitioners, for example, contributed significantly to public health outcomes, providing solutions for numerous government and private-sector clients in the areas of vaccinations, testing, supply chain disruption and more.

The focus on helping Deloitte clients respond to the pandemic, recover from the challenges it continues to present, and thrive going forward was strengthened by alliance relationships with 15 of the world's leading technology providers—connections that help Deloitte enable innovation and transformation for clients and accelerate execution at scale in a differentiated way compared with other professional services providers.

Deloitte Risk Advisory practices also leveraged technology to support clients' security needs while entire organizations were navigating virtual work. To improve reliability and safeguard organizations, Deloitte continued to support its clients in shaping smarter process and





\$50.2B
aggregate global revenue

empathetic platforms with greater insight, agility and resilience to threats. More than 22,000 Deloitte Cyber professionals globally helped organizations identify cyber risks, prepare for and detect the threats, strengthen and secure their environments, respond and recover.

3.5%

of aggregate global revenue
invested in innovation



Deloitte Financial Advisory professionals have been engaged on more than 1,200 distressed and COVID-related mandates. Deloitte's market-leading mergers and acquisitions (M&A) practices advised on thousands of transactions during the merger wave of 2020. Turnaround and Restructuring teams have assisted governments around the world to administer pandemic-related funding for businesses and individuals, and have participated in government-led COVID-19 task forces to advise on distressed sectors. And Deloitte infrastructure practices have supported projects related to pandemic response and economic stimulus, including testing and tracing programs, and promoting projects around smart cities and urban renewal.

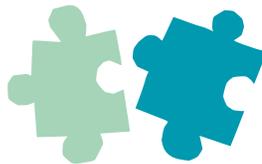


22K
Cyber professionals
worldwide

Deloitte Tax practices also helped clients navigate the ongoing complexity caused by the pandemic and map growth plans for recovery. The acceleration of new business models is challenging the tax function in fundamental ways and driving demand for transforming **tax operating models** through outsourcing and co-sourcing of routine compliance and reporting activities.

15

alliance relationships
with leading
technology providers



Similarly, Deloitte Legal practices worked with clients to transform their legal operating models in ways that responded to the rapid shift to virtual working and rethink the use of technology to improve processes and cost structures. Deloitte Legal practices also helped clients navigate employment laws as they





implemented COVID-19 restrictions, remote working accommodations, return-to-work rules and other matters that could affect employees' rights and wellbeing.

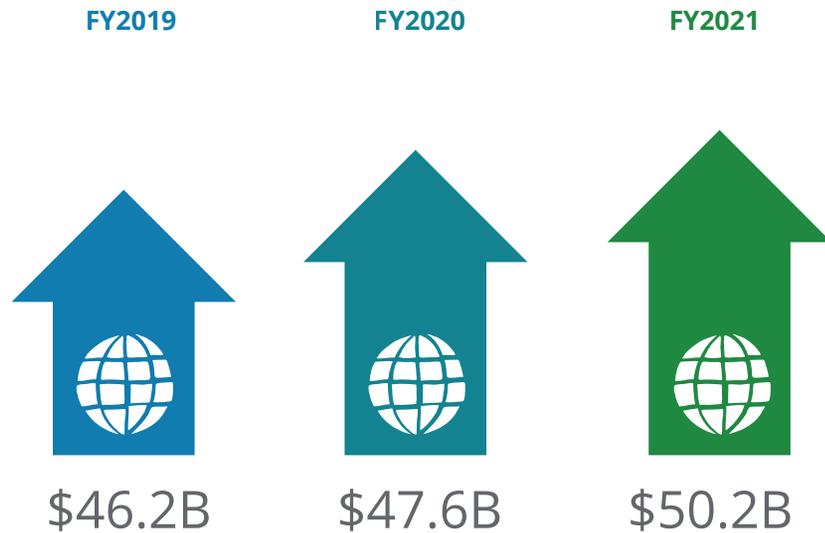
Deloitte remains committed to **acting in the public interest** and upholding our vital role in the financial reporting ecosystem, both for today's realities and the future. This includes ongoing investments to equip Deloitte Audit & Assurance professionals with the latest guidance, tools and leading practices to deliver high-quality audit and assurance services to meet investors' quickly evolving expectations regarding corporate reporting, including the impacts of environmental, social, governance (ESG) and climate matters across industries. As the scope of Deloitte clients' tax teams extends, they too are increasingly seeking Deloitte's input on sustainability reporting—in addition to major tax policy reforms, digitalization of tax, M&A, supply chain, and employment and mobility.

Ultimately, Deloitte professionals' ability to pivot quickly and successfully has helped clients do the same and position themselves for growth. The pandemic may have kept our people physically distant during the past year, and it may alter the way practitioners and clients connect going forward. But, it also reinforced that even the most intimidating obstacles can't halt progress—and they may actually hasten better ways of working and serving clients and the public interest.



Business metrics

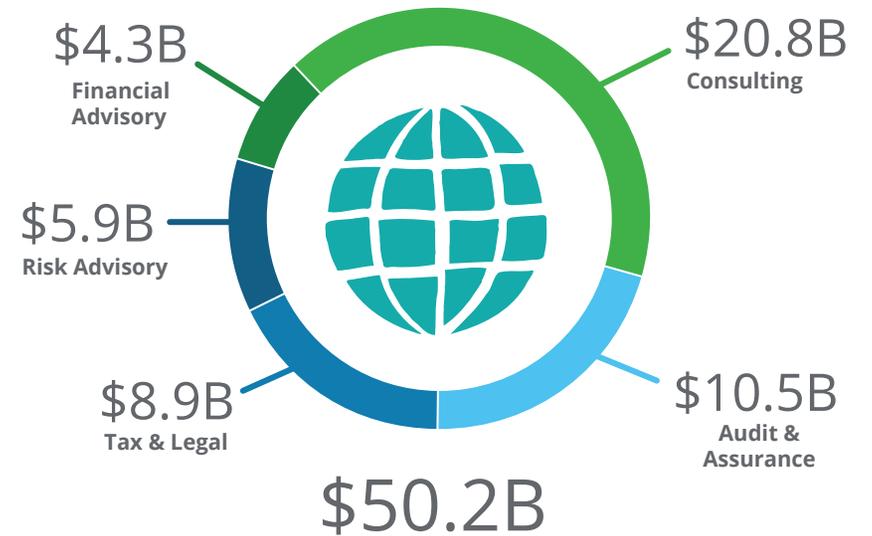
Total revenue



Notes

Revenue figures are in US\$ billion. Global figures are aggregated across the Deloitte organization.

Revenue by business



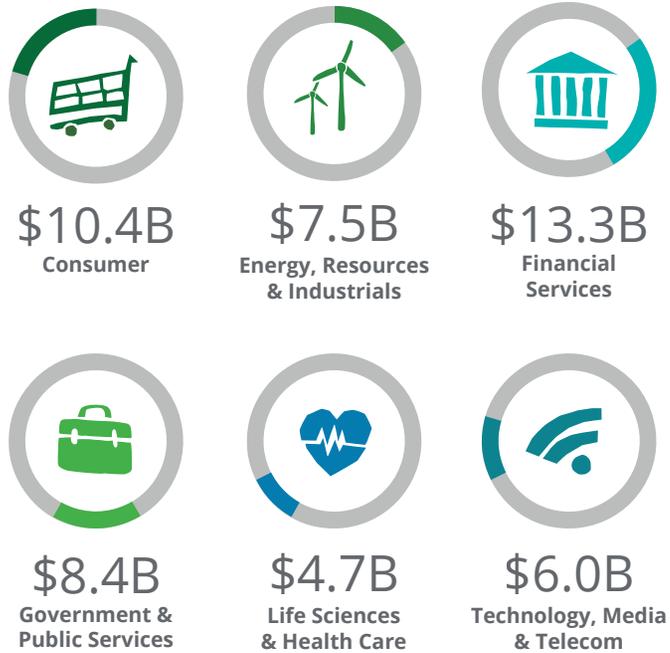
Notes

Revenue figures are in US\$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by business may not equal total.



Business metrics

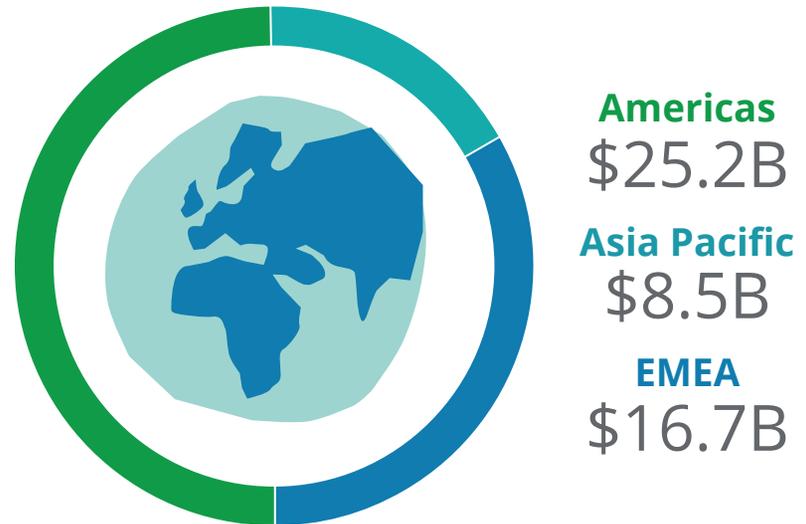
Revenue by industry



Notes

Revenue figures are in US\$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by industry may not equal total.

Revenue by region



Notes

Revenue figures are in US\$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by region may not equal total.



Core services



Audit & Assurance

Audit Services
Assurance Services

Consulting

Strategy, Analytics and M&A
Customer & Marketing
Core Business Operations
Human Capital
Enterprise Technology
& Performance

Financial Advisory

M&A Transaction Services
Restructuring Services
Valuation and Modeling
Corporate Finance Advisory
Infrastructure and Capital Projects
Economics and Real Estate
Forensic

Risk Advisory

Accounting & Internal Controls
Cyber & Strategic Risk
Regulatory & Legal Support

Tax & Legal

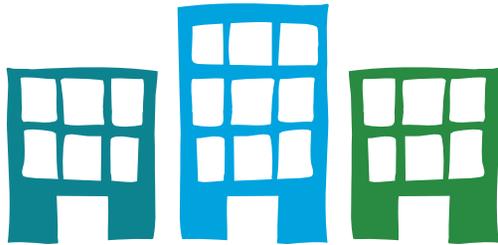
Tax Services for Businesses
Global Employer Services
High Net Worth Tax Services
Legal

Notes

The above list of services is a representative sampling of Deloitte business capabilities. Deloitte offers many services, not all of which are available from every Deloitte firm and not all of which are permissible for audit clients under various professional and regulatory standards.



Locations



Geographies with at least one Deloitte office in operation during FY2021 are listed below. These are listed for ease in identifying locations where Deloitte has a presence. They are not intended as statements on political sovereignty.

Please visit www.deloitte.com/GlobalOfficeDirectory and contact an office near you to inquire about Deloitte capabilities to provide services in locations not listed below.

Albania	Bosnia-Herzegovina	Croatia	Greenland	Kuwait	Mozambique	Portugal	Thailand
Algeria	Botswana	Curaçao	Guam	Kyrgyzstan	Myanmar	Puerto Rico	Togo
Andorra	Brazil	Cyprus	Guatemala	Lao PDR	Namibia	Qatar	Trinidad and Tobago
Angola	British Virgin Islands	Czech Republic	Honduras	Latvia	Netherlands	Romania	Tunisia
Argentina	Brunei Darussalam	Denmark	Hungary	Lebanon	New Zealand	Russian Federation	Turkey
Armenia	Bulgaria	Dominican Republic	Iceland	Lithuania	Nicaragua	Saudi Arabia	Turkmenistan
Aruba	Cambodia	Ecuador	India	Luxembourg	Nigeria	Senegal	Uganda
Australia	Cameroon	Egypt	Indonesia	Malawi	North Macedonia (Republic of)	Serbia (Republic of)	Ukraine
Austria	Canada	El Salvador	Iraq	Malaysia	Northern Mariana Islands	Singapore	United Arab Emirates
Azerbaijan	Cayman Islands	Equatorial Guinea	Ireland	Malta	Norway	Slovak Republic	United Kingdom of Great Britain and Northern Ireland
Bahamas	Chad	Estonia	Isle of Man	Marshall Islands	Oman	Slovenia	
Bahrain	Channel Islands (Jersey and Guernsey)	Finland	Israel	Mauritius	Palau	South Africa	United States
Bangladesh	Chile	France	Italy	Mexico	Palestinian Territories	Spain	Uruguay
Barbados	China	Gabon	Ivory Coast	Micronesia (Federated States of)	Panama	Sri Lanka	Uzbekistan
Belarus	Colombia	Georgia	Japan	Moldova (Republic of)	Papua New Guinea	Sweden	Venezuela
Belgium	Congo (Brazzaville)	Germany	Jordan	Monaco	Paraguay	Switzerland	Vietnam
Benin	Congo (Democratic Republic of)	Ghana	Kazakhstan	Mongolia	Peru	Taiwan (China)	Yemen
Bermuda	Costa Rica	Gibraltar	Kenya	Montenegro	Philippines	Tajikistan	Zambia
Bolivia		Greece	Korea (Republic of)	Morocco	Poland	Tanzania (United Republic of)	Zimbabwe



Innovation

Deloitte envisions and creates industry-defining innovations that allow clients to drive change and transform disruption into lasting value for their customers. These capabilities have been essential in helping clients navigate the COVID-19 pandemic, and will remain critical as business, government and other institutions rise to the challenge of climate change.

Deloitte Audit & Assurance has invested—and continues to invest—hundreds of millions of dollars to transform our audit business with innovations like **Deloitte Omnia** and Deloitte Levvia—the profession's first end-to-end, data-driven, globally integrated audit platforms. These platforms are cloud-based with the flexibility to seamlessly incorporate new technologies and processes, making them highly responsive to clients' evolving needs in the dynamic regulatory landscape. For example, when COVID-19 disrupted businesses

three weeks before client annual filing deadlines, Deloitte practitioners using Deloitte Omnia were able to continue executing their audits both virtually and digitally, for the first time, while concurrently maintaining high-quality audit standards without compromising deadlines.

Deloitte has also made significant investment in the digital transformation of its Tax practices with **intela by Deloitte**, a centralized digital platform that enables seamless collaboration between Deloitte Tax practitioners and clients. As an end-to-end cloud-based solution, intela provides a single workspace to support tax compliance, documentation and risk mitigation. It also can extract, organize and analyze data, resulting in better strategic insights. The platform will allow Deloitte Tax practitioners to shift how they—and their clients—spend time to create more meaningful and insightful value.

To better serve Deloitte clients seeking to integrate artificial intelligence (AI) within their businesses, Deloitte developed **CortexAI™**, a multicloud, AI platform designed to connect data, analytics, intelligent automation and machine learning. An award-winning client solution—also used internally in Deloitte US operations—CortexAI brings together Deloitte's unique capabilities with the power of an AI platform to rapidly develop and deploy scalable AI solutions across business domains and industries. With plug-and-play technologies that adapt to a client's ecosystem, CortexAI's advanced analytics and automation capabilities were used to help several large financial institutions navigate requirements for the United States' Coronavirus Aid, Relief and Economic Security Act (CARES Act). The platform helped process more than 120,000 Paycheck Protection Program (PPP) loan-forgiveness applications while simultaneously performing anomaly and fraud analysis. Adhering to Deloitte's



Trustworthy AI™ framework, CortexAI provides the level of governance needed for organizations to confidently apply and scale AI.

Deloitte is also committed to shaping the future of industries through investments in industry cloud platforms. An example of this is Deloitte's suite of ConvergeHEALTH solutions that are supporting the digital transformation of life sciences and health care for millions of patients in more than 20 countries. Specifically, **ConvergeHEALTH Connect™**, a suite of solutions on the Salesforce Health Cloud platform, helps health care companies engage more effectively with their patients. At the outset of the COVID-19 pandemic, Deloitte expanded the suite of solutions with a crisis-response accelerator to help health care providers digitally triage and manage the **treatment of COVID-19 patients**.

For clients needing to strengthen their cybersecurity defenses, Deloitte Cyber professionals in the US developed Predictive Analytics for Cyber in Enterprises (**PACE™**), a cloud-native analytics solution supporting on-premises, hybrid and multicloud environments. PACE combines Deloitte cyber risk quantification and risk management frameworks with Google Cloud's Chronicle, Looker and BigQueryML capabilities to quickly comb through petabytes of data and provide faster, simpler, persona-driven decision-making for cyber security organizations.

