

Deloitte.



A new mindset for action
2018 Global Impact Report

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Deloitte is demonstrating a new mindset for action, redefining what success looks like, challenging expectations, blurring boundaries and responsibilities, and setting an example for others to follow.

[Watch video](#)

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Deloitte Global Chief Executive Officer and Chairman of the Board

The Fourth Industrial Revolution (Industry 4.0) has arrived, bringing the physical and digital worlds together and profoundly shifting how humans live and work.

The workforce of the future needs to navigate this revolution, and businesses have an opportunity to lead all sectors of society through it. Consider these statistics:

- 65 percent of primary school children will work in jobs that do not exist today¹
- By 2030, one in five workers will not have even a basic education²
- 750 million adults around the world are illiterate; two-thirds are women³
- 2 billion jobs will be supplanted by automation by 2030⁴

We are facing a critical global challenge—a fast-growing chasm between a technologically advanced world and millions of people unprepared to participate in it. This divide threatens not only the global economy, but also the wellbeing of society and our communities. When people are not equipped to succeed in the world of work, they cannot achieve their full potential, and business and society are worse off from the loss of talent.

To drive individual and collective prosperity, business needs a *new mindset for action*.

For Deloitte, that mindset centers on our commitment to helping people prepare for the work of the Fourth Industrial Revolution. This benefits clients, our people and our communities. And since our 280,000-plus professionals globally are what differentiates Deloitte in the market, it is essential that we build the talent pipeline of the future.

Our mindset for action focuses on the intersection of business and technology, and we are channeling the strength of our most valued asset—our talent—to help people around the world develop the skills required to succeed. Because when society thrives, business thrives.

Deloitte is committed to *making an impact that matters* through initiatives that include:

- [WorldClass](#), our global initiative to reach 50 million people by 2030 and provide them with access to education, skills, and opportunity
- Collaboration with the Refugee Studies Centre at the University of Oxford on an initiative designed to unlock the [economic potential of refugees](#) living in Europe
- Serving as the lead innovation partner for [UNLEASH](#), a global nonprofit organization supporting the next generation of leaders as they develop solutions to some of the world's most vexing problems
- Impact Day, a day of volunteerism when more than 70,000 Deloitte professionals mentor and support people in their communities and help nonprofits build their capabilities

In recognition of our work to prepare clients and our people for Industry 4.0, Fortune has named Deloitte to its prestigious 2018 *Change the World list*, a yearly ranking of top companies that do well by doing good.

Want to learn more about the impact of our mindset for action? Explore our 2018 Global Impact Report.



Punit Renjen,
Deloitte Global Chief Executive Officer



David Cruickshank,
Deloitte Global Chairman of the Board



Punit Renjen,
Deloitte Global Chief Executive Officer



David Cruickshank,
Deloitte Global Chairman of the Board

¹ Qatar Foundation, [World Innovation Summit for Education](#), page 24. Originally from [WEF 2016: The Future of Jobs and Skills](#)

² Refers to workers between the ages of 18-64 years old. Qatar Foundation, World Innovation Summit for Education, page 32. Originally from World Economic Forum and World Bank, 2014

³ [UNESCO Institute for Statistics, 2017](#)

⁴ The Learning Generation: [Investing in Education for a Changing World](#). New York: The Education Commission, 2016

We serve the public interest

We provide assurance and offer solutions that advance business, reduce risk and encourage confidence.

Investor confidence

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.

[Learn more](#)

Risk management

Deloitte helps clients achieve a proactive understanding of opportunities and risks, build resiliency and confidence, and improve performance using digital innovations to navigate challenges.*

[Learn more](#)

Corporate governance

We advocate for better practices for boards and audit committees worldwide, and promote dialogue among corporations and their boards, investors, the accounting profession, academia and government.

[Learn more](#)

Effective regulation

Deloitte works with governments to develop smart approaches to rulemaking, underpinned by good regulatory practices, as Industry 4.0, new business models and technological advancements create a regulatory sea change.

[Learn more](#)

Audit quality

Using innovative technologies, Deloitte is changing the scope and timing of what an audit is, improving processes, mitigating errors and uncovering insights that inform decision-making.

[Learn more](#)

Global tax reset

Deloitte helps businesses meet the challenges of a rapidly shifting global tax environment and works with governments to create tax systems that address new realities created by Industry 4.0.

[Learn more](#)

Trade

Deloitte's Global Trade Advisory specialists help businesses establish international business strategies designed to manage costs and global trade regulatory requirements while leveraging innovative technology solutions.*

[Learn more](#)



*Certain of the services and relationships described above are not permissible under various independence rules and regulations for audit clients and their affiliates.

We influence action

We develop and share valuable information that others can use to be more responsive and responsible.



Of CXOs surveyed,
1 in 4
highly confident they have the people needed for Industry 4.0

[4IR Readiness Report](#)



Millennials crave diversity, flexibility. Yet:
27%
say their workplace is not diverse
17%
say their workplace has become less flexible

[Millennial Survey](#)



Of surveyed executives, only
16%
say their organizations have well-defined strategies to manage contractors, freelancers and gig workers

[Global Human Capital Trends](#)

Executives' most concerning strategic issues



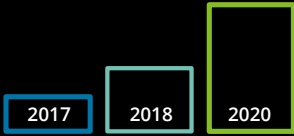
[Inclusive growth survey](#)



88%
of surveyed executives are confident their organizations' could respond to a scandal,
but only **17%**
have run simulations

[Crisis management survey](#)

Number of machine-learning pilots and implementations



[TMT Predictions](#)



Projected global health care spending
US\$8.7
trillion by 2020

[Global health care outlook](#)



An estimated
3 million
people move to cities every week

[Strategies for smart cities](#)



30%
Drop in Paris vehicular traffic in the past 15 years

[City mobility index](#)

We promote ethical, inclusive practices

We seek to level the playing field by removing barriers for the disadvantaged and mitigating the actions of bad actors.



Anti-corruption

Deloitte collaborates with the World Economic Forum to develop solutions through the Forum's multiyear Partnering Against Corruption Initiative (PACI) project. Recent efforts target corruption risks in infrastructure, engineering, construction and real estate.



Human trafficking

Deloitte offers clients insight and potential solutions to combat human trafficking in their operations, and works with governments to apply innovative solutions through anti-human trafficking policy and legislation.*



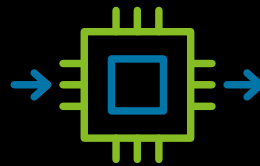
Privacy and security

Deloitte helps organizations plan and execute an integrated approach to data security, privacy and confidentiality. Our worldwide network of Cyber Intelligence Centers provide around-the-clock advanced threat intelligence that helps clients become and stay secure, vigilant and resilient.*



Empowering women

Deloitte helps women around the world participate more fully in society and the economy by elevating their aspirations and connecting them with training and opportunities.



Supply chain abuse

Deloitte helps clients integrate smart sensors, autonomous robots, blockchain and other technologies into their supply chains to decrease costs, increase efficiencies and weed out fraud.*



Integrating the displaced

Deloitte is identifying and addressing challenges refugees face as they seek jobs and become part of new communities. We work with businesses, government and NGOs to better target the assistance they provide.

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We ignite innovation

We are part of a global ecosystem that is using technology and innovative business and talent models to create a better future for everyone.

Through our work

The business of tomorrow

Digital technologies continue to open up massive opportunities yet to be fully tapped. Deloitte brings together capabilities across disciplines and ecosystems to help shape the future in numerous domains, including [banking](#), [energy](#), [mobility](#), [regulation](#) and more.

Digital transformation

Deloitte is leading clients into Industry 4.0 by showing them how to merge the digital and physical worlds, and integrate and assess data from multiple assets to propel their operations to greater heights.

Health and wellness

Deloitte offers innovative health care approaches and perspectives to create better health outcomes and experiences. We currently are designing an [XPRIZE](#) aimed at making early cancer detection and treatment options available to everyone.

Future of work

As the “augmented workforce” evolves, Deloitte is helping clients not only transform operations using artificial intelligence, robotics, analytics and other technologies, but also prepare their people to prosper in the face of [disruption](#).

Resource sustainability

We help clients manage the business and environmental impacts of natural resources consumption, energy, waste and emissions by translating analytical insights into actionable cost savings, risk-mitigation opportunities and economic value.