Deloitte innovation investments—which total 3.5% of Deloitte aggregate revenue¹—are increasingly focused on **directly generating social and environmental benefits**. Solutions resulting from these expenditures include services that help clients reduce their carbon footprints, manage the risks of transitioning to a low-carbon economy, and integrate ESG and climate criteria into their investment decisions.

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¹ Estimate based on a May 2021 sampling of the largest Deloitte member firms





Public interest

What people expect of business is fundamentally changing, as is the definition of what it means to act in the public interest. In a world of uncertainty, business must help address society's most intractable problems. Serving the public interest requires going beyond the economic context to include the interplay among business behavior, financial markets, and the long-term health and sustainability of society and the planet.

Today's business organizations should see themselves as serving ends that go beyond financial success. Deloitte advocates for every company to define its overarching purpose and offer a clear explanation of how it makes a positive impact in society, not only for shareholders, but also for customers, employees, suppliers, communities and the planet.

This reflects Deloitte's own Purpose-led approach, one that's shared increasingly throughout the business community and articulated by organizations such as the US trade association of CEOs, the **US Business Roundtable's statement on the purpose of a corporation** and The World Economic Forum's **Davos Manifesto 2020: The Universal Purpose of a Company in the Fourth Industrial Revolution**.

For organizations that provide audit and assurance services, the concept of public interest traditionally focused on providing reliable information for capital markets, specifically around a company's management, its operating model and internal controls. Deloitte understands that while this remains a critical component, its public interest responsibilities have expanded to include issues such as sustainability and societal impact.

Consistent with its commitment to purpose and to act in the public interest, Deloitte aims to be transparent about nonfinancial measures of business performance and provides disclosure of wider environmental, social and governance (ESG) metrics. Deloitte shares these public interest metrics through the lens of its services, people and operations, as well as its impact on society.

Services

Deloitte's commitment to responsible business underlies everything we do. It's more than just doing the right thing; it's about demonstrating how we live our Purpose and Shared Values through the company we keep. This is articulated in **Deloitte's Commitment to Responsible Business Practices Statement**, which outlines our beliefs and the commitments we have made, to inform our decision-making.

Deloitte provides audit and assurance, consulting, financial advisory, risk advisory, and tax and related services around the world—always striving to act in the public interest, exercise the highest ethical standards and deliver the highest-quality services. Following are some examples of how these services benefit the public interest.

Audit & Assurance

Deloitte provides audit and assurance services that serve the public interest by enabling trust and transparency across and between stakeholders in the financial reporting ecosystem. Deloitte's independent auditors help the capital markets system function with greater confidence, attesting to or expressing opinions as to whether financial statements, internal controls and regulatory reports are prepared in accordance with identified financial reporting frameworks.

Seldom has Deloitte's role in the capital markets been more critical than during the period of unprecedented uncertainty and business disruption caused by the COVID-19 pandemic. Deloitte responded swiftly to the challenges presented by COVID-19, arming its professionals with the guidance and tools necessary to perform high-quality audit and assurance services in a virtual

environment and communicating relentlessly, both internally and externally, to reinforce our commitment to ethics, integrity and professional skepticism. Across Deloitte audit and assurance businesses, leadership messaging reiterated the importance of Deloitte's public interest role and stressed reports are not issued until all audit work had been completed.

Deloitte is committed to constant enhancement of relevant and reliable audit processes that are increasingly essential to investor confidence and to the ongoing vitality of capital markets. Audit quality remains a top priority and key focus for Deloitte. Ongoing investments in audit quality, transformation, innovation and technology demonstrate Deloitte's commitment to fulfilling its public interest role and enhancing trust.

Learn about Deloitte's commitment to audit quality

Consulting

Deloitte helps organizations take decisive action and achieve sustainable results. Our practitioners work alongside both public and private organizations across industries to help address their most intractable challenges,

even societal challenges like decarbonizing the economy, improving health equity and fighting human trafficking.

Decarbonization across industries

As the transition toward a clean energy future is underway, we understand it may change companies' assets and operations. Deloitte is helping companies in sectors like transportation, agriculture and chemicals create and execute roadmaps to a lower-carbon future and a net-zero aspiration. As an example, Deloitte is working with the major US and European chemical councils to accelerate the industry's path to a lower-carbon future by understanding future scenarios and emission-reduction solutions, and using that knowledge to determine actions that chemical companies can take toward achieving a cleaner future.

Improving health equity

Deloitte is committed to working alongside organizations to improve health equity. Unified by a common mission, the Deloitte Health Equity Institutes were established to share our most insightful learnings, extend the efforts of others, and meaningfully contribute to broader health equity issues, like improving vaccine equity. Deloitte US is supporting the US Centers for Disease



Control and Prevention's Reducing Racial and Ethnic Disparities in Adult Immunization program that addresses long-standing issues existing in vaccination rates, knowledge and attitudes through relationships that drive community-level action to support racial and ethnic minority groups in getting vaccinated.

Fighting human trafficking

The COVID-19 pandemic has had widespread economic impacts, with unprecedented unemployment disproportionately impacting women, racial and ethnic minority communities, and other vulnerable populations. It is critical that recovery efforts extend to include those who are left behind even in the best of times, including victims and survivors of human trafficking and modern-day slavery. Deloitte is proud to help clients craft strategies to bring sustainable employment to survivors of human trafficking while simultaneously combatting these reprehensible activities. As an example, Deloitte US is working alongside a US government agency to support its efforts to stop the importation of goods made by forced labor.

Financial Advisory

Deloitte supports more than 90% of the companies committed to RE100, a global initiative backed by the world's most influential businesses to transition to 100% renewable electricity. The Deloitte Center

for ESG Solutions has applied decarbonization, hydrogen, electricity and other quantitative energy models to support major sustainable energy transformation projects in Asia, Europe and the Americas.

During the COVID-19 pandemic, Deloitte has been engaged as a trusted adviser on more than 1,200 distressed and COVID-related mandates. Deloitte's Turnaround and Restructuring teams have assisted governments around the world to administer pandemic-related funding for businesses and individuals, and Deloitte has participated in government-sponsored COVID-19 task forces that advise governments on distressed sectors. Deloitte's infrastructure practices have supported projects related to pandemic response and economic stimulus, including supporting testing and tracing programs, and promoting prosperity with purpose on projects around nation building, smart cities and urban renewal.

Deloitte Forensic advisers help companies and governments combat the trillions of dollars of damage wrought by fraud, economic and financial crime. In the last five years, Deloitte has handled more than 15,000 fraud, waste and abuse (FWA) investigations and financial crime engagements to help clients proactively identify and respond to malfeasance; implement systems to monitor

and detect issues; and quickly and efficiently address incidents. By stopping bad actors from accessing illegal funds, Deloitte helps stem the tide of terrorist financing, drug and human trafficking, wildlife exploitation, counterfeit goods manufacturing and abuse of the health care system. In addition, Deloitte has been at the forefront of data analytics, developing proprietary assets that help governments and corporations accurately respond to legally mandated information requests, protect personally identifiable information (PII), and confirm the accuracy of data relied upon to make critical public policy and business decisions while preserving transparency.

Risk Advisory

Deloitte helps businesses manage risks in an evolving and interconnected risk landscape, and build the trust, resilience and security organizations require for enduring success and responsible business. With solutions in Accounting and Internal Controls, Cyber and Strategic Risk, and Regulatory and Legal Support, Deloitte Risk Advisory businesses connect with clients' complex and unique challenges, enabling them to achieve positive outcomes, sustainable growth and positive societal impact.

As part of Deloitte's wide range of Climate and Sustainability solutions, we are committed to



guiding organizations to more sustainable futures. For more than 20 years, the rapidly growing team of more than 1,000 dedicated practitioners has addressed climate and sustainability challenges and delivered on Deloitte's Purpose of making an impact that matters for clients, our people and our communities.

Deloitte Cyber advises, implements and operates a comprehensive portfolio of cyber solutions to anticipate and prepare for the cyber risks of the future. Cyberattacks are on the rise with increasing persistence and sophistication. More than 22,000 Deloitte Cyber professionals globally help organizations identify their risks, prepare for and detect the threats, strengthen and secure their environments, and most importantly, respond and recover.

Tax

Deloitte helps businesses and individuals meet compliance requirements by guiding them through rapidly changing and complex domestic and international tax laws. Other changes on the global tax landscape—like digitization of tax, sustainability reporting, workforce mobility and supply chain reconfigurations—are fundamentally shifting how the tax function operates.

Deloitte Tax professionals act as advisers to clients on these complex matters while continuing to help them understand and fulfill their tax obligations under the law, including increasing reporting requirements. Deloitte uses its local and global tax knowledge to assist businesses and individuals in interpreting complex, and sometimes unclear, tax laws to navigate uncertainty and minimize the occurrence of tax disputes.

Advice from Deloitte practitioners is subject to high ethical standards, rigorous quality control and technical reviews, and local professional standards. To continually advance the quality, consistency and integrity of our advice, Deloitte has developed global tax principles that are adhered to by Deloitte Tax practitioners around the world.

The COVID-19 pandemic brought new challenges and accelerated business model changes in dramatic ways, most with financial, tax and people implications. Deloitte guided clients through various government relief measures, along with rapidly changing regulations and filing deadlines. We also responded to requests for input from tax authorities who were seeking to provide support to businesses and individuals as efficiently as possible. Deloitte contributes time and resources to help policymakers at local and regional levels ensure that

tax laws achieve tax policy objectives, are clear and unambiguous, and do not create undue burdens on businesses and individuals.

These efforts promote a greater level of tax compliance; encourage good tax governance, transparency, and cooperation; and reduce the number of tax disputes and enables their resolution—facilitating revenue collection by tax authorities around the world. All these are vital components of an effective tax system that supports the foundations of society.

People

Deloitte hired nearly 84,000 professionals globally in FY2021, about one person every six minutes, and remains committed to developing leaders at every level of the organization. We estimate Deloitte's total, direct, global investment in learning for FY2021 to average US\$2,200 per person. We strive to provide an inclusive workplace culture underpinned by respect because we believe that working and learning with people of different backgrounds, cultures and thinking styles helps our people grow into better professionals and leaders in their careers at Deloitte and beyond.

[View People metrics](#)



Society

Deloitte is committed to making an impact that matters to society. Through Deloitte's *WorldClass* ambition, we are focusing on developing job skills, improving educational outcomes and expanding opportunities for 100 million people worldwide by 2030. Through our *Impact Every Day* initiatives, we have provided and promoted much needed health, economic and livelihood support to communities to respond to the COVID-19 pandemic.

[View societal investment metrics](#)

Operations

Deloitte's commitment to sustainability drives us to manage our operations responsibly and champion environmentally sustainable initiatives across the organization and supply chain globally. We believe we must lead the way to build a better, stronger and more sustainable world. *WorldClimate*, Deloitte's climate change strategy, was formulated in FY2020 to focus the organization on making responsible climate choices. Four pillars support the strategic direction:

- Achieving net-zero greenhouse gas emissions by 2030;
- Addressing Deloitte's internal policies and procedures to align with its climate ambitions;
- Educating and inspiring Deloitte people to act on climate change; and
- Working with ecosystems for collective impact.

[View environmental sustainability metrics](#)

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Audit public interest metrics

Commitment to quality and excellence
 Continually and relentlessly raising the bar on quality by conducting consistent high-quality audits that help instill trust by addressing the questions that matter most to the public interest and to all stakeholders

Deloitte's investments in quality
 Deloitte is committed to making ongoing investments that improve audit quality across the Deloitte organization. **The Global Center of Excellence for Audit Quality has 720** people supporting consistent execution on PCAOB and other engagements worldwide.

Holding ourselves accountable

Ongoing investments in a holistic quality monitoring and measurement program helps ensure that internal monitoring of engagement quality and systems of quality control is at least as stringent as the most rigorous inspections conducted by regulators.

Investing in robust monitoring programs

- Single global platform** for consistent monitoring and measurement of audit quality activities across Deloitte.
- 366,000** hours spent on reviews of engagements and systems of quality control.
- More than 1,500** engagements reviewed annually in accordance with the globally mandated monitoring program covering all Deloitte firms and more than **150 geographies**.
- 56** engagements subject to practice review by a Deloitte Global team annually.
- 88** Deloitte firm partners and professionals, independent of the firms being monitored, supervise and review monitoring activities across the Deloitte organization to ensure independence, objectivity and global consistency.
- 164,000** engagements subject to in-flight monitoring via automated diagnostics.
- Almost 6,000** focus area reviews (or "health checks") conducted per year on "live" engagement files.

A program of continuous quality improvement

Deloitte's highly intensive and robust Audit Quality Monitoring and Measurement program helps ensure internal practice review results are directly comparable with those of external regulatory inspections. Nevertheless, Deloitte continues to strengthen and enhance internal monitoring activities and strives to continually respond, remediate and improve to meet the goal of zero noncompliant files across the organization. Deloitte is committed to further enhance audit quality and inspection results.

Internal and external engagement review outcomes:

- 12%** of engagements reviewed internally were rated noncompliant for 2020.
- 49%** reduction in non-US PCAOB engagements with Part 1 findings from 2015-2019.

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Environmental



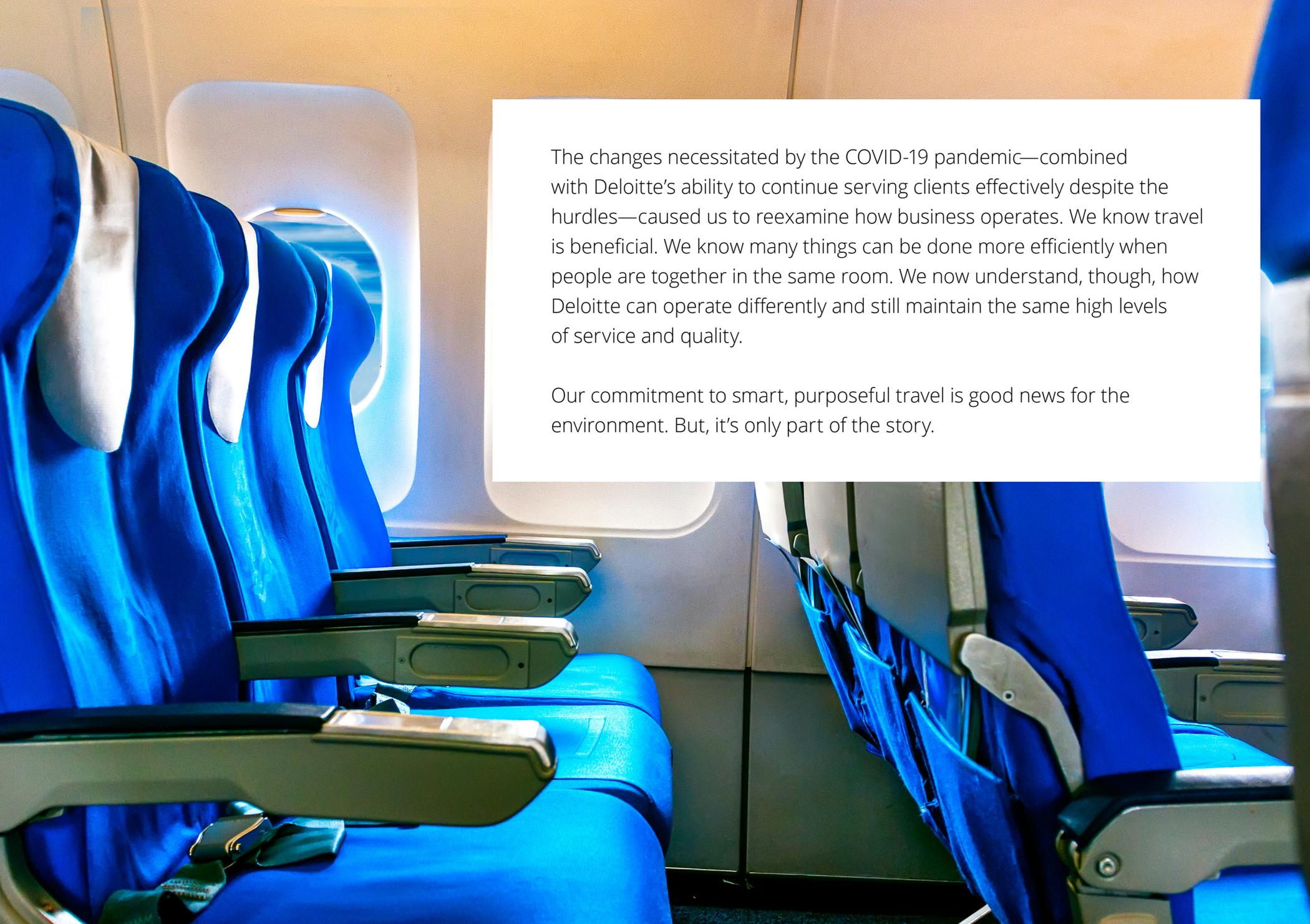
Overview



Deloitte's traditional business model required travel. Lots of travel. Before the COVID-19 pandemic, Deloitte had one of the largest airfare spends in corporate travel. Our affinity for flying wasn't unique; in recent years, half of the top-10 airline customers booking travel in the US were professional services organizations.