Through cooperative efforts

Innovation alliances

Deloitte is leading the conversation among [research scholars](#), [business executives](#), [startup hubs](#), [incubators](#), [global leaders](#) and others about advances in digital technologies, new business models and management practices that transform how people lead and innovate.

Singularity University alliance

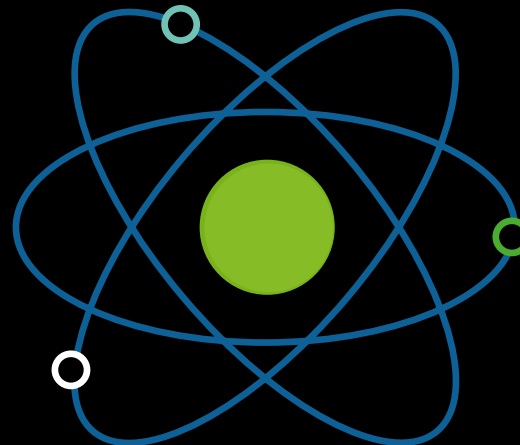
In FY2018, Singularity University and Deloitte extended their alliance to help global organizations mitigate threats and seize exponential technology opportunities. SU, in collaboration with Deloitte, has conducted 30 technology conferences, engaging more than 3,700 clients.

Social innovation

Deloitte recently expanded its multimillion-dollar [collaboration with New Profit](#), a nonprofit venture philanthropy organization, because social innovators and innovations should be surrounded with the same support that allows companies and products to reach millions of people.

Strategic alliances

Deloitte member firms have forged alliances with several of the world’s most admired companies—including Amazon Web Services, Facebook, HP and Hewlett Packard Enterprise, Oracle and SAP—to develop approaches that shape markets and forge new business models.



We champion communities and create opportunity

Deloitte invested more than US\$217M in communities during FY2018 through donations, volunteering, pro bono work and management costs.

Deloitte is uniquely positioned to address the emergent global education and skills gap. We recognize our people represent the workforce of the future: top talent with different life experiences and skill sets. There are now six Deloitte University facilities worldwide, training 90,000 Deloitte people each year. Through **WorldClass**, we are applying our experience in **developing talent** to empower 50 million people by 2030 through education, skills development and access to opportunity.



Total societal investments

US\$78M
Donations

US\$126M
Value of volunteer and
pro bono hours

US\$14M
Management costs

WorldClass investments

US\$16M
Donations

US\$51.6M
Value of volunteer and
pro bono hours

WorldClass impact

1.45M
People reached*

500+
Programs

53
Countries

* "People reached" refers to the total number of people, external to Deloitte, impacted directly and indirectly by WorldClass programs globally. Direct reach is defined as the total number of individuals who participate or benefit directly from support provided by Deloitte professionals. Indirect reach is defined as the total number of individuals reached indirectly as the result of capacity-building with the collaborating organization. Some ways Deloitte may help an organization build its capacity is by giving donations, providing consultative services or creating a technology-enabled solution. Global figures are aggregated across the global Deloitte network.

We cultivate careers

Deloitte is committed to helping clients, our people and society adapt to technology-driven change and prepare for the Fourth Industrial Revolution. From our global commitments to [WorldClass](#) and talent development to preparing clients for the future of work, Deloitte is making an impact that matters on upskilling tomorrow's workforce. Our efforts include:



Education initiatives

Deloitte helps students, their teachers and administrators grow through 150-plus high-impact programs like [Courageous Principals](#), [Deloitte Grow](#) and [Capital Filled](#).

Entrepreneurship accelerators

Deloitte empowers entrepreneurs to scale their impact by providing funding and pro bono services through programs like the [Deloitte Accelerator for Social Innovation](#) and through facilitating innovation labs at [UNLEASH](#).

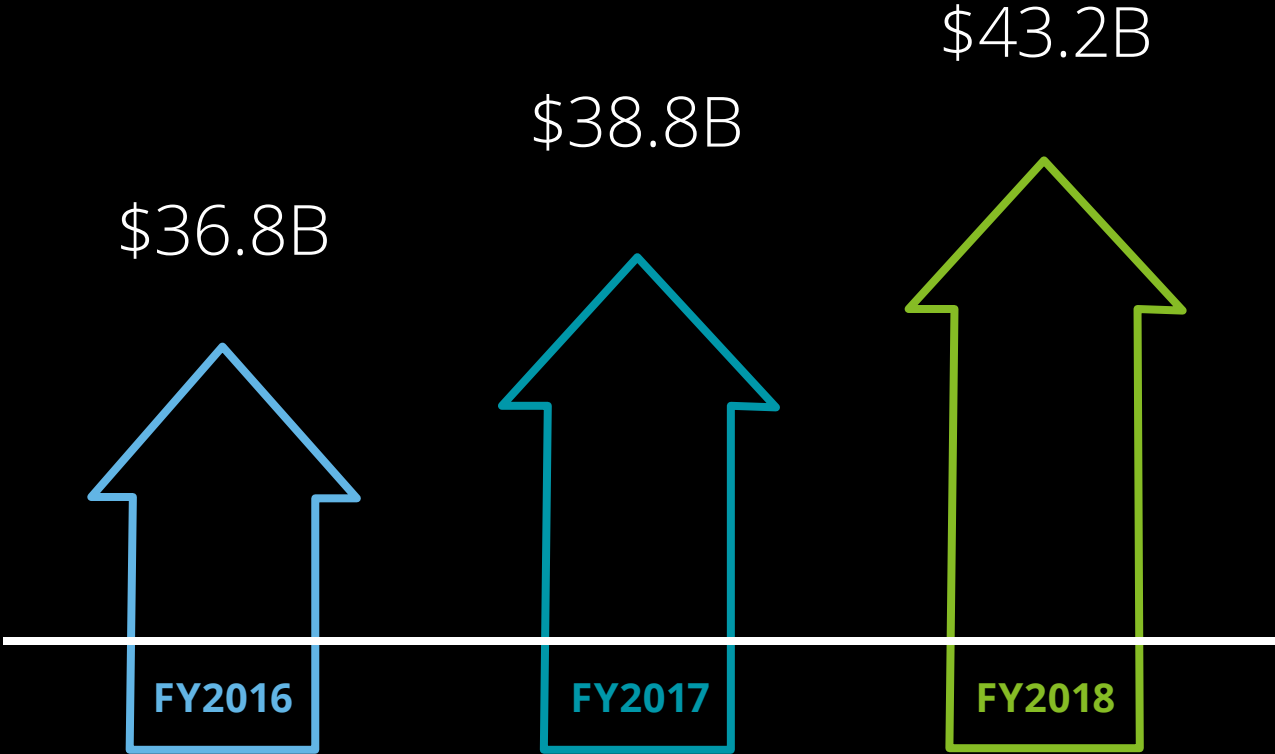
Apprenticeship programs

Deloitte uses its training capabilities to upskill new professionals from underrepresented communities. One example is the [BrightStart Higher Apprenticeship](#) program.