Obviously, that changed last year. Deloitte significantly reduced all forms of travel during the COVID-19 pandemic and replaced it with virtual work. And because most business-to-business interactions were conducted home to home, nearly every office that would have hosted those meetings sat dormant. Our altered behaviors, combined with proactive actions taken in FY2020, caused Deloitte's recorded carbon emissions from fleet, buildings and business travel in FY2021 to decrease 86% from prepandemic (FY2019) levels.





The changes necessitated by the COVID-19 pandemic—combined with Deloitte’s ability to continue serving clients effectively despite the hurdles—caused us to reexamine how business operates. We know travel is beneficial. We know many things can be done more efficiently when people are together in the same room. We now understand, though, how Deloitte can operate differently and still maintain the same high levels of service and quality.

Our commitment to smart, purposeful travel is good news for the environment. But, it’s only part of the story.



WorldClimate



Cut emissions

Net-zero by 2030



Embed sustainability

Address internal policies and practices



Empower individuals

Educate and inspire Deloitte people to act on climate change



Engage ecosystems

Engage with ecosystems to address climate change

Deloitte launched **WorldClimate**—our strategy to drive responsible climate choices within our organization and beyond—in FY2020 to address the world’s urgent climate crisis with achievable, measurable and science-based actions. Deloitte leaders, including the Deloitte Global Executive, committed to align with the 1.5°C decarbonization pathway because anything less ambitious will not have the necessary impact. Deloitte’s WorldClimate carbon reduction goals are validated by the **Science Based Targets initiative**.

WorldClimate recognizes it will take collective action to combat climate change. That’s why we have adopted a three-pronged approach—actions we take, actions we inspire our people to take, and actions we take with others in our ecosystem.

Deloitte has committed to achieving net-zero greenhouse gas emissions by 2030 for its operations. To get there, we are embedding sustainability into policies and practices throughout the organization. And we are empowering our people to make climate-friendly decisions and influence others to do the same.

Deloitte also is actively engaging ecosystems to increase demand for responsible products and services, remove roadblocks that get in the way of enacting change, and create innovative climate solutions. We help shape the climate agenda through sponsorships and projects with organizations such as the World Economic Forum; and through activities surrounding key events such as the **B7**, the **B20** and the United Nations General Assembly (UNGA).



Net-zero greenhouse gas emissions by 2030



Our *WorldClimate* strategy complements the ever-growing breadth of sustainability services provided by Deloitte firms. Deloitte firms support more than 90% of the companies committed to **RE100**, a global initiative backed by the world's most influential businesses to transition to 100% renewable electricity.

During FY2021, Deloitte firms accelerated clients' journeys to net-zero through multiple engagements, including those that are helping design decarbonization pathways for the chemicals industry across Europe and in the US; working with retailers to eliminate food waste, design sustainable food labels and adopt more sustainable supply chain practices; and helping stakeholders understand and respond to growing climate risks. Deloitte's Center for ESG Solutions has applied decarbonization, hydrogen, electricity and other quantitative energy models to support major sustainable energy transformation projects in Asia, Europe and the Americas. And Deloitte Consulting LLP in the US is working with the World Economic Forum to help the world transition toward **net-zero, nature-positive food systems** by 2030.

- 1 **Reduce Deloitte's business travel emissions by 50% per full time equivalent from FY2019 levels**
- 2 **Source 100% renewable energy for Deloitte facilities**
- 3 **Switch fleets to 100% electric or hybrid vehicles**
- 4 **Engage Deloitte's supply chain to set science-based emissions reduction targets**
- 5 **Invest in meaningful market solutions to compensate for remaining emissions**



Published disclosure aligned with **TCFD recommendations**



Joined the United Nations Global Compact's campaign Business Ambition for

1.5°C

Deloitte continues to make significant investments in services and technology that generate social and environmental benefits. Solutions developed recently include:

- **Deloitte Decarbonization Solutions™**, a suite of interactive modules that help accelerate the delivery of climate risk and strategic decarbonization projects by assessing abatement opportunities, physical risk, emission pathways and climate scenario models.
- **ClimWise**, a framework that combines global management and risk identification via climate scenario modeling to help financial stakeholders identify and manage economic risks related to the transition toward a low-carbon economy.
- **ESG Datalab**, a web application with an embedded dashboard that allows financial stakeholders to view environmental, social and governance (ESG) scoring of their financial assets and portfolios. It also allows simulations of mock financial portfolios to see how they would score.



Environmental priorities

Deloitte is committed to addressing the urgent climate crisis with achievable, measurable and science-based actions.

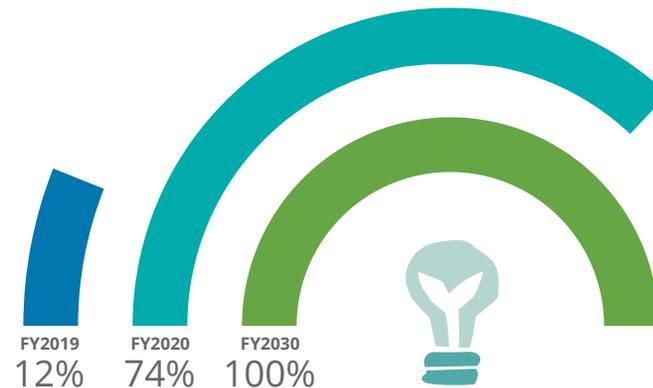
In that spirit and with the determination to “drive climate action fast,” Deloitte has joined the three core initiatives of the **Climate Group**, supporting renewable electricity (RE100), electric vehicles adoption (EV100) and energy efficiency/productivity (EP100). Deloitte is one of only 13 organizations that have made this triple commitment.

Aligned with Deloitte’s existing pledge to achieve net-zero emissions by 2030 as part of our *WorldClimate* initiative, we are constantly evolving our business practices to meet new demands, develop innovative solutions, and foster an environment that leads by example in pursuit of a low-carbon economy.

Our commitments to the Climate Group’s initiatives, taken together, are an example of how we will hold ourselves accountable and drive responsible climate choices within our organization and beyond. In addition to the commitments under the Climate

Group’s umbrella, Deloitte also formulated its goals to reduce greenhouse gas emissions, goals which were validated by the **Science Based Targets initiative** (SBTi) as being in line with a 1.5°C carbon-reduction pathway. And we are working with other

Renewable electricity consumption



Notes

Figures are aggregated across the global Deloitte organization



governmental and nongovernmental actors to leverage our size and scale as part of the **Race to Zero**, building momentum for others to reach net-zero emissions by 2050.

We already see the positive impacts of setting an ambitious strategy. In FY2021, Deloitte's renewable energy usage increased significantly as compared to its base year (FY2019).

Deloitte's gross greenhouse gas emissions (Scopes 1, 2, and 3) decreased 41% compared to the baseline of FY2019. This decrease is primarily the result of significant reductions in business travel and increased purchases of renewable energy. The details of our greenhouse gas emissions and performance against goals are included in the **Performance table**.

While our current environmental strategy focuses primarily on energy and greenhouse gas emissions, we are actively working to improve management systems for water, waste and single-use plastics.

Supply chain and ecosystems

Two years ago, we began to calculate supply chain emissions beyond business travel. In FY2021, purchased goods and services emissions are estimated to constitute approximately 89% of Deloitte's aggregate emissions. Reducing these

emissions is a key component of our carbon-reduction strategy.



To improve the quantification of emissions from purchased goods and services and understand our suppliers' engagement on climate, Deloitte's largest global suppliers are being asked to respond to CDP's supply chain questionnaire. Ideally, all Deloitte suppliers ultimately should align with the 1.5°C carbon-reduction pathway. Deloitte is actively working with suppliers to pursue this ambition.

One example of collaboration with suppliers is the Sustainable Aviation Fuel (SAF) initiative launched by Deloitte LLP in the US. Deloitte LLP has entered into SAF agreements with three US airlines—American Airlines, Delta Air Lines and United Airlines. The investment in SAF is one way for Deloitte to reduce carbon emissions within our own value chain as opposed to retroactively purchasing carbon offsets for emissions already generated.

People

Another important part of Deloitte's strategy focuses on our people. While their impact on climate is not a part of Deloitte's measured

footprint, we recognize that one of the most powerful ways to promote action on climate change is through our people. Our ambition is to enable our people to make positive climate choices at home and at work, and to amplify these actions through their personal networks. Deloitte rolled out the #iAct campaign in April 2021 to shed light on the impacts of travel, food, home and purchasing decisions, and to suggest positive climate actions our people and their families and friends can take today. During FY2021, we also created training that will be rolled out to Deloitte professionals in FY2022 to learn about climate change impacts, Deloitte's actions and how they can affect change. The training is enhanced by a learning channel containing additional curated content arranged along different pathways, allowing individuals to choose their areas of interest for a bespoke experience.

Offsets

Decarbonization using science-based approaches is paramount. At the same time, when we set a goal of net-zero emissions by 2030, we knew achieving it would ultimately require the need for carbon removal through market mechanisms. During our transition, Deloitte has chosen to compensate for unabated emissions through offsets as a way to promote the advancement of sustainability solutions while also recognizing that it does not





8% of suppliers (by emissions) adopted science-based targets; an additional 10% have committed to setting targets

replace the need to reduce emissions in line with science-based approaches.

Planning is underway to offset all of the network's FY2021 operational and business-travel emissions. Additionally, the two largest Deloitte firms chose to offset all of their purchased goods and services for the year. Deloitte will continue to evolve its carbon offsets strategy as a component of our overall net-zero strategy, informed by external guidance on carbon offset best practices and changes in

the market. Offset projects we support include reforestation, preventing deforestation, projects focused on health and livelihoods, and sustainable infrastructure.

TCFD

Deloitte recognizes the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as a useful framework for assessing and reporting on climate-related risks and opportunities. Deloitte issued its first TCFD report this year and anticipates building upon that information in future reports.

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Greenhouse gas emissions

Percent reduction represents
FY2021 performance vs. FY2019 baseline



↓41%
gross emissions
reduction



↓44%
emissions
reduction per FTE



↓69%
Scope 1 and 2
emissions
reduction



↓92%
business travel
emissions per
FTE reduction



70% renewable electricity purchased toward
our 100% goal



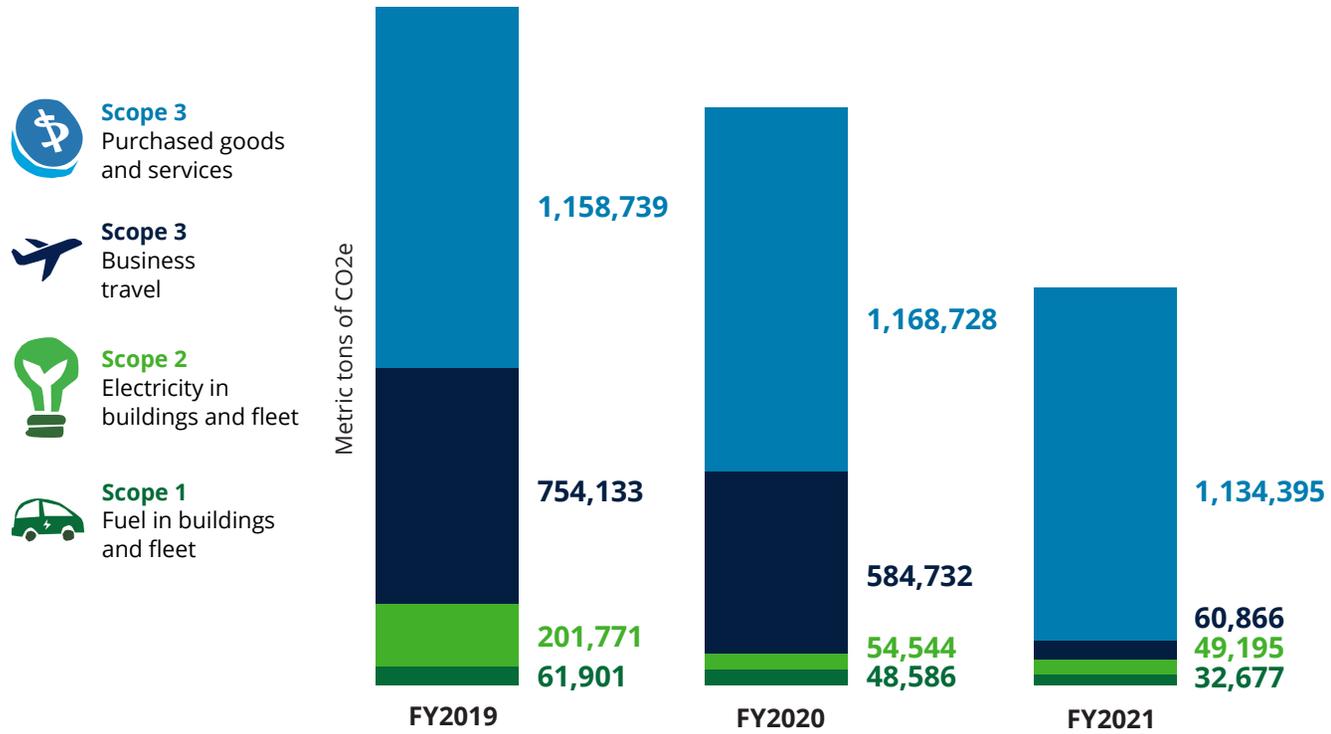
Offset **100%** of operational and business travel
emissions in FY2020; FY2021 offsetting is underway

Notes

Figures are aggregated across the global Deloitte organization



Greenhouse gas emissions by scope



Notes

Figures are aggregated across the global Deloitte organization



Social



Overview



The past year gave the world *more*—more responsibilities, financial uncertainty, extreme weather events, societal unrest and stress.

It also gave us *less*—less personal interaction, travel, entertainment, communal events and volunteer opportunities.

It was, more or less, a strange and challenging period for most people.

It also was an unusual year for organizations, like Deloitte, that are committed to helping people fulfill their aspirations and potential. To overcome the lack of in-person connections, we found innovative ways of developing and supporting our people to help them feel heard and valued. We also lent our professional capabilities and resources to the fight against COVID-19, while still advancing our goal of connecting underserved segments of society to education and jobs.





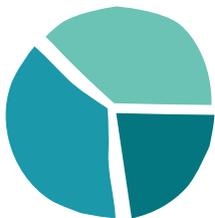
4.6M

applications received
across the organization



55

training hours
per individual



25%

female partners,
principals, and
managing directors
(goal of 30% by 2025)

This year created a **perfect storm for women**, and challenged society to tackle tough conversations about racial equity. That's why Deloitte's global diversity, equity and inclusion strategy—*ALL IN*—places a deliberate and clear emphasis on the need for an inclusive everyday culture, underpinned at all times by respect.

In pursuit of advancing **gender balance**, we've created consistent global standards spanning the entire career lifecycle—from recruitment, promotion and succession processes to development, mentoring, sponsorship and flexible working.

We've developed a range of resources, from inclusive leadership training to practical tips and guidance, to help people feel more confident having conversations in the workplace about common diversity-related topics, including gender, **race, sexual orientation, gender identity** and **disability**. Deloitte Global's award-winning "**Can you see me?**" film series was created to remind our people of the impact words and actions can have on others and to highlight the power of **visible and vocal allyship** for all underrepresented groups.



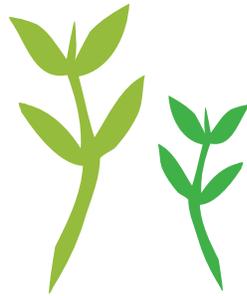
Diversity and inclusion sessions—and nearly all **professional development** the past year—was conducted virtually. Without access to temporarily shuttered Deloitte University (DU) facilities, we shifted to both formal online courses and a self-directed digital learning platform, called CURA, that gave Deloitte professionals access to a wide range of curated, customized content. These training approaches will remain valuable even as DU locations begin to reopen, post-pandemic.

Since the pandemic began, we have been particularly attuned to our professionals' health. Deloitte teams continue to work seamlessly and tirelessly to protect and support our colleagues and their families in COVID-19 epicenters like Southeast Asia and South America. The pandemic has taken both a physical and mental toll on people in these countries and around the world. Accordingly, we have invested significant time helping Deloitte professionals better understand **mental health** challenges and address and reduce the stigma that's often attached to poor mental health. Efforts to educate about and improve mental health have been delivered and supported through virtual workshops, podcasts and other communications, as well as additional chances to disconnect from work and reconnect with others.



10,000+

families received food relief in Brazil



1,000

oxygen concentrators donated to India

For our communities, Deloitte has devoted significant resources toward **fighting COVID-19**. For example, Deloitte piloted an initiative with the government of India's Haryana state to help provide health care in rural communities. The aim was to provide those impacted by the pandemic with the information and support they needed to recover at home, thereby freeing hospital capacity to treat the critically ill. Deloitte Africa is engaging with international donor organizations, ministries of health, the private sector and NGOs to understand local challenges and how Deloitte can help. And Deloitte Brazil worked closely with community organizations to provide food for more than 10,000 vulnerable families experiencing food security and hunger as a result of the pandemic.

These efforts will advance health equity in our communities and support better health care outcomes where they are needed most.

Our pandemic response did not derail Deloitte's ongoing focus on working with leading education organizations to provide access to quality education and opportunities. Through Deloitte's **WorldClass** ambition, we have impacted 20 million lives since 2018. More than 8.2 million individuals were reached during FY2021, despite the ongoing pandemic and school closures. The pandemic's ripple effect, however, caused education inequity, unemployment and the skills gap to worsen. It also disrupted the education of more than 1.6 billion students. It's estimated 24 million of those children may never return to school. Even before the pandemic, a fifth of all children were not at school at all. Without action, the effects of a year of lost learning, development and employment opportunities could further widen social and educational inequity for students and adults alike.



WorldClass



With that in mind, we are committing to impact 100 million people through WorldClass by 2030. That's 50 million more futures we are promising to change.

In May 2021, Deloitte announced the launch of **The WorldClass Education Challenge**, an initiative inviting educators, entrepreneurs and innovators to work alongside Deloitte professionals to advance solutions that support access to a quality education for more of the world's students. Solutions in Africa and Asia, where the majority of the world's children and youth will live and learn over the next decade, are the primary focus. In collaboration with the World Economic Forum's UpLink platform, Deloitte aims to discover, fund and scale novel educational approaches that have proven successful at advancing learning during the pandemic. The cohort that's ultimately selected will receive up to US\$1 million in professional services on a pro bono basis, financial grants, a dedicated relationship manager to support the organizations' collaboration with Deloitte, and participation in selected Forum and Deloitte events, projects and communities.



Expand opportunities

Reach 100 million individuals by 2030



Empower individuals

Support and inspire our 345,000+ people to lead in their communities



Engage ecosystems

Collaborate across sectors to create education and skills opportunities



Societal investments



US\$223M

Total societal investments

US\$1.15B

Total societal investments from FY2017 through FY2021

1.1M

Hours of volunteer and pro bono time

WorldClass commitment

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



US\$95.8M

WorldClass investments

648,500

Hours of volunteer and pro bono time

8.2M

Individuals reached in FY2021

20M

Individuals reached toward our 100M goal

Notes

Total societal investments of US\$222.6M include US\$102.7M in donations, US\$101.1M in value of volunteer and pro bono hours, and US\$18.7M in management costs. Global figures are aggregated across the Deloitte organization. "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. Because of rounding, numbers may not tally with the total.



Learning and development

When the COVID-19 pandemic hit, it accelerated the need for a different approach to professional development. Fortunately, prior to the lockdowns in many places around the world, Deloitte had spent years developing a digital learning platform that enabled us to respond quickly.

That platform, called CURA, uses artificial intelligence to provide a customized, online learning option that aggregates content from both internal and external sources and personalizes learning based on the learner's needs and interests. CURA democratizes learning, giving our people both a voice and a choice in their learning while enabling collaboration and individual contribution.

CURA was in beta testing when the pandemic began. In response, Deloitte Global accelerated its rollout to Deloitte firms globally. The learning platform was completed, deployed and available to

Deloitte's total, direct, global investment in learning for FY2021 averaged US\$2,200 per person.

every Deloitte professional by the end of January 2021. This provided a virtual solution to replace in-person training classes. By the end of the fiscal year, nearly 200,000 Deloitte people had accessed the platform.

As Deloitte offices around the world closed, Deloitte University (DU) and learning teams also pivoted from in-person classroom activities to supporting virtual delivery. DU is our cultural home and, after the pandemic, will become an even more important mechanism for Deloitte people to gather with colleagues and leaders in a renewed context of personal safety, inclusion, and physical and mental well-being. DU aims to provide in-person moments that matter—augmented by CURA—so that time spent together in person is focused on capability building, coaching and mentoring, role playing, and making connections—providing a holistic, blended development experience.



The importance of DU to Deloitte's future is expressed by the continued investment in its global footprint. DU EMEA is scheduled to move to a new location in Paris in September 2022. DU Asia Pacific announced in March that it is building a second DU in the region, this one in China. And an expanded DU India facility will open as soon as circumstances in that country permit.

Despite curtailed operations at DU, we estimate Deloitte's total, direct, global investment in learning for FY2021 to average US\$2,200 per person. This does not include the "opportunity cost" of taking professionals offline for formal training, which—at 55 developmental hours per person per year, on average—represents US\$5.4 billion. That figure excludes informal learning hours logged by Deloitte professionals using CURA.

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Note: Average annual direct training investment per individual represents a global estimate based on actual costs from reporting member firms.





Gender balance

Deloitte strives to make gender balance the norm across our organization. We have set aspirational goals across Deloitte against which Deloitte Global leadership monitors progress and have developed consistent global standards spanning the entire career lifecycle—from recruitment, promotion and succession processes to development, mentoring, sponsorship and flexible working.

The Deloitte Global Executive is composed of 23% women and the Deloitte Global Board of Directors is made up of 29% women. Deloitte Global is progressing toward our aspirational goal of 30% female representation in both groups by 2023 and 40% by 2025. Since 2019, Deloitte firms increased female representation in both member firm partnership and other leadership roles. Twenty-five percent of member firm partners, principals and directors are female, with the goal of

Twenty-five percent of member firm partners, principals and directors are female, with the goal of reaching 30% by 2025.

reaching 30% by 2025. Inclusive leadership training is a requirement of all partners, principals and managing directors (PPMDs) at Deloitte and, to date, more than 90% have completed this learning.

Deloitte has a long-standing commitment to fair and equitable pay. Deloitte UK has voluntarily reported on its gender pay gap (the total average difference between earnings for men and women) since 2015, two years before it became required by legislation. And the firm has reported its ethnicity pay gap (the total average difference between earnings for ethnic minority and nonethnic minority employees) since 2017. In the US, where neither public nor private reporting is required, Deloitte LLP made a public commitment to pay equity in its inaugural **Diversity, Equity and Inclusion (DEI) Transparency report**, which contains a wealth of detail on that firm’s DEI goals and progress to date.



Deloitte's commitment to fairness and equity goes beyond what is typically required by local legislation. The Deloitte Global Executive adopted a zero-tolerance approach to gender pay inequity across Deloitte. To that end, Deloitte Global Talent developed a methodology that provides the Deloitte Global Executive with visibility and assurance on gender pay equity on a like-for-like basis, and highlights underlying factors that contribute to differences so action can be targeted across the talent lifecycle. Going forward, Deloitte is keen to extend this work to include other historically underrepresented groups, data quality and population size permitting.

We believe Deloitte should be a force for good and lead the way on the complex challenges facing women and girls in wider society. Some of the ways we are impacting lives outside our organization were explored in Deloitte Global's first **Global Gender Impact Report**. Launched on International Women's Day in 2020, the report likened the findings to the "butterfly effect"—the concept of seemingly small acts having a big impact—to illustrate the power and impact of education, sponsorship and mentorship. We evolved that theme for International Women's Day 2021 by highlighting the positive change **six pioneering Deloitte women** are creating through their acts of allyship and empowerment.

Deloitte also conducts research into critical gender equality-related issues. In October 2020, Deloitte Global published **Understanding the pandemic's impact on working women**. Based on a survey of nearly 400 women across nine countries, the report explored the impact of the pandemic on working women and offered critical actions employers can take to help women progress and thrive in the workplace. In May 2021, Deloitte Global published the **Women @ Work: A global outlook report**, which surveyed 5,000 working women across 10 countries to hear directly from them about the state of gender equality in the workplace and the impact of the COVID-19 pandemic on their working lives. Respondents varied across age groups and the data from the survey has also enabled analysis through the intersectional lenses of race and ethnicity and sexual orientation and gender identity. The report offers ways that employers can support women and create more high-trust, inclusive cultures as we emerge from the pandemic.

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LGBT+ inclusion

At Deloitte, we want our LGBT+ (lesbian, gay, bi, transgender and more) people to feel confident in being who they are and empowered to thrive at work and within the communities we serve. Everyone should be able to be themselves, without fear of discrimination or prejudice.

Deloitte offers its LGBT+ colleagues a variety of platforms from which to promote their visibility and help them be heard. This includes StandOUT, a LGBT+ and allies network which operates globally, as well as more than 30 local employee resource groups across Europe, Africa, the Americas and the Asia Pacific regions.

We also embrace and promote the power of allyship to support our LGBT+ people, amplify their messages and protect their rights and well-being. And because allyship is such a critical element of LGBT+ diversity, we have created a host of

Everyone should be able to be themselves at work, without fear of discrimination or prejudice.

resources, including digital learning and guides, to support our LGBT+ and allies networks, as well as people across the organization. These cover topics such as microaggressions, LGBT+ and transgender inclusion, and how to have respectful and inclusive conversations on LGBT+ concerns, to name a few.

Externally, we have championed the transformative **power of allyship** more broadly, focusing on LGBT+ allyship as a key theme in our **2020 Pride campaign**. Our **2021 Pride celebration** was also centered around the themes of LGBT+ visibility and allyship.

In January 2021, our award-winning *Can you see me?* film series—created for Deloitte people but rolled out externally, too—featured the stories of **Jackie**, a trans woman, and **Alejandro**, a gay man. While the characters are fictional and are played by actors with similar, lived experiences, the films represent



the authentic stories of many people. They were created to help viewers understand that everyone is a sum of their parts and experiences, and that words and actions have an impact on others.

To coincide with the 2021 International Day of Transgender Visibility on 31 March, Deloitte Global developed and rolled out transgender inclusion guidance, providing a wealth of resources and guidance to enable Deloitte firms to provide their transgender colleagues the workplace support and environment they need—both as they transition and beyond. This guidance was followed in June 2021 with additional resources to enable all Deloitte firms to review their internal policies from a LGBT+ inclusion lens and augment the transgender and LGBT+ inclusion learning and support resources available to Deloitte people worldwide.

Deloitte is a **proud signatory** of the UN Standards of Conduct for Business in Tackling Discrimination against LGBTI people (the UN Standards) and

continues to take actions to further LGBT+ inclusion aligned with the five core areas of these standards. In line with the UN standard to act in the public sphere, Deloitte is proud to be a member of the **Partnership for Global LGBTI Equality**. Deloitte has also joined the Brunswick Group's coalition, **Open for Business**, a network of major businesses campaigning for LGBT+ inclusion globally, which recently recognized Deloitte as a **Global Equality Champion**.

Deloitte is also recognized by various other organizations for its work to foster LGBT+ inclusion. For example, Deloitte Australia is recognized as an employer of choice for LGBT+ inclusion, achieving **Gold Employer Status** in the 2020 Pride in Diversity Annual Workplace Equality Index. And in the US, Deloitte LLP has achieved a perfect score on the **Human Rights Campaign Foundation Corporate Equality Index**, for 14 consecutive years. The Deloitte US firm also made the list of **Best Places to Work for LGBTQ Equality in 2021**.

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Mental health

Deloitte believes that supporting mental well-being is a critical element for attracting and retaining the best people and helping them be their most productive today and into the future. We recognize the importance of mental health and the need for Deloitte people to know where and how to seek support when they are facing mental ill health. Our leaders understand their roles in maintaining a stigma-free workplace.

To advance mental health awareness and support Deloitte people globally, our organization introduced a mental health baseline in January 2021 that sets clear expectations in every country in which we operate. This set of requirements covers areas such as leadership education, reducing stigma, providing learning and support, and identifying causes of mental ill health and corresponding actions to address them. Each Deloitte firm has committed to meeting this set

Our organization introduced a mental health baseline in January 2021 that sets clear expectations in every country in which we operate.

of minimum requirements by 2022 and is being supported by Deloitte Global on the journey to compliance.

Deloitte offers various resources to support its people and help them take care of one another. The Deloitte Global Mental Health Podcast Series, featuring leaders from across and outside the Deloitte organization, who share practical tips and ideas to support well-being, is among the most popular. Other materials include well-being articles, videos and educational materials, as well as information published on Deloitte's Inclusion Hub, an online resource accessible to Deloitte people globally.

Deloitte aims to promote mental health beyond our organization. Deloitte is a Founding Partner of the **Global Business Collaboration for Better Workplace Mental Health (GBC)**, established in

January 2021 to advocate for and accelerate positive change in mental health in workplaces around the world. Deloitte Global CEO Punit Renjen signed the **GBC pledge**, was one of several leaders to publish an **open letter on the World Economic Forum Davos Agenda blog**, and participated in a panel on mental health in the workplace during Davos Agenda Week 2021.

Additionally, Deloitte conducts research and publishes thought leadership regarding mental health. Deloitte Global's **2020** and **2021** Millennial Surveys, for example, provide valuable insights into the mental health of millennials and Generation Zs both before and during the COVID-19 pandemic. Research conducted for the 2021 report yielded additional findings that were shared in a **research paper** on mental health in the workplace.

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Racial and ethnic inclusion



Deloitte stands against systemic bias, racism and unequal treatment. We take seriously our responsibility to listen, learn and lead the change we wish to see in the world.

One way Deloitte is addressing systemic racism in the US, for example, is by **raising awareness that racism is a public health crisis**. To this end, Deloitte LLP launched the **Deloitte Health Equity Institute** to share its most significant learnings, extend the efforts of others, and meaningfully contribute to broader health equity concerns exposed by the global COVID-19 pandemic.

To foster racial inclusion, Deloitte US and Deloitte Canada donated more than US\$10 million in contributions and pro bono commitments to a number of organizations that are fighting for social justice, tackling employment and wealth inequality, and creating educational opportunities

for underserved communities. In the US, Deloitte's Making Accounting Diverse and Equitable (MADE) has **committed US\$75 million** to fuel greater racial and ethnic diversity in tax and accounting.

Deloitte Canada professionals have donated about US\$400,000, raised through fundraisers and various other events, to support Indigenous organizations and communities. Deloitte Canada recently published a **Reconciliation Action Plan**, as did Deloitte Australia. Deloitte Australia's plan outlines the next stages in its tangible commitment to further engage and collaborate with First Nations People across Australia between 2020 and 2023.

Internally, Deloitte actively pursues global and local recruitment, learning and development, career progression and mentoring initiatives aimed at increasing Black and ethnic minority representation throughout the organization. For example, Deloitte

One way Deloitte is addressing systemic racism ... is by raising awareness that racism is a public health crisis.



UK has committed to supporting the **10,000 Black Interns** initiative. Some Deloitte firms—including Deloitte US, Deloitte UK and Deloitte South Africa—report on racial and ethnic representation within their firms. Read more about their efforts in the **Deloitte US 2021 Diversity, Equity, and Inclusion (DEI) Transparency Report**, the **Deloitte UK 2020 Ethnicity Pay Report** and the most recent **Deloitte South Africa Transparency Reports**.

Among the resources we offer Deloitte leaders to help them address potential inequities faced by our Black professionals and the disproportional impact the COVID-19 pandemic is having on them are Deloitte Global's **Support your Black workforce**,

now toolkit and Deloitte Canada's **Black in Canada** report. The Deloitte US 2021 **equity imperative** report addresses the need for business to take bold action now. And in the UK—where Deloitte UK is a Founding Partner of the **Change the Race Ratio** campaign that focuses on increasing racial and ethnic participation in business—Deloitte UK's **Black Action plan** outlines five actions designed to help develop Black professionals, including a “5 Million Futures” societal partnership with **Blueprint for All** (previously known as the Stephen Lawrence Charitable Trust). Deloitte UK is also working with industry peers to launch the **Black Professional Services Collective (BPSC)**, whose focus is to increase the representation and advancement of Black talent in professional services.