Business leader development

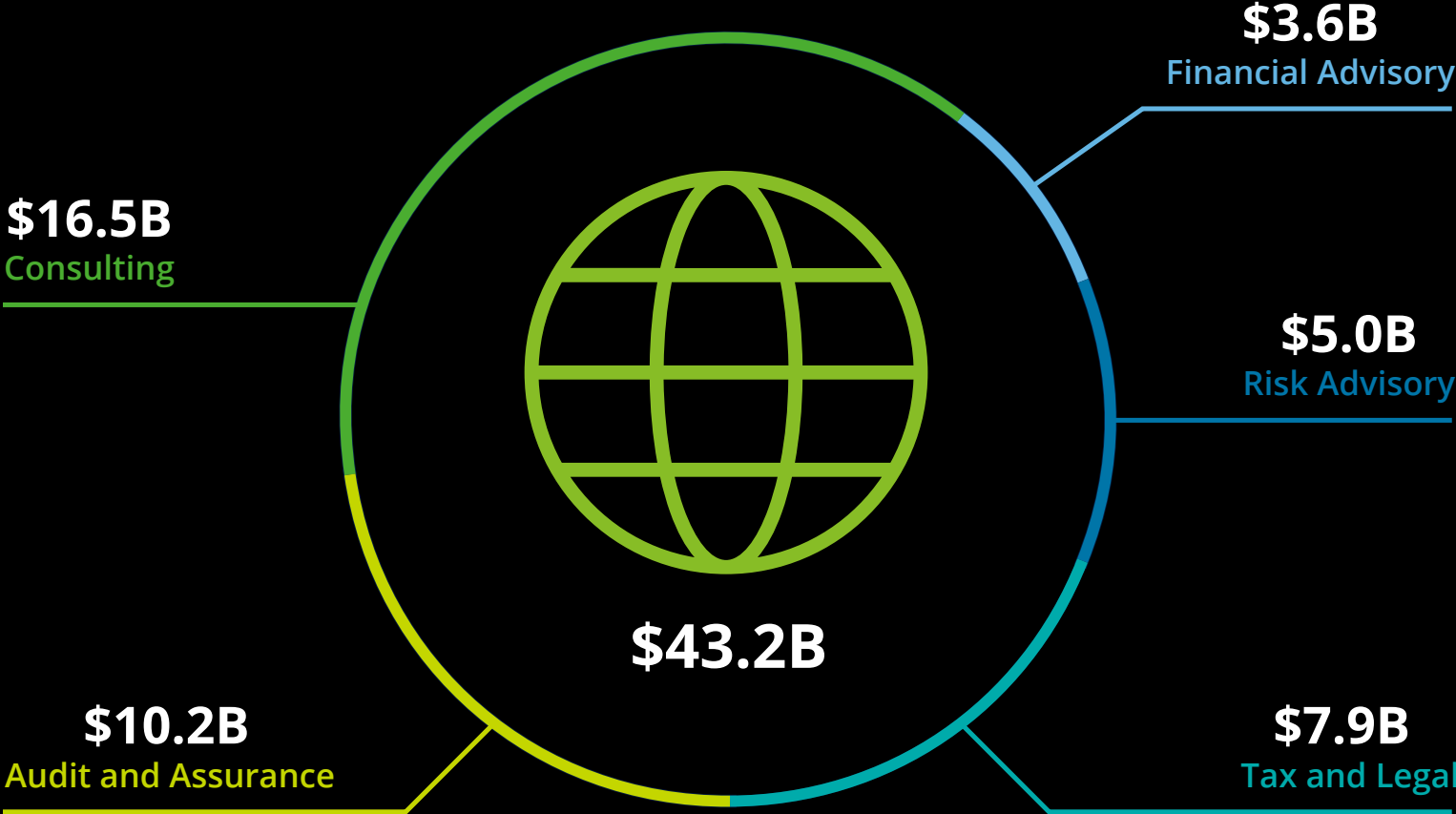
Deloitte prepares executives and professionals to lead their organizations—internally through Deloitte University where we reached [more than 90,000 professionals in FY2018](#)—and externally through initiatives like Tohmatu Innovation, our alliance with [Singularity University](#) and global CXO programs.

Total revenue



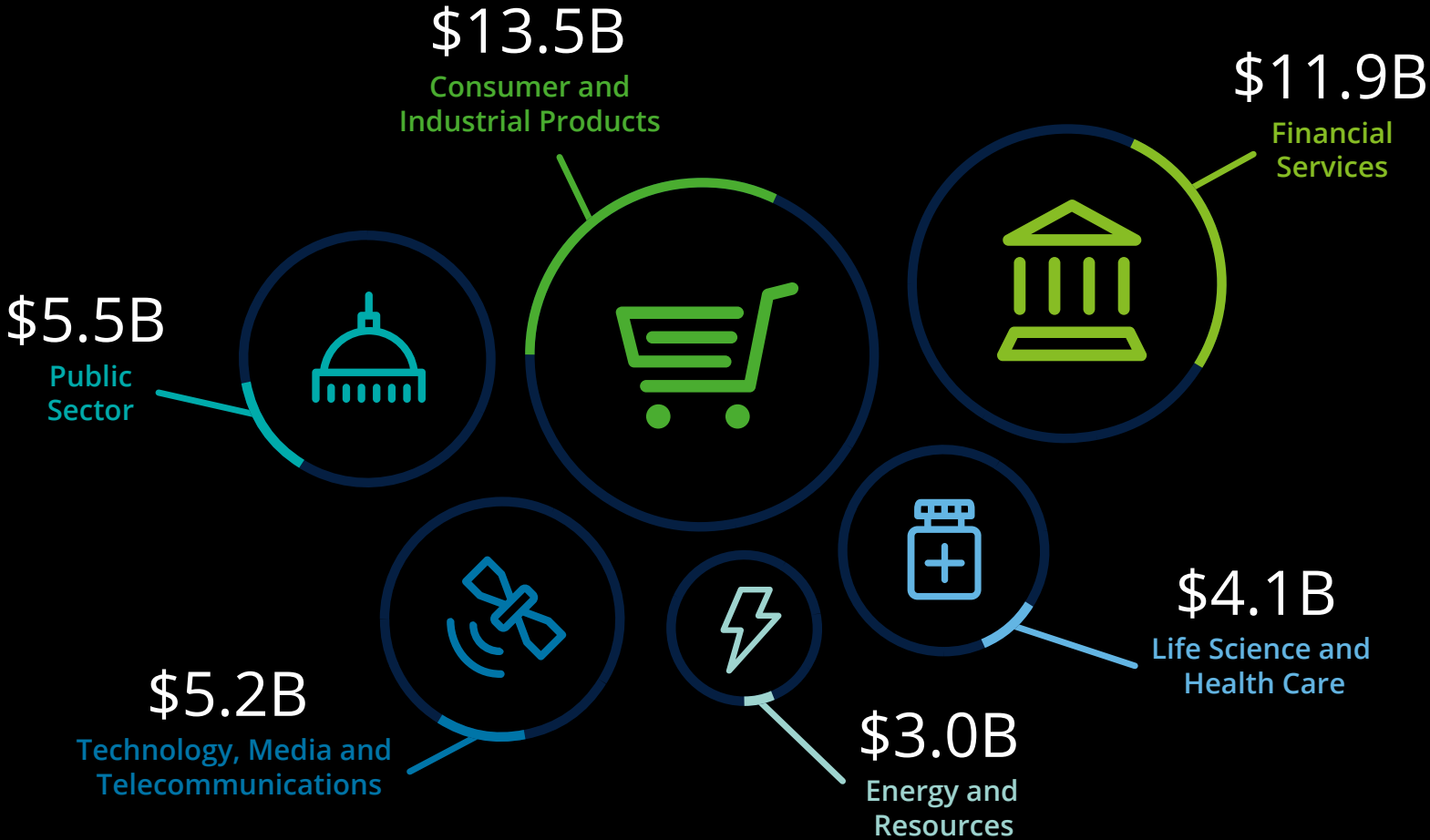
Revenue figures are in US\$ billion. Global figures are aggregated across the global Deloitte network.

Revenue by business



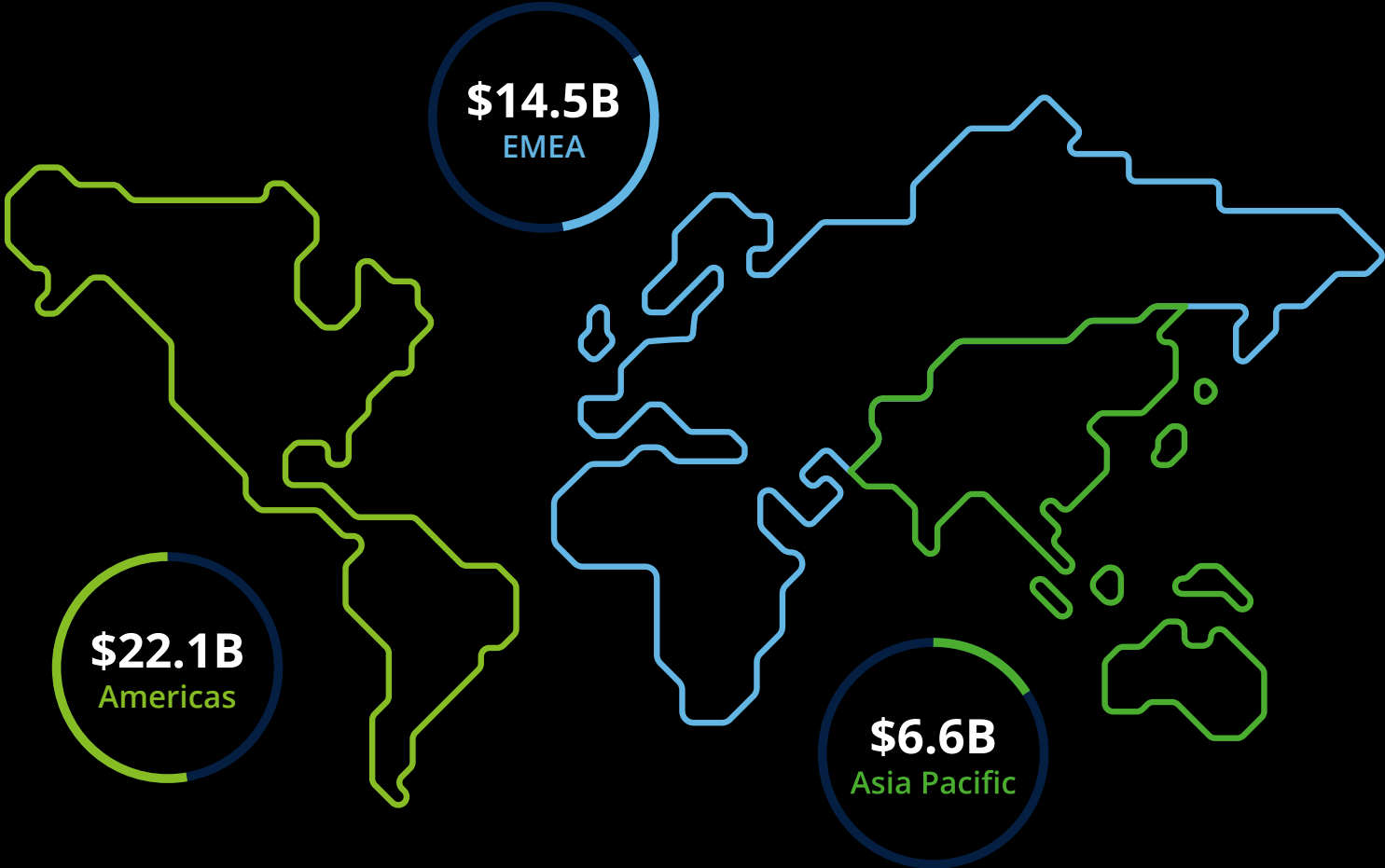
Revenue figures are in US\$ billion. Global figures are aggregated across the global Deloitte network. Because of rounding, numbers may not tally with the total.

Revenue by industry



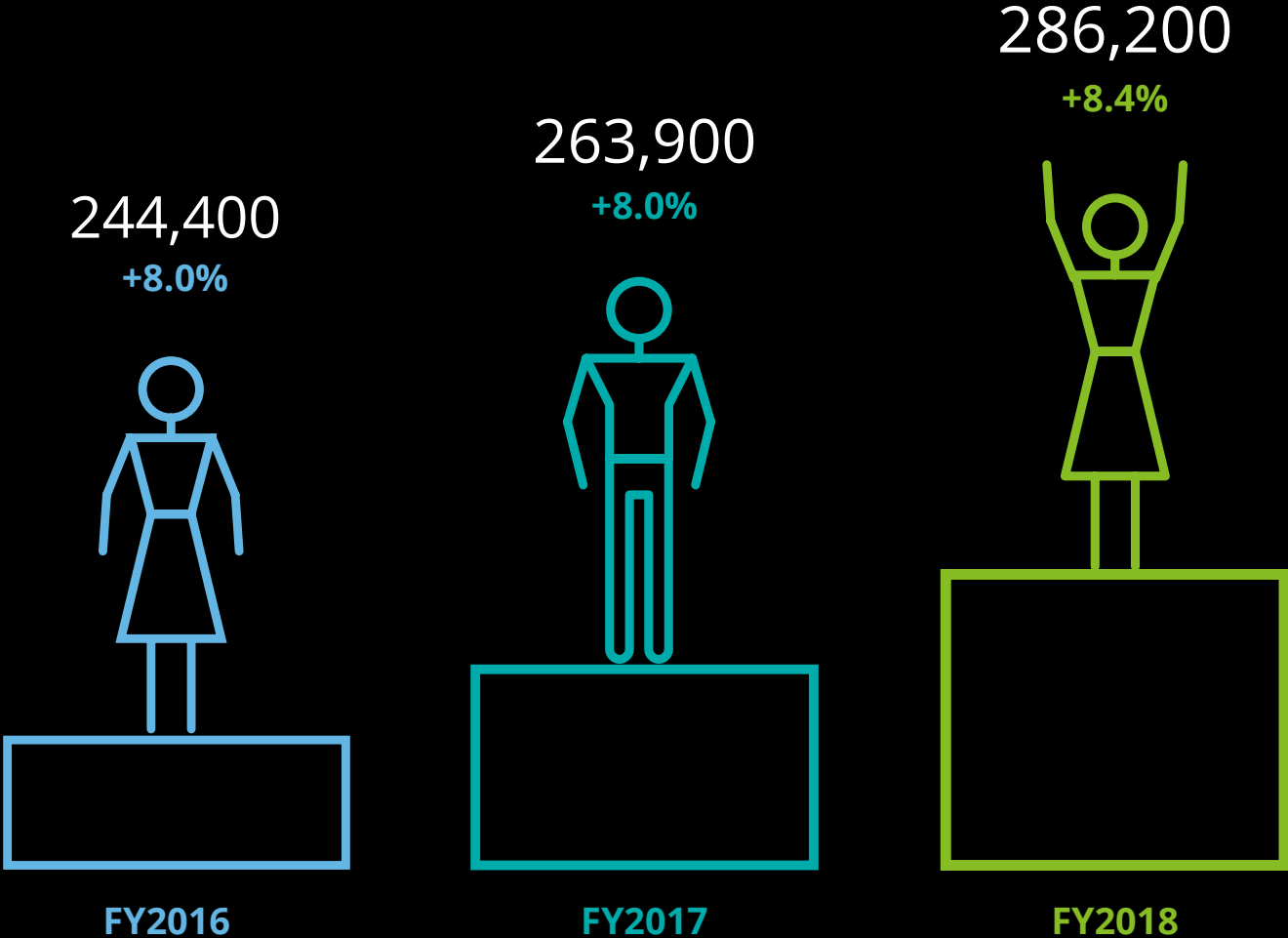
Revenue figures are in US\$ billion. Global figures are aggregated across the global Deloitte network. Because of rounding, numbers may not tally with the total.

Revenue by region



Revenue figures are in US\$ billion. Global figures are aggregated across the global Deloitte network. Because of rounding, numbers may not tally with the total.