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Supporting people with disabilities

Deloitte aims to provide an environment where people with both visible and nonobvious disabilities can actively and fully participate in the workplace and society. Deloitte Global and Deloitte firms have launched a number of awareness-building, coaching and education programs to enable professionals with disabilities to reach their full potential within the organization, as well as supporting skills development and career progression in society at large.

This intentional action is complemented by our **global focus** on fostering an inclusive workplace culture underpinned by respect, and by encouraging Deloitte people to put themselves in the place of others in underrepresented groups, such as those with disabilities, as **highlighted** in our recent award-winning *Can you see me?* campaign.

Our global focus on fostering an inclusive workplace for our colleagues with disabilities has been recognized by third-party organizations around the world, including in the US where, in 2020, Deloitte LLP achieved a perfect score in the **Disability Equality Index's** best places to work ranking.

Deloitte Global and many Deloitte firms have also sought to advance the inclusion of professionals with disabilities through the sharing of best practices and resources, and via platforms and networks such as Deloitte Global's, Deloitte UK's and Deloitte Japan's memberships in **Valuable 500** and Deloitte Australia's membership in the **Australian Network on Disability**. Many Deloitte firms also support community organizations, such as Deloitte UK supporting the **NOW Group** and Deloitte Russia supporting **ROOI Perspektiva**, among others.

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Aiding communities affected by the pandemic

Deloitte has confronted the COVID-19 pandemic as an organization that strives to take care of its people, as a trusted adviser to clients, and as a corporate citizen committed to making an impact in the communities where we live and work. Around the globe, our people continue to support health care and humanitarian-response efforts aimed at recovering and rebuilding from this crisis. **Since the onset of the pandemic**, Deloitte firms and their people have donated money and time to nonprofit organizations, purchased and donated resources and medical equipment to local hospitals, and supported government responses. **Our people's stories** are not just inspiring, but they also are a testament to how each of us can make an impact every day.

Deloitte's community outreach in India and Brazil—two nations hit hard by the virus—illustrate the breadth of our efforts.

At its peak, India—where about 50,000 Deloitte professionals live and work—witnessed more than 200,000 new cases daily, overwhelming its public health system. In response, Deloitte launched an innovative initiative called “Sanjeevani Pariyojana” (The Life Project) to “expand the hospital ward.” Developed by the state government of Haryana in collaboration with Deloitte, this suite of interventions provided those with mild-to-moderate COVID-19 symptoms the care they needed to recover at home. This helped to create capacity at hospitals to treat critical-need patients. Based on its success, the initiative was expanded to multiple districts across India and may be introduced in Africa.

Deloitte also collaborated with the US-India Strategic Partnership Forum, US Chamber of Commerce, Business Roundtable, and the CEOs of large US companies to source and help deliver

“Helping India in its hour of need is not only the right thing to do to address the current surge of cases in India, but also to address health equity globally.”

– Deloitte Global CEO Punit Renjen



life-saving medical supplies and assistance to India. Deloitte provided project management and communications support and contributed 1,000 oxygen concentrators. More than 25,000 units were delivered thanks to donations from Deloitte and other multinationals.

Much of Deloitte's charitable donations were directed toward United Way in Hyderabad. Donations supported critical-care infrastructure at 10 charitable hospitals in Hyderabad, Delhi, Bangalore and Mumbai, and helped create 250 additional hospital beds for COVID-19 patients. Deloitte continues to work with United Way in Hyderabad to support the lives and livelihoods of families impacted by the crisis.

In Brazil, the pandemic has taken about 600,000 lives to date and amplified the country's food insecurity and hunger crisis. Since the beginning of the crisis, more than half of households have experienced some level of food insecurity. In response, Deloitte Brazil launched the "Impacto Solidário" (Solidarity Impact) donation campaign, collaborating with community organizations to provide food for 13,200 families. Deloitte Brazil extended the impact of this campaign by engaging the Brazilian Institute of Independent Auditors and the CEOs of other Brazilian audit firms to raise awareness and donations to address the hunger crisis. Our colleagues in Brazil also worked alongside people representing more than 400 companies to support the "United for the Vaccine" initiative.

Contact

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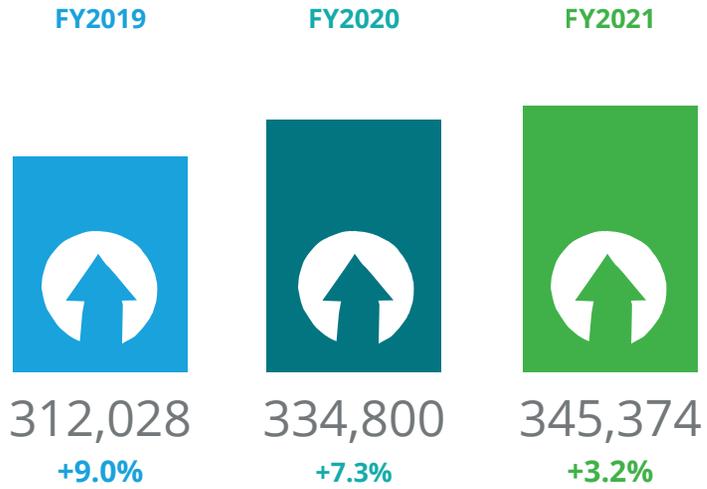
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Our people

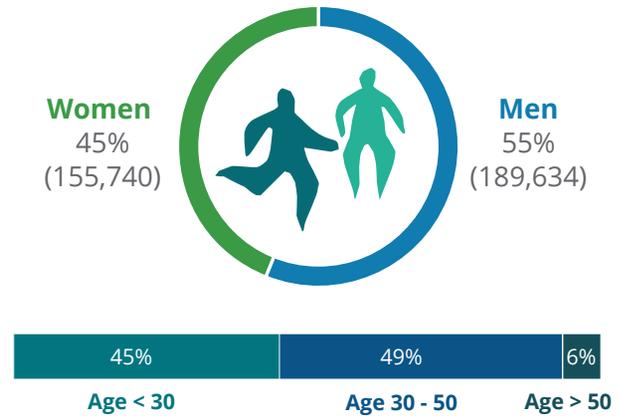
Total headcount



Notes

Global figures are aggregated across the Deloitte organization.

Total headcount by gender and age



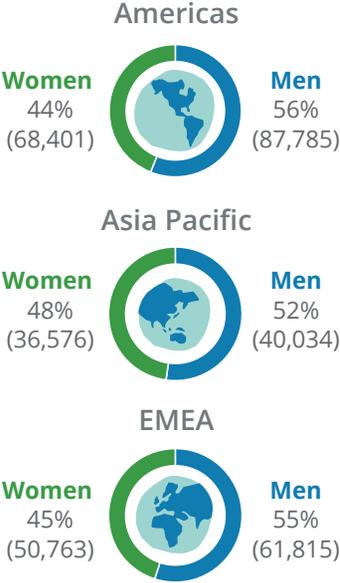
Notes

Global figures are aggregated across the Deloitte organization. Age ranges are estimated based on data collected from Deloitte firms. Because of rounding, numbers may not tally with the total.



Our people

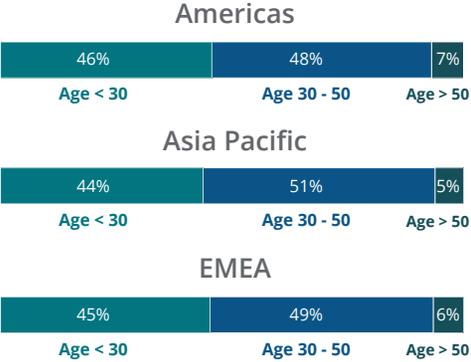
Regional headcount by gender



Notes

Global figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.

Regional headcount by age range



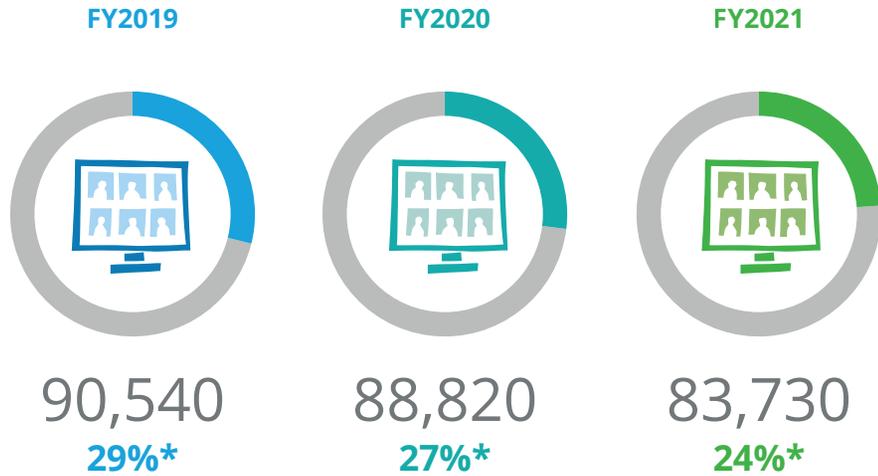
Notes

Global figures are aggregated across the Deloitte organization. Age ranges are estimated based on data collected from Deloitte firms. Because of rounding, numbers may not tally with the total.



Our people

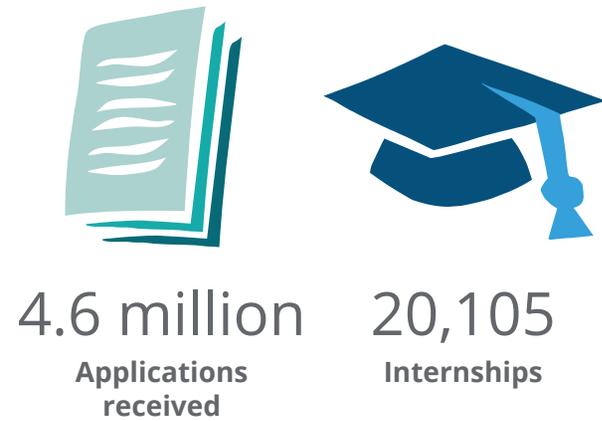
Total new hires



Notes

Global figures are aggregated across the Deloitte organization.
*New hires as a percentage of total headcount.

Attracting top talent



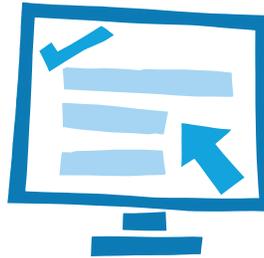
Notes

Global figures are aggregated across the Deloitte organization.



Our people

Developing top talent



55 average training hours per individual

\$726M direct training investment; average of \$2,200 per individual

\$5.4B indirect training investment

5.9M e-learning courses completed

Notes

Training hours do not include on-the-job digital learning hours that are a core aspect of development at Deloitte. Average annual direct training investment per individual represents a global estimate based on actual investment from reporting Deloitte firms. Indirect training investment is the opportunity cost based on estimates from reporting Deloitte firms.

Revenue figures are in US\$. Global figures are aggregated across the Deloitte organization.

Locations of Deloitte University facilities



Canada

Toronto

Belgium

La Hulpe

India

Hyderabad

US

Westlake

Singapore

Sentosa Island

Mexico

Mexico City

Notes

Two additional DU locations under construction.



Governance



Overview



Leaders lead by example.

That's essential, especially when you're in the business of auditing and advising other organizations. Credibility and trust are earned by practicing what we advocate; by consistently demonstrating Deloitte's Purpose—to make an impact that matters for our people, Deloitte clients and communities; and by living our **Shared Values**.

Good governance and strategy are foundational to our ability to meet our obligations, deliver on our promises and serve the public interest.

All Deloitte stakeholders need us to run a sustainable and responsible enterprise that successfully manages risks and behaves ethically.

Deloitte clients count on us to maintain independence and confidentiality. They expect us to protect their information while leveraging innovative technologies to conduct high-quality audits or bring the best solutions possible.



“Deloitte Global continues to be committed to supporting the **UN Global Compact** and advancing the **Sustainable Development Goals**. We are optimistic about the future we are helping to build and excited to continue our shared quest of advancing business, people, communities and the world.”

– Deloitte Global CEO Punit Renjen

Society depends on us to act in the public interest, to fight corruption and provide opportunities for those seeking a better life.

And our people expect us to promote their safety, enable their advancement, and create a fair and equitable workplace.

We measure and report on our progress in these areas not only to hold ourselves accountable, but also to transparently demonstrate the connection between responsible governance, conscientious management and operational success.

Deloitte is a leader because our leaders are committed to exemplary governance.



Leadership and governance

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 governance and management structures in place at the Deloitte Global, member firm and local levels.

The Deloitte Global Board of Directors
The Board of Directors addresses Deloitte's most important governance issues, including approval of the global strategy, major policies, major transactions and the selection of the Deloitte Global CEO.

Board composition is diverse in terms of geography, with Board members living in 14 countries, and has proportionate representation of Deloitte member firms. Gender and business background

are considered by member firms as they designate individuals to these positions. The Global Board has 21 members, with women making up 29% of the Board. Deloitte Global Chair Sharon Thorne began her four-year term of office on 1 June 2019.

Except for the Deloitte Global CEO and Deloitte Global Chair, all Deloitte Global Board members are active member firm partners. No Deloitte Global Board members hold any other significant positions and commitments in other commercial organizations. More information about Deloitte Global Board members is available [here](#).

The Board has several committees to support its oversight and governance work, including:

- CEO Nominating (cyclical)
- Compensation
- Finance & Audit

- Risk & Ethics
- Stewardship
- Succession Planning
- Technology & Transformation Ad Hoc Committee

The Board and Chair receive input from the Deloitte Global Independent Non-Executive (INE) Advisory Council. The group provides advice and insights on a variety of matters, including strategy, planning, public policy, quality, risk and regulatory matters, and broader stakeholder engagement.

The Deloitte Global Executive

The Deloitte Global Executive, currently composed of 22 senior leaders from Deloitte Global and select Deloitte member firms, is responsible for embedding Deloitte's Purpose and advancing its strategic business priorities. The Executive also sets



policies and champions initiatives that help Deloitte make an impact that matters for Deloitte clients, Deloitte people, communities and other stakeholders.

Deloitte Global Chief Executive Officer Punit Renjen, who began his second four-year term on 1 June 2019, leads the Executive. Women comprise 23% of the members of the Executive.

The Deloitte Global Operating Committee
The Deloitte Global Operating Committee provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently.

Deloitte Global Chief Operating Officer Mike Dougherty leads the Operating Committee. Its members include Deloitte Global business operations and enabling area leaders, and the largest Deloitte member firms' chief operating officers. Women comprise 18% of the Operating Committee's membership.

Member firm leadership

Deloitte member firms, and in some cases their related entities, have their own leadership and governance bodies. To foster effective and responsive management within member firms, member firm management and governance bodies are required by policy to include:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its strategies with those of the Deloitte organization; and
- A governing body, such as a board of directors, to facilitate sound governance.

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Deloitte organization structure

Deloitte is made up of firms that are members of Deloitte Touche Tohmatsu Limited (“Deloitte Global”), a private company limited by guarantee, incorporated in England & Wales. These member firms and each of their related entities (each a “Deloitte firm”), along with Deloitte Global and its related entities, form the Deloitte organization.

This structure allows Deloitte to be an industry leader at all levels—locally, nationally and globally.

Individual Deloitte firms have access to the skills and knowledge of, and the ability to consult within, the Deloitte organization. They also enjoy the benefit of Deloitte’s market recognition and reputation. Deloitte Global itself does not provide services to clients, nor does it direct or control the decisions Deloitte firms make with respect to the clients they serve.

The member firms are primarily organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction(s). They are separate and independent firms that have come together to practice under a common brand and shared methodologies, client service standards, and other professional protocols and guidelines.

Deloitte firms are not subsidiaries or branch offices of a global parent, but instead comprise separate and distinct legal entities. The Deloitte organization is not a partnership, single firm or multinational corporation.

This structure confers significant strengths, including a deep understanding of local markets and a sense of responsibility among Deloitte firm

professionals, who have direct stakes in the integrity and growth of their local practices.

The Deloitte organization achieves economies of scale with centers of excellence, global delivery centers and other network approaches that are designed to deliver a consistent level of excellence around the world.

Global approach

As part of the Deloitte organization, Deloitte firms benefit from shared values, investments and resources that enhance their individual abilities to provide core services to key local and global clients and development opportunities for their people. They also are able to leverage Deloitte’s brand, eminence and intellectual property.



Deloitte firms support and adhere to the purposes and policies of Deloitte Global by:

- Conducting themselves in a manner that sustains the reputation of the Deloitte organization;
- Aligning local plans, strategies and operations with those of Deloitte Global, as appropriate;
- Adhering to Deloitte Global's professional standards, shared values, methodologies and systems of quality control; and
- Advising Deloitte Global of proposed joint ventures, mergers and other cooperation arrangements with other Deloitte firms.