Total headcount



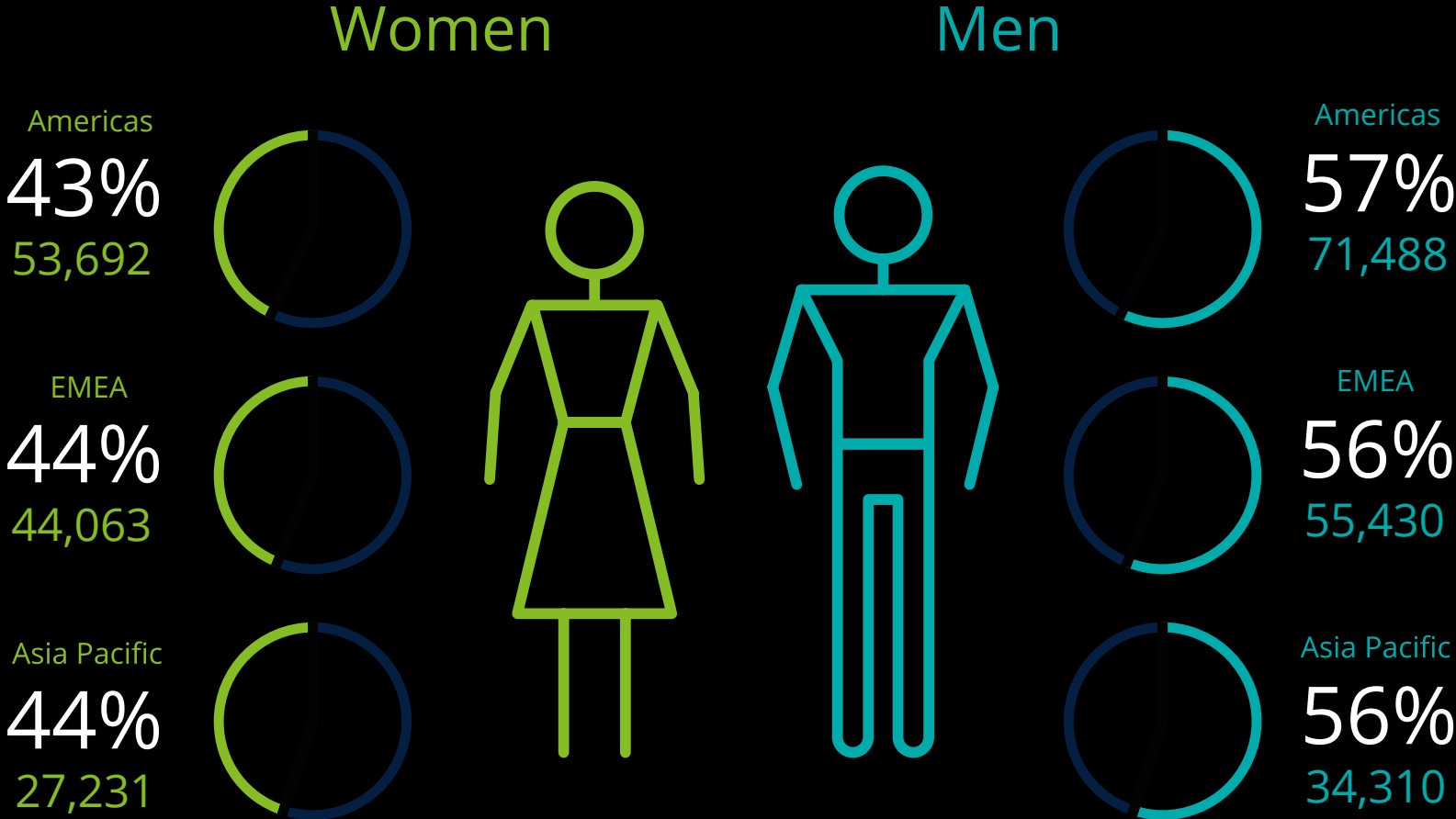
Note: Global figures are aggregated across the global Deloitte network.

Headcount by gender



Note: Global figures are aggregated across the global Deloitte network. Because of rounding, numbers may not tally with the total.

Headcount by region



Note: Global figures are aggregated across the global Deloitte network. Because of rounding, numbers may not tally with the total.

Attracting top talent



2.28 Million
Applications
received



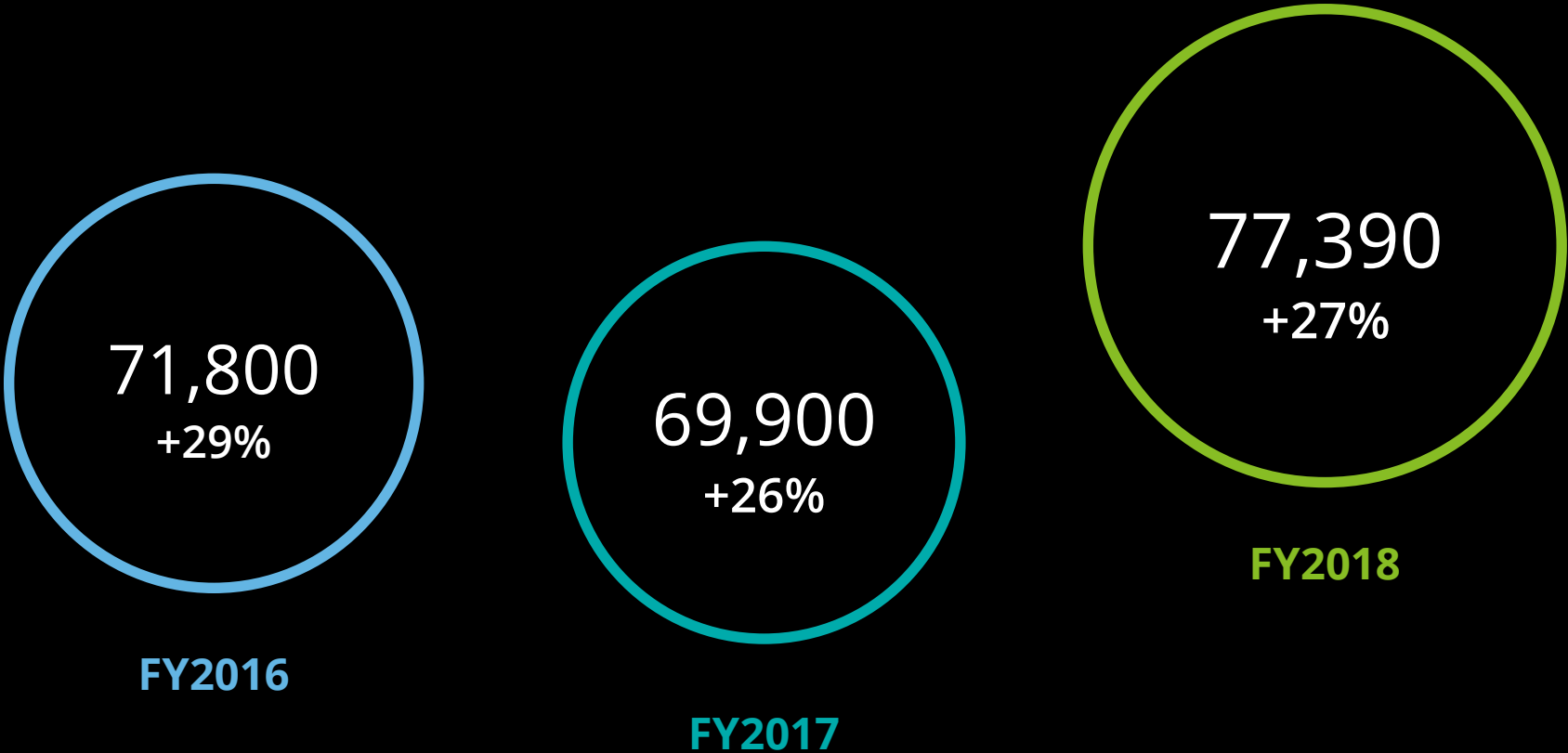
17,534
Internships



77,390
New hires

Note: Global figures are aggregated across the global Deloitte network.

Total new hires



Note: Global figures are aggregated across the global Deloitte network. New hires as a percentage of total headcount.

Developing top talent



90,585

Deloitte people experienced
Deloitte University

2,261

Partners, principals and managing directors
facilitated programs in a Deloitte University

4.92M

e-learning courses
completed

Locations of Deloitte University facilities



Canada
Toronto

US
Westlake

Mexico
Mexico City



Belgium
La Hulpe

France
Chantilly

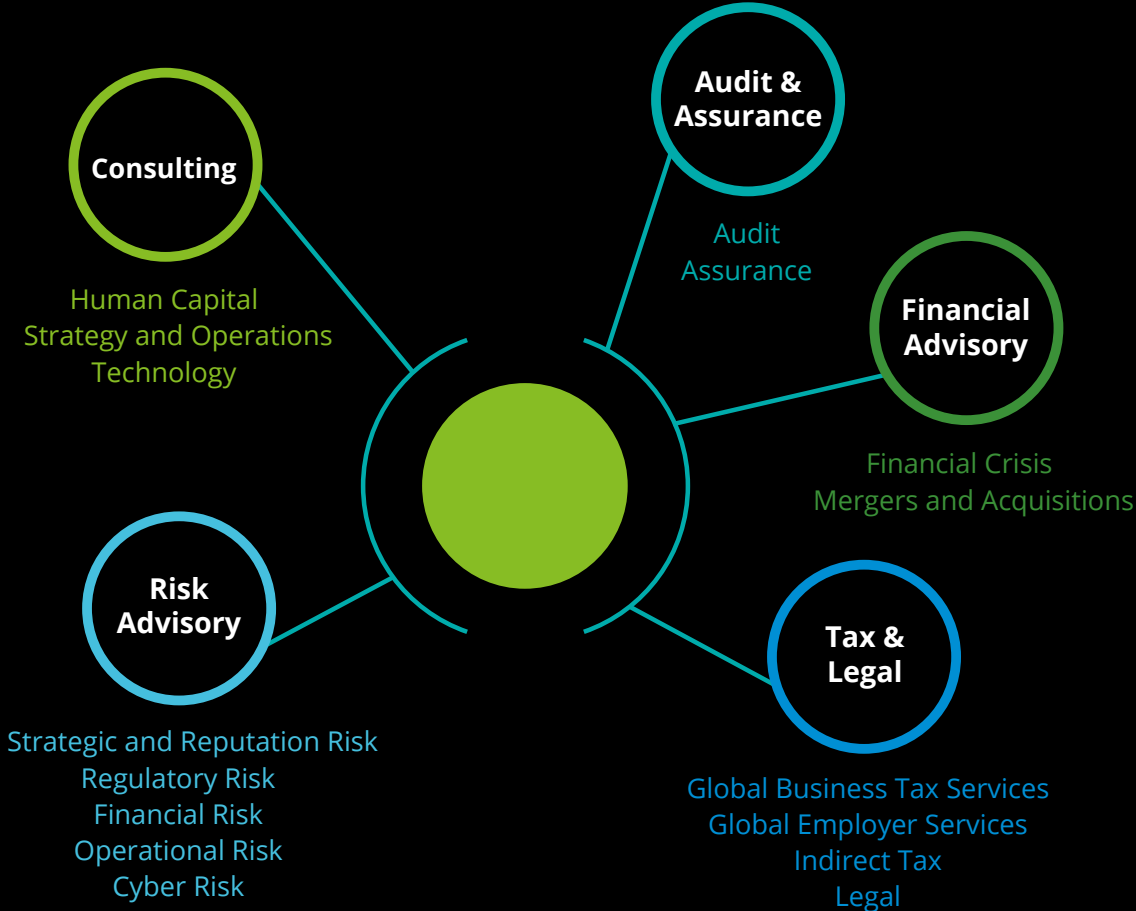


India
Hyderabad

Singapore
Sentosa Island

Note: Global figures are aggregated across the global Deloitte network.

Deloitte core services



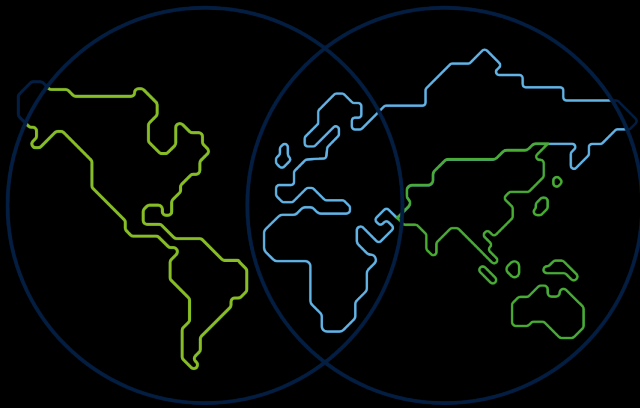
Note: The above list of services is a representative sampling of Deloitte's business capabilities. Deloitte offers many services, not all of which are available from every Deloitte member firm and not all of which are permissible for audit clients under various professional and regulatory standards.

Locations

Deloitte serves clients in more than 150 countries and territories. Countries and territories with at least one Deloitte office in operation during FY2018 are listed below.

Countries and territories are broken out for convenience in identifying locations and 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	Bolivia
Algeria	Bonaire
Andorra	Bosnia-Herzegovina
Angola	Botswana
Argentina	Brazil
Armenia	British Virgin Islands
Aruba	Brunei Darussalam
Australia	Bulgaria
Austria	Burundi
Azerbaijan	Cambodia
Bahamas	Cameroon
Bahrain	Canada
Barbados	Cayman Islands
Belarus	Chad
Belgium	Channel Islands (Jersey and Guernsey)
Benin	Chile
Bermuda	

China	Indonesia
Colombia	Iraq
Congo (Brazzaville)	Ireland
Congo (Democratic Republic of)	Isle of Man
Costa Rica	Israel
Croatia	Italy
Curaçao	Ivory Coast
Cyprus	Japan
Czech Republic	Jordan
Denmark	Kazakhstan
Dominican Republic	Kenya
Ecuador	Korea (Republic of)
Egypt	Kosovo
El Salvador	Kuwait
Equatorial Guinea	Kyrgyzstan
Estonia	Lao PDR
Finland	Latvia
France	Lebanon
Gabon	Lithuania
Georgia	Luxembourg
Germany	Macau SAR
Ghana	Macedonia
Gibraltar	Malawi
Greece	Malaysia
Greenland	Malta
Guam	Marshall Islands
Guatemala	Mauritius
Honduras	Mexico
Hong Kong SAR	Micronesia (Federated States of)
Hungary	Moldova (Republic of)
Iceland	Monaco
India	Mongolia

Montenegro	Solomon Islands
Morocco	South Africa
Mozambique	Spain
Myanmar	Sweden
Namibia	Switzerland
Netherlands	Taiwan
New Zealand	Tajikistan
Nicaragua	Tanzania (United Republic of)
Nigeria	Thailand
Northern Mariana Islands	Timor-Leste
Norway	Togo
Oman	Trinidad and Tobago
Pakistan	Tunisia
Palau	Turkey
Palestinian Territory	Turkmenistan
Panama	Uganda
Papua New Guinea	Ukraine
Paraguay	United Arab Emirates
Peru	United Kingdom of Great Britain and Northern Ireland
Philippines	United States
Poland	United States Virgin Islands
Portugal	Uruguay
Puerto Rico	Uzbekistan
Qatar	Venezuela
Romania	Vietnam
Russian Federation	Yemen
Rwanda	Zambia
Saudi Arabia	Zimbabwe
Senegal	
Serbia (Republic of)	
Singapore	
Slovak Republic	
Slovenia	

Outlook from leadership

During FY2018, Deloitte continued to deliver a measurable impact for clients, its people and society thanks to a sound global strategy and multidisciplinary business model. All five Deloitte businesses—Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal—grew during the fiscal year.

The network's results reflect Deloitte member firms' unrelenting commitment to serving clients with quality and distinction while embracing important public interest responsibilities.

- During the past year, Deloitte increased strategic investments in the capabilities and services sought by clients in the fastest-growing markets in the world.
- Deloitte invested more than US\$1 billion to advance audit quality over the last five years and is making significant investments in audit innovation—including Deloitte Omnia, a cloud-based, next-generation platform that adds to a world-class global solutions portfolio.
- Deloitte member firms focused on delivering digital-enabled business transformation with integrated strategy, people and technology capabilities to help clients navigate the challenges and opportunities of Industry 4.0.
- Deloitte strengthened its focus on innovation to drive sustained growth with the completion of six acquisitions. The acquisitions represent strategic investments in critical growth areas such as corporate social responsibility, cyber security, risk sensing and analytics, and regulatory compliance and strategy.

Building tomorrow's workforce today

Deloitte continues to build a diverse, inclusive and agile workforce that is deeply skilled and ready for Industry 4.0. How and where work is done is changing, and Deloitte is responding by providing its people with exceptional professional experiences, including new approaches to connectivity, learning and development, and advancement.

Deloitte's dedication to attracting, retaining and developing the very best leaders at all levels across the global network is illustrated by its investment in Deloitte University (DU) facilities around the world. Through DU, Deloitte professionals advance their careers and participate in business leadership-development programs in a world-class learning environment that inspires them to be their best.

In FY2018, Deloitte doubled down on its talent investment and increased its impact by delivering the DU experience to more than 90,000 professionals and designating Deloitte's seventh DU location in Mexico City.

New mindset for societal impact

Addressing the complex challenges society faces today has become an imperative for business, one that requires a new mindset for action. Deloitte member firms embrace this opportunity—through their client work and hands-on community activities, and by sharing insights.

Deloitte's **WorldClass** societal-impact initiative expands access to education and career-building opportunities for those affected by Industry 4.0. The goal is to reach 50 million futures by 2030. Deloitte's ambition is to create pathways for people to fulfill their aspirations and find meaningful work in the new economy.