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Ethics

Deloitte's reputation is one of our most cherished assets. It distinguishes Deloitte in the marketplace, differentiating us from the competition and enabling us to attract the world-class talent that is our hallmark. That's why Deloitte's Ethics teams work diligently to proactively strengthen the culture of integrity across the organization. Deloitte is committed to conducting business with transparency, honesty and the utmost professionalism.

Our **Global Principles of Business**

Conduct ("Global Code") outlines Deloitte's ethical commitments and expectations for more than 345,000 Deloitte people globally, giving the organization a strong foundation built upon indelible principles. At Deloitte, we have placed ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to serve the public

interest. Driving a proactive approach to ethics and building and sustaining a culture of integrity helps Deloitte professionals make the best professional decisions every day.

The Deloitte Global Ethics team and Deloitte firms' Ethics officers continue to work closely with senior Deloitte leaders to build and enhance the organization's ethics program, which is composed of the following elements:

- The Global Code and Deloitte firms' codes of conduct, which provide additional local guidance, detailed expectations, consultation channels, links to policies and guidelines, and further support for professionals;
- A global ethics policy that sets out the requirements for Deloitte firms' ethics programs, and an *Ethics Officer Playbook* to set

clear expectations and reinforce the strategic role and responsibilities of Deloitte firms' Ethics officers;

- Ethical due diligence processes for Deloitte firm CEOs and board chairs, and enhanced expectations for firms' boards of directors in governing ethical culture, ethical risks and ethics program agendas;
- A global anti-discrimination and anti-harassment (including discrimination on the grounds of sex, gender identity, or sexual orientation, and sexual harassment) policy that sets out the requirements for Deloitte firms' own individual policies, subject to local laws. The global policy requires anti-discrimination and anti-harassment training for all Deloitte professionals upon joining and every two years thereafter;



- Deloitte ethics training programs—including online courses, classroom and virtual programs and facilitator-led interactive case discussions—and communications campaigns. Ethics training is required for all new hires upon joining Deloitte, upon promotion to manager (specific to their roles) and for all Deloitte professionals every two years. Additional ethics training is also delivered to members of the Deloitte Global Board of Directors and Deloitte firm boards on a periodic basis. This training emphasizes how boards can influence organizational ethics and the importance of setting a strong tone from the top;
- Channels for consultation and reporting ethics concerns that emphasize confidentiality and nonretaliation—directly to Ethics or Talent teams; via managers, team leaders or partners; or using the third-party ethics helpline *Deloitte Speak Up* and similar, third-party local services—that are supported by training and communications;
- A global nonretaliation policy that articulates Deloitte’s commitment to a nonretaliatory workplace, with retaliation-monitoring procedures to support this;

- Support activities—including communications, webinars and continuing education—to facilitate the sharing of best practices among Deloitte firm ethics teams;
- An annual ethics survey, guidance on conduct risk assessment, and other tools (such as guidance for running focus group sessions) to measure the effectiveness of ethics programs across Deloitte;
- An annual confirmation by all Deloitte professionals that they have read, understood and are in compliance with the Global Code; and
- Detailed review programs to measure and monitor compliance with the global ethics policy and drive improvement in Deloitte firm ethics programs over time.

External commitments

Further to our internal commitments, programs and approaches—and in support of the principles of Deloitte’s Global Code—**Our Commitment to Responsible Business Practices** and **Supplier Code of Conduct** codify Deloitte’s long-held beliefs and principles around these key areas.

- **Deloitte’s commitment to responsible business** is rooted in our Purpose—more than 175 years of making an impact that matters for our people, society and Deloitte clients. It outlines the responsible business principles we believe in and the commitments we have made. These are embedded in our policies and inform our decision-making.
- **Deloitte’s Supplier Code of Conduct (“Supplier Code”)** outlines our expectations of suppliers—that they support our commitment to doing not only what is good for business, but also what is good for the communities in which we operate. The Supplier Code focuses on human rights by requiring suppliers to treat workers with dignity and respect and not subject them to demeaning conditions. This includes prohibiting child and forced labor.

Human rights and the supply chain

The professional services industry has a lower risk of incidents of child, forced or compulsory labor in direct operations relative to other industries given the type of work performed and its delivery methods. Deloitte’s commitment to protecting these human rights is expressed in Deloitte’s **Global Principles of Business Conduct**. Deloitte



is not aware of any instances of child, forced or compulsory labor in our operations.

Deloitte's supply chain crosses multiple industries and all regions of the world. The Deloitte Supplier Code of Conduct includes prohibitions on forced or involuntary labor. It also requires that work be conducted based on freely agreed terms; that documents relating to workers' identities or immigration status may not be withheld or destroyed, concealed, confiscated or otherwise made inaccessible by the supplier; and that there be no exploitation of child labor or employment of workers under the age of 15 (or the minimum legal working age, whichever is greater). Suppliers are expected to apply standards comparable to those set forth in the Supplier Code of Conduct throughout their own supply chains.

Deloitte has conducted a human rights assessment regarding the risk of child, forced and compulsory labor in our supply chains. We have determined that our highest risks exist in the areas of office construction, IT hardware, facilities management and hospitality services. Risks are more likely to occur deeper in our supply chains, beyond those suppliers from which we procure directly. Increased transparency from direct suppliers will be helpful in continuing to understand and address human rights issues.

Multilateral initiatives

Deloitte plays a role in various external efforts to promote ethical conduct in the business world. These include:

- **University of Notre Dame Deloitte Center for Ethical Leadership.** Members of the advisory board include retired Deloitte LLP (US) leaders and the Deloitte LLP Chief Ethics and Compliance Officer.
- **Ethics Research Center (the research arm of Ethics and Compliance Initiative).** Deloitte US is represented on its board of directors.
- **Center for Professional Responsibility in Business and Society, University of Illinois College of Business.** Deloitte US is represented on its advisory board.
- **The Ethics Centre (Canadian Centre for Ethics and Corporate Policy).** Deloitte Canada is represented on its board of directors.
- **Cercle Ethique des Affaires (French European Business Ethics Network member).** Deloitte France is represented.

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Anti-corruption commitment

Deloitte actively supports multiple efforts to eradicate corruption throughout the world. Deloitte Global was an early signatory to the United Nations Global Compact (UNGC) and to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

Deloitte Global's anti-corruption policy includes requirements for Deloitte firms' own anti-corruption programs and addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment.

The Deloitte Global Anti-Corruption team and Deloitte firm anti-corruption leaders work closely with senior Deloitte leaders to build and enhance a globally consistent, internal anti-corruption program

across the Deloitte organization, which includes the following elements:

- Annual Deloitte firm anti-corruption self-assessments, guidance and tools (such as guidance on anti-corruption testing and monitoring) to measure the effectiveness of anti-corruption programs across Deloitte;
- A globally consistent process to perform anti-corruption due diligence on nonclient third parties including subcontractors, marketplace alliances, vendors and suppliers;
- A globally consistent methodology and process for Deloitte firms to perform corruption risk assessments;

- Support activities—including communications, workshops and webinars—to facilitate the sharing of best practices; and
- An annual confirmation from each member firm to Deloitte Global that all of its people have read, understood, and agree to comply with the local anti-corruption policy and are not in violation of this policy, and understand their obligation for reporting actions that do not comply with this policy.

Additionally, Deloitte Global has a written policy requiring member firms to escalate corruption incidents meeting established criteria to the appropriate Deloitte Global executive. In FY2021, no incidents of corruption were reported to Deloitte Global under this policy.



All Deloitte people are required to complete anti-corruption training—after being hired and every other year thereafter—that includes applicable policies, corruption red flags and case scenarios.

Deloitte Global conducts a review program to assess compliance with anti-corruption policies and drive continuous improvement in Deloitte firm anti-corruption programs.

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Independence

Independence and quality are essential to Deloitte's objectivity, integrity, impartiality, responsibility to the investing public, and ability to attract and retain clients. Standards for independence are shaped by legislation, regulations, professional requirements and public expectations. Maintaining independence in fact and appearance is a professional obligation to which all Deloitte professionals must adhere.

Protecting the public interest

The Deloitte Global Board of Directors has adopted robust independence policies and procedures (including around global systems and tools) to help Deloitte and its people safeguard their objectivity.

All Deloitte people are required to follow the independence policies and procedures, which address professional and regulatory requirements related to the provision of services, business

relationships, employment relationships and financial relationships.

These independence policies and procedures are designed to help Deloitte professionals understand and meet independence standards and regulatory requirements to achieve excellence in service delivery. These policies and procedures are based, for the most part, on the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and on the independence standards of the US Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB). When applicable national or regional requirements are more restrictive than the requirements in Deloitte Global's policies, Deloitte firms and their

professionals and practitioners must meet those jurisdictions' requirements as well.

Maintaining independence

Deloitte frequently serves the same clients in multiple jurisdictions. Each Deloitte firm, considering whether to accept a new client or a new engagement at an existing client, must consider the independence requirements in all applicable jurisdictions. For existing audit clients, a Deloitte firm must evaluate the independence implications of other Deloitte firms' relationships with that client, including the provision of non-audit services.

Each Deloitte firm has a director of independence who is responsible for overseeing independence matters, including the design, implementation, operation and monitoring of independence quality controls. On an annual basis, all Deloitte firms



report to Deloitte Global that they have conducted procedures for determining that their firm and professionals are in compliance with Deloitte Global's independence policies. Deloitte Global performs ongoing monitoring activities of Deloitte firms, enabling continuous enhancements to global policies, quality controls, tools and practice-support activities.

Elevating the focus

Deloitte faces dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global Independence leaders continually engage with external professional bodies and regulators to advance the development of independence requirements around the world. Internally, Deloitte Global provides Deloitte professionals worldwide with information and guidance on independence issues, as well as enabling technologies to raise awareness and help them comply with rapidly changing and increasingly complex requirements. Deloitte leadership reinforces the importance of compliance with independence and related quality control standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte.

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Risk and opportunity management

Deloitte has a robust process for identifying, assessing, managing and monitoring risks and opportunities, both at the Deloitte Global level and at the member firm level through their respective Enterprise Risk Frameworks (ERFs).

The Deloitte Global ERF sets out the Deloitte Global Executive’s assessment of the priority risks facing Deloitte—specifically, those that could impact the ability of Deloitte to meet its strategy and public interest obligations, as well as those that could impact the reputation of the organization. The member firm ERFs are managed in coordination with the Deloitte Global ERF.

There is ongoing and frequent dialogue between the Deloitte Global ERF team, which facilitates the operation of the ERF, the risk owners and other Deloitte Global teams to help ensure early identification and escalation of any matters

requiring consideration by the risk owner or the Deloitte Global chief risk officer (CRO). This is complemented by a regular cadence of meetings between the Deloitte Global CRO and each risk owner at which the exposure to each risk is assessed. Emerging issues also are discussed, and any necessary mitigation actions are agreed upon.

The Deloitte Global CRO reports on Deloitte’s priority risks on a regular cadence to the Deloitte Global Executive, enabling discussion of risk exposures and mitigation actions. Priority risks are also regularly reviewed by the Risk and Ethics Committee of the Deloitte Global Board of Directors.

In addition to assessing priority risks, the Deloitte Global ERF process identifies emerging risks. For example, in the last two years, climate change has been identified as an emerging risk. As such, it has

been assigned an executive sponsor (the Deloitte Global deputy CEO and chief people and purpose officer). The **environmental section** of the Deloitte 2021 Global Impact Report has more information about Deloitte’s climate-related commitments and initiatives.

Priority risks and opportunities

Listed are the enterprise risks and opportunities that, as of August 2021, are considered to have the most potential for significant impact on Deloitte’s ability to realize its strategy and public interest obligations and on its ability to protect its reputation, should they materialize.

These risks and opportunities have been considered based on the primary impact, including those where the impact is a loss of opportunity. The risks and opportunities have been categorized into the following impact dimensions:

- Risks impacting our *brand, reputation and/or public interest obligations*;
- Risks impacting our *strategic success or market differentiation*; and
- Risks impacting our *people, Purpose and Shared Values*.

It is recognized that risks don't operate in discrete categories and they may have more than one impact. However, for the purposes of the categorization, it is focused on the primary impact. Each of Deloitte's enterprise risks and opportunities have been linked to one or more ESG categories included in Deloitte's **materiality matrix**.

PRIORITY RISK AND OPPORTUNITY NAME	RISK/OPPORTUNITY DESCRIPTION
Risk impacting our brand, reputation and/or public interest obligations	
Data confidentiality and privacy	Unauthorized access to or loss of client and Deloitte data
Cybersecurity	Inability to protect and defend Deloitte clients, people, and assets from cyber threats
Audit quality	Loss of public trust due to significant failure to execute high quality audits across the organization
Conduct	Unethical behavior not aligned with professional standards, regulations and/or Deloitte policies/Global Code
Regulatory and public interest	Inability to anticipate and rapidly adapt to regulatory and public policy developments and to proactively engage with the relevant stakeholders in order to meet Deloitte professional obligations and evolving public interest expectations
Risk critical to strategic success or market differentiation	
Advisory quality	Sustaining the delivery of high-quality advisory services, including new services, assets and client delivery models
Multidisciplinary model	Limitations on our ability to source specialists that support audit quality, and to be the scale and growth leader in all our businesses
Innovation	Insufficient investment in and deployment of software enabled solutions to adequately address shifting market trends
Geopolitical uncertainty	Political and economic decoupling that undermines globalization and impairs our ability to execute our global strategy
Risk critical to our people, Purpose and Shared Values	
Talent	Inability to attract, develop and retain high-performing, diverse professionals and leaders
Activism	Internal or external activism that impairs perceptions of Deloitte's brand and its reputation as a purpose-led organization



The way forward

In Deloitte's journey of continuous improvement, additional focus will be placed on understanding the ESG implications on Deloitte's risks and opportunities. In addition, we are considering ways we can enhance transparency in reporting going forward, including through providing additional disclosure regarding the trending of our key risks and opportunities, our response to those trends, and our appetite in respect of our risks.

Contacts

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Confidentiality, privacy and cybersecurity

Safeguarding confidential and personal information is core to the services Deloitte firms provide. Deloitte is committed to protecting confidential and personal information, including that of Deloitte clients and third parties, and to continually monitor regulatory and legal requirements to support compliance.

Confidentiality and privacy

The Deloitte Global Confidentiality and Privacy Office helps foster a culture across Deloitte that emphasizes the importance of protecting confidential and personal information. This office sets guidelines, develops procedures, provides consultation and training, and assesses the effectiveness of controls relating to confidentiality and privacy. The Deloitte Global Confidentiality and Privacy Office works with Deloitte Global Technology Services, including the Deloitte Global Cybersecurity

organization, and the Deloitte Global Office of General Counsel, to understand, prepare for and respond to known and reasonably anticipated risks and threats facing our environment.

Consistent with industry leading practices for protecting confidential information, Deloitte has taken steps to remain *secure, vigilant* and *resilient*, including:

- Understanding the risk environment;
- Implementing policies, procedures and controls designed to protect confidential and personal information;
- Responding to potential confidentiality and privacy incidents in a timely manner; and
- Actively monitoring the effectiveness of confidentiality and privacy requirements across the Deloitte organization.

Deloitte is dedicated to complying with applicable privacy laws and regulations around the globe, including the European Union (EU) General Data Protection Regulation (GDPR). Deloitte regularly monitors for changes in privacy laws and regulations, and adjusts policies and procedures when appropriate. Additionally, Deloitte has instituted an annual review process to verify compliance with our privacy policy and procedures.

Cybersecurity

The Deloitte Global Cybersecurity organization works with the Deloitte Global Confidentiality and Privacy Office, as well as Deloitte confidentiality, privacy and cybersecurity professionals around the world to execute a strategy designed to:

- Create a cohesive, worldwide cyber program with consistent, high-quality security services;
- Extend security tools worldwide for advanced



protection of highly distributed data;

- Implement and sustain technology safeguards to protect confidential and personal information;
- Prepare and implement plans to promptly recover from and restore any systems that may be adversely impacted by a cyber incident; and
- Reduce the risk of unauthorized exposure of confidential or personal information.

Contacts

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Global security

Threats come in many sizes and forms, including geopolitical instability, crime, natural disasters and, most recently, global pandemics. The Deloitte Global Security Office (GSO) works with Deloitte firms worldwide to help keep Deloitte professionals safe, particularly during times of emergency or when Deloitte firms are called upon by clients to work in higher-risk areas.

The COVID-19 pandemic highlighted the importance of effective business continuity planning. The GSO's primary focus throughout FY2021 continued to be on our COVID-19 response, providing guidance to Deloitte firms in supporting their professionals, and implementing appropriate travel guidance and return-to-work strategies. In turn, Deloitte firms were able to demonstrate these capabilities to their clients.

The GSO team supported Deloitte Global leadership through daily monitoring of COVID-19 cases—both in general and among Deloitte people—and the pandemic's impact on our professionals around the world. Regular calls were held with the Global Security Council, made up of Deloitte firm security officers, to review virus developments and travel guidance, and share best practices to support consistent response approaches across the organization. These calls featured one of Deloitte's medical experts, who would review the latest public health recommendations.

Deloitte was awarded the 2021 Business Continuity Institute (BCI) America's Award in the "Collaboration in Resilience" category for its global efforts in responding to the COVID-19 pandemic. The award recognized the coordinated response between Deloitte Global and Deloitte firms.

Keeping Deloitte safe

The GSO team tracks world events for potential impacts on Deloitte professionals and offices. Whenever a crisis occurs, the GSO responds swiftly to help Deloitte firms account for the safety of their people, provide necessary relief and resume normal business operations as soon as possible.

Throughout the COVID-19 pandemic, the GSO team responded to multiple other crisis events including natural disasters—such as earthquakes and hurricanes/typhoons—and incidents of geopolitical instability potentially impacting Deloitte professionals around the world.

Health emergencies can also affect Deloitte professionals who are traveling or assigned overseas. Deloitte maintains 24-hour resources, delivered by a leading emergency medical and



security provider, to respond in such situations. Although travel was significantly reduced during the year, the GSO team responded to more than 200 requests for medical assistance, including emergency evacuations, when required.

Additional highlights for FY2021:

- As part of our continuous improvement process, the GSO coordinated with Deloitte firms to review lessons learned during the COVID-19 response.
- The GSO completed eight virtual webinars and training programs for Deloitte internal security and resilience professionals to raise the awareness and understanding of business continuity planning.
- The GSO and Deloitte firms implemented additional capabilities of the Deloitte Global Emergency Communications system, which is used to quickly locate and account for the safety of Deloitte professionals during times of emergency. During FY2021, the system was used during five major events to reach nearly 16,500 professionals in potentially impacted areas.

Contacts

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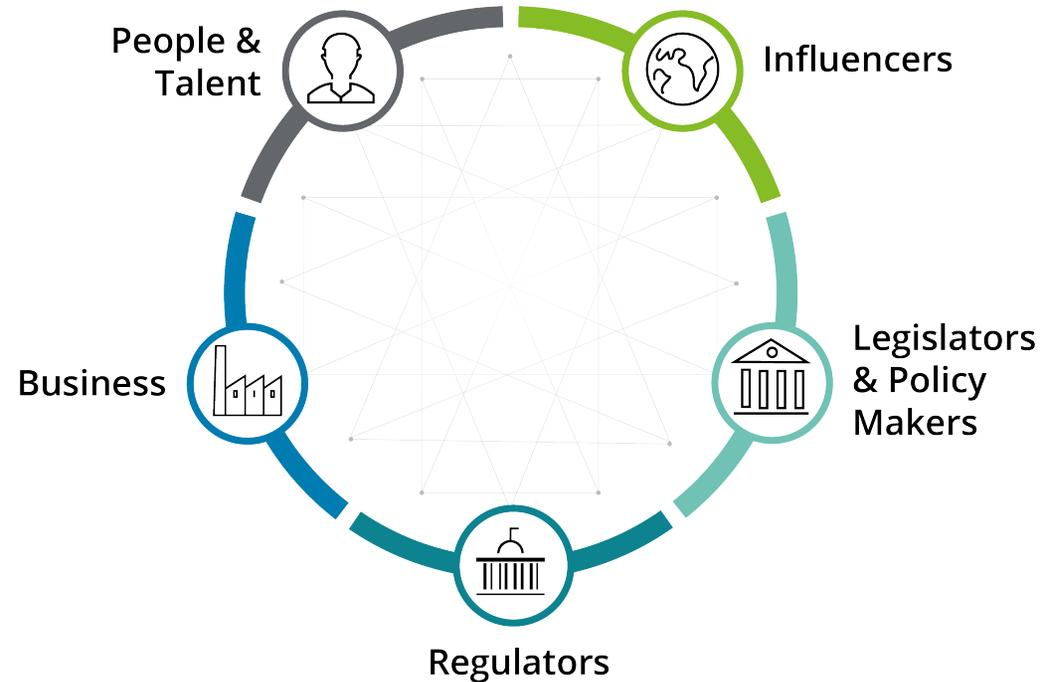


Public policy

Deloitte participates in policy discussions focused on some of today's most important socioeconomic challenges, helping to shape the debate and seeking outcomes that serve the public interest.

Deloitte Global's public policy program engages meaningfully with policymakers, regulators and many other key policymaking influencers to make a positive impact for the planet, people and global prosperity.

Deloitte Global's public policy program focuses its attention on select topics, including: advocating for a financial reporting ecosystem that's safe, transparent and accountable; championing the long-term health and sustainability of the planet; underscoring diversity, equity and inclusion to empower greater economic and social prosperity for all; informing the future of regulation in an era



of exponential technological advancement; and supporting a holistic approach to measuring social progress.

The unique breadth of Deloitte's businesses and the perspectives gained by working with clients, our talent and the communities in which we live and work inform Deloitte's voice and channel our efforts to foster dialogue for a public policy agenda that anticipates tomorrow. This breadth also informs Deloitte's transparency about our **public interest** role, judged by the **company we keep**.

Deloitte professionals help advance our public policy agenda by working with key stakeholders within economies and supranational organizations,

such as: Group of 20 (G20), including the B20; Organization for Economic Co-operation and Development (OECD) including Business at OECD (BIAC); Asia-Pacific Economic Cooperation Forum (APEC); International Organization of Employers (IOE); Social Progress Imperative (SPI); and the World Trade Organization (WTO).

Deloitte Global's public policy program is complemented by Deloitte firm public policy programs active at both local and regional levels. Together, Deloitte Global and Deloitte firms coordinate public policy activities, engagement and positions across geographies and businesses, amplifying impact and influence.

Contacts

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Reporting process and materiality

Annual reporting is an opportunity to provide stakeholders with a big-picture view of the Deloitte organization, Deloitte client service work, and Deloitte's ongoing commitments to our people and society. As a professional services organization, understanding and engaging the interests and concerns of stakeholders is embedded in Deloitte's drive for excellence. Deloitte identifies key stakeholders as those who, among other things:

- Are highly affected by what Deloitte does;
- Help influence Deloitte's success;
- Affect the markets, regulations and industries in which Deloitte operates; or
- Affect the supply of resources that Deloitte firms need to serve clients, talent and society.

Continual engagement with key stakeholders by Deloitte people is supported by a periodic, in-depth materiality assessment. Please see the **"Basis of reporting" section** for additional details on the materiality assessment process.

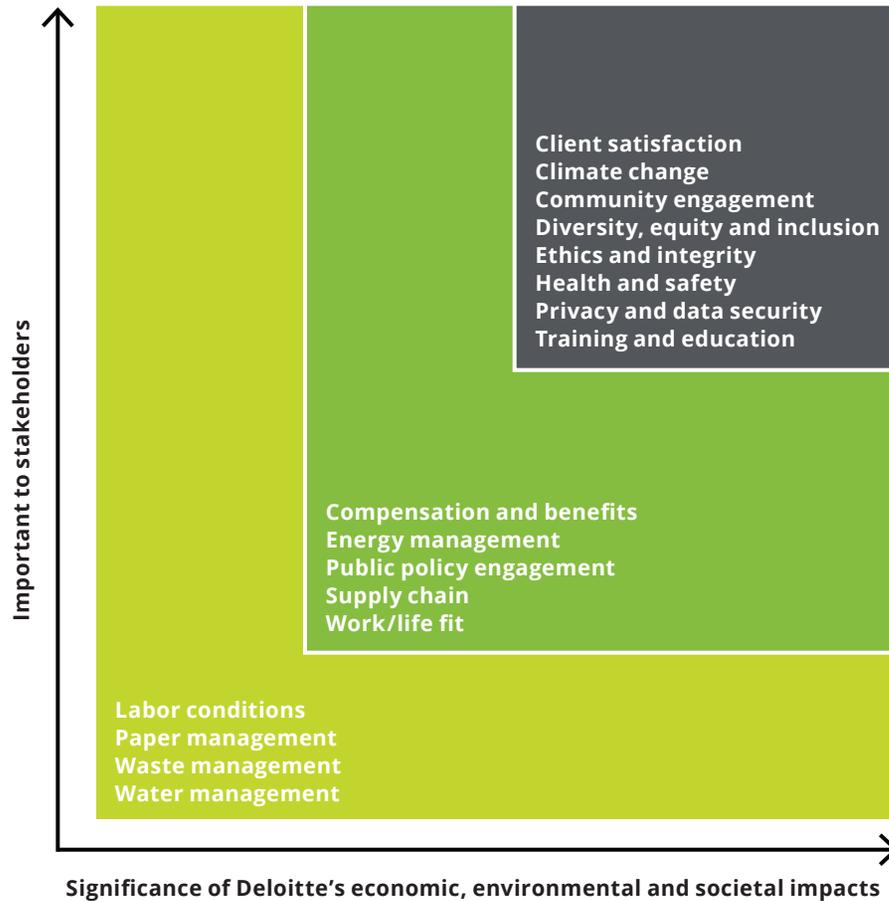
In the context of this report, material topics are those that reflect Deloitte's significant economic, environmental, social and governance-related impacts, or substantively influence the assessments and decisions of stakeholders. Topics were classified into three categories according to their relative rankings on a materiality matrix.

Topics can be material either within Deloitte, outside of Deloitte or both. They also can be geographically bound. Except as noted below, all topics shown in

the matrix are material to Deloitte Global, Deloitte firms or both. Client satisfaction is clearly a topic of importance to Deloitte clients. Other topics material to regulators, suppliers and Deloitte clients include privacy and data security, ethics and integrity, supply chain management, and labor conditions. Several issues are also material to society at large, such as diversity, equity and inclusion; community engagement; public policy engagement; and climate change. Water is predominantly material outside of Deloitte (e.g., water used by suppliers in producing products or services Deloitte consumes) and is primarily material to society in geographic locations with water scarcity issues. In light of the COVID-19 pandemic, health and safety have become elevated concerns both internally and externally.



Materiality matrix



Dark Grey Issue is of critical strategic interest to Deloitte and stakeholders
Issue is actively managed
Frequent interaction with key stakeholders occurs

Medium Green Issue actively managed by Deloitte and discussed with constituents that have a direct stake

Light Green Issue of concern to select Deloitte firms and stakeholders
Generally managed through local programs

Category	Areas included
Community engagement	Corporate responsibility commitment and a range of humanitarian and societal impact such as pro bono, volunteerism and philanthropy, and focused collaborations
Ethics and integrity	Anti-corruption, protection of public interest, transparency, professional performance, corporate responsibility commitment, compliance, governance and risk management
Privacy and data security	Deloitte client and people data retention and cybersecurity
Public policy engagement	Public policy positions, professional standards



At a glance



FY2021 Environmental, Social and Governance (ESG) highlights

Greenhouse gas (GHG) emissions

Percent reduction represents FY2021 performance vs. FY2019 baseline



↓41%
gross emissions reduction



↓44%
emissions reduction per FTE



↓69%
Scope 1 and 2 emissions reduction



↓92%
business travel emissions per FTE reduction



70% renewable electricity purchased toward our 100% goal



8% of suppliers (by emissions) adopted science-based targets; an additional 10% have committed to setting targets



Offset **100%** of operational and business travel emissions in FY20; FY21 offsetting is underway

TCFD implementation

Published disclosure aligned with TCFD recommendations

Net-zero commitment

Net-zero emissions by 2030
GHG reduction goals (1.5°C) validated by the **Science Based Targets initiative**

Societal investment



\$223M societal investment

\$1.15B total societal investments from FY2017 to FY2021



8.2M individuals reached through WorldClass

20M individuals reached toward our 100M WorldClass goal from FY2018 to FY2021

Learning



55 training hours per individual¹

\$726M direct training investment; average of \$2,200 per individual²

\$5.4B indirect training investment³

6 Deloitte University facilities

2 additional locations under construction



Diversity and inclusion

345,374
employees

45%
female

55%
male



25% female principals, partners and managing directors (goal of 30% by 2025)

83,730 New hires

4.6M applications received



Economic contribution



\$50.2B
aggregate global revenue

5.5%
annual revenue growth

Innovation investment

3.5% of aggregate global revenue⁴



Deloitte Global Board of Directors



21 members living in 14 countries

29% female

Deloitte Global Executive Committee



22 members living in 11 countries

23% female

Ethics and anti-corruption

3.5 hours of mandatory training upon hire and one-hour refresher every year thereafter



Note: Monetary values are presented in \$USD and used as the basis for revenue growth and innovation investment percentages, unless otherwise specified.

¹Training hours do not include on the job digital learning hours that are a core aspect of development at Deloitte

²Average direct training investments per individual represent a global estimate based on actual costs from reporting member firms

³Indirect training investment is the opportunity cost based on estimates from reporting member firms

⁴Based on 2021 sampling of the largest Deloitte member firms



Stakeholder capitalism metrics reference table

Deloitte is committed to the principles of stakeholder capitalism as the most effective means of creating long-term enterprise value and addressing the societal priorities enshrined in the United Nation’s Sustainable Development Goals. In 2021, Deloitte signed the “Commitment to Adopt and Implement the Stakeholder Capitalism Metrics,” sponsored by the International Business Council (IBC) of the World Economic Forum (WEF). Deloitte helped lead the effort to identify a set of universal, comparable stakeholder capitalism metrics focused on people, planet, prosperity and principles of governance that organizations can report on regardless of industry or region. This table represents our reporting against the 21 core metrics for the fiscal year ending 31 May 2021. We continue to look for opportunities for further transparency on the topics which are material to our business.

Theme	Metric	Response
Principles of governance		
Governing purpose	1. Setting purpose	Refer to Governance overview
Quality of governing body	2. Governance body composition	Refer to Leadership and governance and Deloitte Global Board of Directors
Stakeholder engagement	3. Material issues impacting stakeholders	Refer to Reporting process and materiality and Stakeholder engagement summary
Ethical behavior	4. Anti-corruption	Refer to Anti-corruption commitment and Performance metrics
	5. Protected ethics advice and reporting mechanisms	Refer to Ethics
Risk and opportunity oversight	6. Integrating risk and opportunity into business process	Refer to Risk and opportunity management
Planet		
Climate change	7. Greenhouse gas (GHG) emissions	Refer to Environmental overview and Performance metrics
	8. TCFD implementation	Refer to TCFD report
Nature loss	9. Land use and ecological sensitivity	Land use is not relevant as Deloitte’s real estate footprint primarily consists of leased office space.
Freshwater availability	10. Water consumption and withdrawal in water-stressed areas	Water consumption is not relevant as Deloitte mainly uses water for sanitation purposes in leased offices, and the amount of water used is not considered significant based on Deloitte’s latest materiality assessment.



Theme	Metric	Response
People		
Dignity and equality	11. Diversity and inclusion (%)	Refer to Social overview and Performance metrics
	12. Pay equality (%)	Refer to Gender balance
	13. Wage level (%)	Information on wage ratios is not relevant to Deloitte given its organizational structure.
	14. Risk for incidents of child, forced or compulsory labor	Refer to Ethics and Deloitte's Supplier Code of Conduct
Health and well-being	15. Health and safety (%)	Refer to Mental health and Global security Workplace injuries and fatalities are extremely rare in the professional services industry. Deloitte offers its professionals health care insurance plans that meet or exceed the requirements governed by the country they live in.
	16. Training provided (#, \$)	Refer to Learning and development and Performance metrics
Prosperity		
Employment and wealth generation	17. Absolute number and rate of employment	Refer to Performance metrics
	18. Economic contribution	Refer to Business overview, Societal investments and Performance metrics Information on certain economic contribution indicators is considered confidential to Deloitte given its organizational structure.
	19. Financial investment contribution	This metric is not relevant to Deloitte given its organizational structure.
Innovation of better products and services	20. Total R&D expenses (\$)	Refer to Innovation and Performance metrics



Theme	Metric	Response
Prosperity		

Community and social vitality	21. Total tax paid	<p>Each Deloitte member firm and/or related entity is organized as a separate and independent legal entity and is subject to the tax laws applicable to it in the jurisdictions in which it is formed and otherwise operates. For this reason, tax reporting obligations will vary across Deloitte firms. Certain Deloitte firms are structured as partnerships or other legal entities that are “flow-through” for tax purposes, and as such, income tax is not paid at the entity level, but by individual partners or members. Certain Deloitte firms report their tax strategies, which may include taxes paid, under local statutory requirements.</p>
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Performance metrics

Business

Business overview

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the "Basis of Reporting" section.