In FY2018 alone, major initiatives included: award-winning work showcasing the social and economic value of the **Great Barrier Reef** in Australia; cooperating with the Refugee Studies Center at the University of Oxford on a **cross-border initiative** focused on realizing the economic potential of refugees living in Europe; and serving as the lead innovation partner for **UNLEASH** 2018, a global initiative aimed at inspiring and supporting the next generation of leaders who are developing solutions to some of the most-vexing problems facing the world today.

While Deloitte embraces new opportunities, it continues to be committed to its core values and historical commitments—including its ongoing support for the United Nations Global Compact and its principles covering the areas of human rights, labor, environment and anti-corruption.

Leadership and governance

As a global network comprising Deloitte Touche Tohmatsu Limited (Deloitte Global), Deloitte member firms, and each of their related entities in more than 150 countries and territories, Deloitte has governance and management structures in place at both the global and member firm levels.

The Deloitte Global Executive

The Deloitte Global Executive, composed of 24 senior leaders from Deloitte Global and select member firms across the global network, is responsible for embedding Deloitte's Purpose and advancing its aspiration and strategic priorities. The Executive also sets policies and champions initiatives that help the network make an impact that matters for member firm clients, Deloitte people, communities and other stakeholders. The group meets either in person or via conference calls at least 10 times during the year.

Deloitte Global Chief Executive Officer Punit Renjen, who began his four-year term on 1 June 2015, leads and manages this governing body. Renjen appoints the members of the Executive, subject to approval by the Governance Committee of the Deloitte Global Board of Directors.

The Deloitte Global Operating Committee

The Operating Committee, composed of leaders from Deloitte Global and certain member firms aligned to the businesses, regions and other key areas, provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently.

The Operating Committee is headed by Deloitte Global Chief Operating Officer (COO) Frank Friedman. Its members include, from Deloitte Global, five global business operations leaders, seven executive member firm leaders, two senior advisors, one regional leader, and Deloitte Global leaders from Clients & Industries, Finance, Technology, Talent, Strategy, Legal and Risk.

The Deloitte Global Board of Directors

The Board of Directors is Deloitte Global's highest governing body and addresses its most-important governance issues, including global strategies, major transactions and the selection of the Deloitte Global CEO. Among its committees is the standing Governance Committee, which exercises periodic oversight in respect of the management of Deloitte Global.

Chairman of the Board David Cruickshank began his four-year term of office on 1 June 2015.

Board members are appointed by individual member firms that are themselves selected based on size, the number of significant clients they serve and other factors. The Board also includes three regional seats, ensuring smaller member firms are represented.

Board composition is multicultural with a proportionate representation of member firms. Gender is considered by member firms as they appoint individuals to these positions. During FY2018, there were 31 members of the Board, five of whom were women.

Member firm leadership

To foster effective and responsive management within member firms, Deloitte Global has adopted standards describing specific leadership and governance structures to be implemented by member firms, including:

- 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 business and client strategies with Deloitte Global; and
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice.

Network structure

Deloitte is made up of firms that are members of Deloitte Touche Tohmatsu Limited (Deloitte Global), a UK private company limited by guarantee. This structure allows Deloitte to be an industry leader at all levels—locally, nationally and globally.

Individual member firms have access to the skills and knowledge of other member firms, the ability to consult within the Deloitte network, and the benefit of the network's market recognition and reputation. Deloitte Global itself does not provide services to clients.

Member firm structure

Deloitte member firm partners are generally the sole owners of their respective member firms. 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.

The member firm structure reflects the fact that the member firms are not subsidiaries or branch offices of a global parent, but instead are separate and distinct legal entities.

This structure confers significant strengths, including a deep understanding of local markets and a sense of responsibility among member firms' professionals, who have direct stakes in the integrity and growth of their local practices.

Deloitte continues to reinforce this differentiating structure and achieve 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 cooperation

As members of the Deloitte network, member firms benefit from shared activities, investments and resources that enhance their individual abilities to provide core services to key local and global clients and development opportunities to their people. They also are able to leverage Deloitte's brand, eminence and intellectual property.

Deloitte member 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 network;
- Aligning national plans, strategies and operations with those of Deloitte Global, as appropriate, in consultation with Deloitte Global's executive management;
- Adhering to Deloitte Global's requirements regarding professional standards, shared values, methodologies, and systems of quality control and risk; and
- Advising Deloitte Global of proposed joint ventures, joint practices, mergers, and other cooperation arrangements and combinations of any type with other member firms.

Ethics

Our reputation defines us in the marketplace. That's why Deloitte ethics teams continue to proactively strengthen our culture of integrity across the network. We are committed to conducting business with honesty and the utmost professionalism.

Our **Global Principles of Business Conduct** ("Global Code") outline Deloitte's ethical commitments and expectations for our more than 286,000 people globally, giving our network a strong, principled foundation. The Deloitte Integrity Imperative, launched in May 2017, amplifies the Global Code across the network by empowering leaders to set a strong tone from the top, encouraging people to speak up when they witness anything that runs counter to our Global Code, and helping Deloitte act quickly and appropriately in the face of misconduct.

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

- The Global Code;
- A global ethics policy that sets out the requirements for member firms' own ethics programs;
- A global nonretaliation policy that makes firm Deloitte's commitment to a nonretaliatory workplace;
- Deloitte ethics training programs—including online courses, classroom programs and facilitator-led interactive case discussions—and networkwide communications campaigns (ethics training is required for all new hires upon joining Deloitte and for all Deloitte people every two years);
- Channels for reporting ethics issues and concerns that emphasize confidentiality and nonretaliation;

- Support activities—including communications, workshops and webinars—to facilitate the sharing of leading practices among Deloitte member firm ethics teams;
- Completion of an ethics survey, a self-assessment questionnaire and other tools (such as focus group guidance) to measure the effectiveness of ethics programs across the Deloitte network;
- An annual confirmation by all Deloitte people that they have read, understood and are in compliance with the Global Code; and
- A practice-review program to measure compliance with the global ethics policy and drive improvement in member firm ethics programs over time.

Deloitte Integrity Imperative

The Deloitte Integrity Imperative is an initiative designed to amplify our Global Code and ensure ethics remains one of leadership's highest priorities. At Deloitte, we have placed ethical culture and values at the heart of our leadership agenda, and we understand the critical responsibility we have to serve the public interest. By driving a proactive approach to ethics and building and sustaining our culture of integrity, we help our people to make the best professional decisions every day.

We have sought to enhance Deloitte's existing ethics program by reinforcing many business and governance processes and introducing activities that further promote consistency and diligence across the network. In doing so, we aim to ensure that:

- Deloitte leaders feel empowered to set a strong tone from the top;
- Deloitte people speak up when they witness anything that runs counter to the Global Code; and

- Deloitte member firms act quickly and appropriately in the face of misconduct.

This initiative focuses on four key areas:

Communications and learning, to raise awareness and bring the Global Code to life. Elements include:

- *Leading with integrity*, an interactive, senior-level ethics learning program to help Deloitte leaders set the tone for their teams;
- A comprehensive ethics curriculum for new and experienced hires; and
- The *Have you heard?* video campaign, featuring a series of animated, engaging and relatable stories that drive consistent messaging across the network.

Governance and leadership accountability, to hold leaders responsible for taking a proactive approach to managing ethical risk and nurturing an ethical culture within their firms. Elements include:

- Enhanced expectations for member firms' boards of directors in governing our ethical culture, ethical risks and ethics program agenda; and
- A new *Ethics Officer Playbook* to set clear expectations and reinforce the strategic role and responsibilities of member firm Ethics officers.

Measurement and monitoring, to ensure Deloitte firms effectively assess progress, identify gaps and build world-class programs. Elements include:

- An annual ethics survey delivered in all member firms;
- Consultative visits with member firm leaders to collaborate on and enhance local ethics programs; and

Ethics (continued)

- A new ethics program maturity model to drive continuous improvement.

A speak-up environment, to build trust in reporting processes and create a culture where our people have the courage and confidence to voice their concerns when things don't feel right. Elements include:

- Implementing *Deloitte Speak Up*, a third-party ethics helpline; and
- Introducing a global nonretaliation policy and consistent ethics incident-response processes.