¹ 5.5% total revenue growth (local currency) is based on continuing operations. Revenue from businesses sold in FY2019 have been excluded from FY2019 numbers which have been adjusted from the figure published in September 2019 (\$46.2B). Without this adjustment, FY2020 total revenue growth (local currency) is 4.7%.

² "Deloitte Legal" means the legal practices of member firms or their related entities that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

³ Based on 2021 sampling of the largest Deloitte member firms

⁴ Performance tracking for this indicator is reported for the most recent year(s) only.

Business	FY2021	FY2020	FY2019
Revenue	US\$ billion		
Total revenue¹	50.2	47.6	46.2
Revenue by business			
Audit & Assurance	10.5	9.9	10.2
Consulting	20.8	19.8	18.7
Financial Advisory	4.3	3.8	3.8
Risk Advisory	5.9	5.6	5.3
Tax & Legal ²	8.9	8.7	8.3
By region			
Americas	25.2	25.3	24.2
Europe/Middle East/Africa	16.7	15.0	15.0
Asia Pacific	8.5	7.5	7.1
By industry			
Consumer	10.4	10.6	10.8
Energy, Resources & Industrials	7.5	7.9	7.7
Financial Services	13.3	12.7	12.4
Government & Public Services	8.4	6.8	5.3
Life Sciences & Health Care	4.7	4.3	4.3
Technology, Media & Telecom	6.0	5.3	5.6
Revenue growth	Percentage growth in US dollars/local currency		
Revenue growth	5.5%/2.7%	3.9%/5.5% ¹	6.9%/9.4%
Innovation investment	Percentage of aggregate Deloitte firm revenue		
Innovation investment³	3.5%	n/a ⁴	n/a ⁴



Environmental

Environmental overview

Certain FY2021 metrics included in this table were updated in March 2022 to reflect renewable energy and sustainable aviation fuel purchases and supply chain emission factor updates. As a result of these updates, performance metrics included in the narrative section of this report may not reflect the latest data listed in this table.

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the "Basis of Reporting" section.

¹ Reduction in travel emissions is largely due to pandemic-related travel restrictions.

² District heating and cooling emissions have been included in the GHG inventory in FY2021 due to improved data availability.

³ Air travel emissions inclusive of radiative forcing would be 33,537 metric tons CO₂e in FY2021, 724,432 metric tons CO₂e in FY2020 and 935,937 metric tons CO₂e in FY2019.

⁴ In October 2021 Deloitte obtained updated emission factors for supplier industries and categories and for a larger subset of suppliers through the CDP Supply Chain program. These updated emissions factors were applied to the PG&S spend as they were considered to be more accurate. Applying these updated factors to the PG&S spend resulted in the significant emissions reduction. As this materially affected total emissions, published PG&S emissions values were restated. For comparability, the total emissions for FY19-21 were also restated using these updated emission factors. We expect our methodology to calculate PG&S emissions to continue to mature during future reporting cycles as actual supplier data becomes more readily available.

Progress toward goals—WorldClimate			
Goal description	Goal year	Goal	FY2021 progress
Percent renewable electricity	2030	100%	85%
Reduction of Scope 1 and 2 emissions from FY2019 levels	2030	70%	76%
Reduction of Scope 3 emissions from business travel per FTE from FY2019 levels	2030	50%	92% ¹
Percent of suppliers with science-based targets (by emissions)	2025	67%	8%

Environmental sustainability	FY2021	FY2020	FY2019
GHG emissions by scope and source	Metric tons CO ₂ e		
Scope 1 GHG emissions by source			
Fuel combustion in buildings	8,668	11,554	18,174
Vehicle fleet (internal combustion engine)	24,009	37,032	43,727
Total Scope 1 emissions	32,677	48,586	61,901
Scope 2 GHG emissions by source			
Purchased electricity—buildings and fleet (market-based)	25,738	54,544	201,771
District heating and cooling	4,270	n/a ²	n/a ²
Total Scope 2 emissions	30,009	54,544	201,771
Scope 3 GHG emissions by source			
Business travel: air travel (tank-to-wake emissions) ³	17,731	383,002	494,824
Business travel: other sources	43,136	201,730	259,309
Total business travel emissions	60,866	584,732	754,133
Purchased goods & services (PG&S) ⁴	565,108	628,753	638,517
Total Scope 3 emissions⁴	625,975	1,213,485	1,392,650
GHG emissions totals			
Gross GHG emissions⁴	688,661	1,316,615	1,656,322
Beyond value chain mitigation: carbon credit purchases	440,933	686,229	494,824
Percentage of gross GHG emissions addressed through carbon credit purchases	64%	52%	30%



Environmental

Environmental overview

Environmental sustainability	FY2021	FY2020	FY2019
GHG intensity measures			
GHG emissions per individual		Metric tons CO2e /FTE	
Operational and business travel emissions	0.4	2.1	3.3
Gross GHG emissions	2.1	4.0	5.4
GHG emissions per dollar of revenue		Kg CO2e/\$000 USD	
Operational and business travel emissions	2.5	14.4	22.0
Gross GHG emissions	13.7	27.6	35.9
Scope 2 GHG emissions by methodology		Metric tons CO2e	
Electricity (market-based)	25,738	54,544	201,333
Electricity (location-based)	137,605	197,413	210,997
Value Chain Mitigation		Metric tons CO2e	
Sustainable aviation fuel (SAF)			
SAF stands for sustainable aviation fuel. The International Air Transport Association (IATA) defines SAF as a non-conventional (not fossil derived) aviation fuel. SAF is produced from sustainable feedstocks including waste materials, such as used cooking oil, agricultural residues, and municipal solid waste, or potentially from purpose-grown crops. SAF use is recognized by the Science-Based Targets initiative as a valid mitigation action in its August 2021 Aviation Sector Guidance. ⁵ However, the GHG Protocol does not currently recognize SAF as a mitigation option to address Scope 3 emissions. A robust physical tracking mechanism and associated registry to retire certificates is needed to help to bolster the case for the SAF to be recognized in future updates to the GHG Protocol. Including SAF environmental attribute purchases in this publication allows us to share with others how a future SAF certificate could be included in corporate GHG inventories. We hope that our pilot informs and supports other organizations, including standard setters, in their decision-making.			
Tank-to-wake air travel emissions ³	17,731	n/a ⁶	n/a ⁶
Well-to-tank air travel emissions	3,673	n/a ⁶	n/a ⁶
Full life-cycle assessment (LCA) air travel emissions	21,403	n/a ⁶	n/a ⁶
Less: SAF environmental attributes purchased	2,638	n/a ⁶	n/a ⁶
LCA air travel emissions with SAF reductions incorporated	18,765	n/a ⁶	n/a ⁶
Total business travel emissions with LCA air travel emissions and SAF reductions incorporated	61,901	n/a ⁶	n/a ⁶
Total Scope 3 emissions with LCA air travel emissions and SAF reductions incorporated	627,010	n/a ⁶	n/a ⁶
Gross GHG emissions with LCA air travel emissions and SAF reductions incorporated	689,695	n/a ⁶	n/a ⁶

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the "Basis of Reporting" section.

³Air travel emissions inclusive of radiative forcing would be 33,537 metric tons CO2e in FY2021, 724,432 metric tons CO2e in FY2020 and 935,937 metric tons CO2e in FY2019.

⁵"Science-based target setting for the aviation sector," Science Based Targets initiative, August 2021, https://sciencebasedtargets.org/resources/files/SBTi_AviationGuidanceAug2021.pdf

⁶ Deloitte started investing in SAF in FY2021, therefore prior year data is not included for this metric.



Environmental

Environmental overview

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the **"Basis of Reporting"** section.

Environmental sustainability	FY2021	FY2020	FY2019
Energy usage			
	Terajoules (TJ)		
Renewable electricity	979	1,119	199
Non-renewable electricity	175	403	1,393
Natural gas	159	200	245
Gasoline	226	320	348
Diesel fuel	168	271	405
Total energy consumed	1,707	2,312	2,590
Material usage			
Percent of recycled input materials used based on estimate of recycled content paper	29%	22%	18%



Social

Social overview

Progress toward goals—societal impact (WorldClass)			
Goal description	2030 goal	FY2021 progress	Total progress to date
Individuals impacted through WorldClass	100 million	8.2 million	20 million

Progress toward aspirational goals—talent			
Goal description	2025 goal	2023 goal	FY2021 progress
Percent of women among partners, principals and directors ¹	30%	25%	25%
Percent of women on Deloitte Global's Board of Directors	40%	30%	29%
Percent of women on Deloitte Global's Executive Committee	40%	30%	23%

Societal impact	FY2021	FY2020	FY2019
Monetary value of societal investments	US\$ million		
By source—donations			
Firm and foundation donations (monetary and in-kind)	79	64	59
Donations by Deloitte people (to Deloitte-supported organizations and fundraisers)	24	27	29
Total donations	103	91	89
By source—volunteer and pro bono work			
Pro bono work ²	48	57	47
Skills-based volunteering	37	50	44
Traditional volunteering	16	46	44
Total value of volunteer and pro bono work by Deloitte people	101	153	136
By source—program costs			
Costs for managing societal impact	19	21	20
Monetary value of societal investments			
Total societal investments	223	265	244³

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

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¹ "Partners" and "principals" refers to Deloitte member firm partners and principals only.

² Pro bono refers to professional service engagements performed at no cost (pro bono) or significantly reduced cost (low bono) to qualifying organizations, for which Deloitte would normally bill for the professional services performed. Pro bono includes expenses incurred.

³ FY2019 values restated due to data clarification.



Social

Social overview

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⁴For purposes of this report, professional staff is defined as individuals spending at least 50% of their time serving clients.

⁵For purposes of this report, administrative staff is defined as individuals spending less than 50% of their time serving clients.

⁶Total workforce numbers are calculated using the total Deloitte people at the end of the reporting period.

Societal impact	FY2021	FY2020	FY2019
Societal investments by contribution area			
	Percentage of total		
Contributions aligned towards WorldClass (education and skills-building)	43%	40%	36%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	83%	70%	67%
Hours of societal investments			
	Thousand hours		
Member firm pro bono work	304	364	346
Skills-based volunteering	606	719	568
Traditional volunteering	138	455	444
Total hours of volunteering and pro bono work by Deloitte people	1,048	1,537	1,358

Talent	FY2021	FY2020	FY2019
Workforce			
	Number of individuals		
By level			
Partners and principals ¹	14,259	14,266	13,411
Professional staff ⁴	277,317	265,503	251,584
Administrative staff ⁵	53,798	55,031	47,033
By region			
Americas	156,186	149,760	139,488
Europe/Middle East/Africa	112,578	109,340	102,614
Asia Pacific	76,610	75,700	69,926
Total Workforce⁶	345,374	334,800	312,028



Social

Social overview

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⁷ Age ranges are estimated based on data collected from Deloitte firms.

⁸ Performance tracking for this indicator is reported for the most recent year(s) only.

Talent	FY2021	FY2020	FY2019
Talent by gender			
Number of individuals			
By region and gender—male			
Americas	87,785	84,260	80,187
Europe/Middle East/Africa	61,815	60,234	57,710
Asia Pacific	40,034	39,562	36,829
Total	189,634	184,057	174,725
By region and gender—female			
Americas	68,401	65,500	59,301
Europe/Middle East/Africa	50,763	49,106	44,904
Asia Pacific	36,576	36,138	33,097
Total	155,740	150,743	137,303
Percent of women			
Among partners, principals and directors ¹	25%	24%	23%
Among managers	36%	35%	34%
Among new hires	45%	47%	45%
Among new partners, principals and director admissions ¹	30%	29%	26%
Overall	45%	45%	44%
Percent of women in leadership and governance bodies			
On Deloitte Global's Board of Directors	29%	30%	16%
On Deloitte Global's Executive Committee	23%	16%	17%
Talent by age range⁷			
Percentage of total			
By age range—overall			
Age <30	45%	n/a ⁸	n/a ⁸
Age 30-50	49%	n/a ⁸	n/a ⁸
Age >50	6%	n/a ⁸	n/a ⁸



Social

Social overview

Talent	FY2021	FY2020	FY2019
Talent by age range⁷	Percentage of total		
By region and age range—Americas			
Age <30	46%	n/a ⁸	n/a ⁸
Age 30-50	48%	n/a ⁸	n/a ⁸
Age >50	7%	n/a ⁸	n/a ⁸
By region and age range—Europe/Middle East/Africa			
Age <30	45%	n/a ⁸	n/a ⁸
Age 30-50	49%	n/a ⁸	n/a ⁸
Age >50	6%	n/a ⁸	n/a ⁸
By region and age range—Asia Pacific			
Age <30	44%	n/a ⁸	n/a ⁸
Age 30-50	51%	n/a ⁸	n/a ⁸
Age >50	5%	n/a ⁸	n/a ⁸
Turnover	Percentage		
Rate by region			
Americas	19%	18%	16%
Europe/Middle East/Africa	21%	22%	24%
Asia Pacific	24%	24%	23%
Rate by gender			
Male	21%	21%	20%
Female	21%	21%	21%
Total turnover			
Total turnover rate	21%	21%	21%

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⁸ Performance tracking for this indicator is reported for the most recent year(s) only.



Social

Social overview

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⁵ For purposes of this report, administrative staff is defined as individuals spending less than 50% of their time serving clients.

⁸ Performance tracking for this indicator is reported for the most recent year(s) only.

⁹ The rate is calculated using the total Deloitte people at the end of the reporting period.

¹⁰ Training hours do not include on the job digital learning hours that are a core aspect of development at Deloitte.

¹¹ Average annual direct training investment per individual represent an estimate based on actual costs from reporting member firms.

¹² Indirect training investment is the opportunity cost based on estimates from reporting member firms.

¹³ Two additional Deloitte University facilities are under construction.

Talent	FY2021	FY2020	FY2019
New hires	Number of individuals		
By region			
Americas new hires	36,593	33,232	35,910
Americas new hire rate ⁹	23%	22%	26%
Europe/Middle East/Africa new hires	27,191	32,170	32,348
Europe/Middle East/Africa new hire rate ⁹	24%	29%	32%
Asia Pacific new hires	19,943	23,420	22,282
Asia Pacific new hire rate ⁹	26%	31%	32%
By level			
New partners and principals ¹	462	574	426
New managers	8,133	9,613	10,244
New professional staff ⁴	67,478	67,790	70,166
New administrative staff ⁵	7,654	10,845	9,704
By gender			
Male	55%	53%	55%
Female	45%	47%	45%
Total new hires	83,727	88,822	90,540
Total new hire rate ⁹	24%	27%	29%
Recruiting and learning			
Total number of applications	4,583,560	2,800,000	3,200,000
Number of internships	20,105	20,000	19,000
Hours of training per individual ¹⁰	55	43	47
Number of e-learning courses completed	5.9M	5.5M	n/a ⁸
Annual direct training investment ¹¹	\$726M	n/a ⁸	n/a ⁸
Average annual direct training investment per individual ¹¹	\$2,200	n/a ⁸	n/a ⁸
Annual indirect training investment ¹²	\$5.4B	n/a ⁸	n/a ⁸
Number of Deloitte University facilities ¹³	6	n/a ⁸	n/a ⁸



Governance

Governance overview

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¹ Deloitte Global has a written policy requiring member firms to escalate corruption incidents meeting established criteria to the appropriate Deloitte Global executive. In FY2021, no incidents of corruption were reported to Deloitte Global under this policy.

² All Deloitte people are required to complete anti-corruption training—upon being hired and every other year thereafter—that includes Global policies, corruption red flags and case scenarios. This figure may not reflect 100% participation at any point in time, as required, because it includes Deloitte people on extended leave and those with recent start dates who may still complete the training before their designated due dates.

³ Performance tracking for this indicator is reported for the most recent year(s) only.

Governance	FY2021	FY2020	FY2019
Anti-corruption			
Confirmed incidents of corruption ¹	0	n/a ³	n/a ³
Percentage of overall workforce that has completed required anti-corruption training ²	>95%	n/a ³	n/a ³
Required anti-corruption training completion by region			
Americas	>95%	n/a ³	n/a ³
Europe/Middle East/Africa	>95%	n/a ³	n/a ³
Asia Pacific	>95%	n/a ³	n/a ³





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