Anti-corruption commitment

We actively support 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).

The Deloitte Global Anti-Corruption team and member firm Anti-Corruption leaders work closely with senior Deloitte leaders to build and enhance a globally consistent anti-corruption program across the Deloitte network, which includes the following elements:

- A Deloitte Global anti-corruption policy that includes requirements for member firms' own anti-corruption programs and addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;
- Anti-corruption training that includes applicable policies, corruption red flags and case scenarios;
- Support activities—including communications, workshops and webinars—to facilitate the sharing of leading practices;

- Annual member firm anti-corruption self-assessments and other guidance and tools (such as guidance on anti-corruption testing and monitoring) to measure the effectiveness of anti-corruption programs across the Deloitte network;
- A globally consistent process to perform anti-corruption due diligence on subcontractors, marketplace alliances, vendors and suppliers;
- A globally consistent methodology and process for Deloitte member firms to perform corruption risk assessments;
- An annual confirmation from each member firm to Deloitte Global that all member firm people have read, understood and agree to comply with the local anti-corruption policy and are not in violation of this policy; and
- A review program to assess compliance with Deloitte Global anti-corruption policies and drive continuous improvement in member firm anti-corruption programs.

Multilateral initiatives

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

- **World Economic Forum's PACI.** David Cruickshank, Deloitte Global Chairman, is the co-chair of the PACI Vanguard Anti-Corruption CEO leadership program.
- **Business and Industry Advisory Committee (BIAC) to the Organization for Economic Cooperation and Development.** Gerrie Lenting, partner, Deloitte Northwest Europe, is vice chair of the BIAC task force on anti-bribery and corruption.

- **University of Notre Dame Deloitte Center for Ethical Leadership.** Members of the advisory board include several Deloitte LLP (US) leaders, including Deloitte LLP Chief Ethics & Compliance Officer Glenn Stastny.
- **Ethics Research Center.** Stastny is a member of the board of directors.
- **Center for Professional Responsibility in Business and Society, University of Illinois College of Business.** Stastny is a member of the advisory board.

Independence

Independence and quality are essential to Deloitte's objectivity, integrity, impartiality, responsibility to the investing public, and ability to retain and attract clients. Standards for independence are shaped by legislation, regulations, professional requirements and public expectations. Maintaining independence in fact and appearance, therefore, is a matter of compliance with rules and regulations.

Protecting the public interest

The Deloitte Global Board of Directors has adopted robust independence policies, processes 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 interests.

These independence policies and procedures are designed to help Deloitte people 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 Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and on the rules of the US Securities and Exchange Commission. When applicable national or regional requirements are more restrictive than the requirements in the Deloitte Global policies, Deloitte member firms must meet those jurisdictions' requirements, as well.

Maintaining independence

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

Each member firm has a partner responsible for independence quality controls, including monitoring compliance with those controls. On an annual basis, all member firms report to Deloitte Global that they have conducted procedures for determining that their member firm and professionals are in compliance with Deloitte Global's independence policies.

Leading through change

Deloitte faces dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global provides professionals worldwide with information and guidance on independence issues, as well as enabling technologies to help them comply with rapidly changing and increasingly complex requirements. Deloitte Global Independence leaders continually engage external professional bodies and regulators to advance the development of independence requirements around the world.

Information security, privacy and confidentiality

Safeguarding confidential information is core to the services Deloitte member firms provide. Deloitte is committed to protecting client data and our own data, and to continually monitoring regulatory and legal requirements to ensure compliance.

Deloitte member firms' approach is to work closely with clients so that we can support compliance with privacy and client confidentiality requirements as part of the provision of services. Deloitte goes to great lengths to remain secure, vigilant and resilient in order to remain trusted custodians of clients' confidential information. To achieve this, Deloitte implements confidentiality, privacy and information security policies and standards.

EU General Data Protection Regulation

The EU General Data Protection Regulation (GDPR)—one of the most significant changes to European privacy laws in more than 20 years—entered into force in May 2018. The new regulation completely overhauled existing rules relating to the handling of personal data, significantly affecting businesses in all industry sectors.

Although the GDPR applies primarily to organizations established in the EU, it has a broader reach and sets a high bar for the protection of personal data globally.

Deloitte welcomes the new GDPR and the improved consistency of privacy and security requirements that it brings as it relates to the handling of personal data. Deloitte has comprehensive policies and procedures in place to protect personal and confidential information and to support compliance with relevant data protection requirements, including the GDPR.

Information Security

The Deloitte Global Information Security team works with local Deloitte information security professionals around the world to help implement an aggressive strategy designed to:

- Create a cohesive, worldwide program with consistent, high-quality security services;
- Extend security tools worldwide for advanced protection of highly distributed data; and
- Reduce the risk of data loss through practitioner actions.

Privacy

The Deloitte Global Privacy team provides guidance to member firm Privacy leaders who each implement programs within their firms to enable compliance with applicable laws and maintain the confidentiality, integrity and availability of information. Deloitte Global privacy policies require all firms to comply with and implement common privacy principles across the network.

Confidentiality

The Deloitte Global Confidentiality team works with member firm Confidentiality leaders around the network to advance Deloitte's approach to protecting confidential information. Deloitte uses various strategies such as confidentiality standards and controls to help ensure globally consistent protection of confidential information. Deloitte also has developed an innovative global technology solution to make monitoring data protection compliance simpler and more efficient. Additionally, the team also develops data security communications and trainings designed to help all Deloitte professionals understand the critical role they play in protecting all data.

Risk management

Because the risk landscape remains volatile, uncertain and complex—with increasing demands from clients and greater scrutiny from regulators, legislators and other governmental authorities—Deloitte continues to focus relentlessly on quality and risk management (QRM), actively monitoring, strengthening and improving its risk procedures, and promoting a culture where professionals learn from others' experiences.

Many risks, if they materialized, could impact our ability to achieve our business strategies—including the protection of our reputation and brand, and global delivery of consistent, high-quality services. That's why Deloitte Global's vigilant enterprise risk framework (ERF) is designed to proactively identify, manage, monitor and respond to risks. The ERF includes processes to analyze the internal and external environment for developments that could impact Deloitte's risk exposure, and identify and respond to emerging trends that could affect the Deloitte network's resiliency to those risks.

Globally consistent and scalable policies and processes

The Deloitte Global Policies Manual (DPM) is the central repository for policies applicable to Deloitte. It provides the basis for Deloitte member firms to establish and implement globally consistent and rigorous QRM processes, and sets forth policies for which compliance is mandatory. Deloitte member firms are required to develop, implement and document a framework that is integrated into their key decision-making processes.

The DPM also includes a specific policy requirement for each member firm to appoint a senior and experienced "reputation and risk leader" (RRL) who is responsible for leading his or her member firm's QRM program and structure, with full support from senior risk leaders in each of the member firm's businesses. The RRLs are part of the member firms' executive leadership.

Practice reviews

Practice reviews serve as an inspection and monitoring mechanism and are a critical component of the Deloitte member firms' system of quality control and risk management. Each member firm is responsible for conducting its own practice reviews under the guidance and oversight of Deloitte Global. Held at least once every three years, these reviews assess whether member firms comply, at a minimum, with DPM policies; if DPM policies are operating effectively in practice; and the quality of work performed and services delivered by member firms.

Promoting trust, confidence and value

During FY2018, Deloitte Global delivered a number of strategic actions to further enhance our risk intelligent culture and drive continuous improvements in QRM. They included:

- Conducting an annual ERF refresh assessment of the top strategic risks (priority business risks) facing Deloitte (Deloitte's risk profile) and launching new activities to continue maturing the framework, including developing and aligning Global Business ERFs with Deloitte Global's ERF;
- Assessing compliance with enhanced, globally consistent standards for QRM; and
- Codifying the crisis management framework into existing DPM policies.

Network diversity and inclusion initiatives

At Deloitte, we understand that our diversity is a key driver of our effectiveness in the market. That's why, in FY2018, we re-committed to progressing our already strong culture of inclusion and increasing gender representation at all levels across Deloitte.

Our deeply embedded, ongoing initiatives to promote diversity and inclusion at Deloitte have proven effective.

- Deloitte member firms have adopted progressively advanced talent initiatives—including workplace flexibility, and family leave and return-to-work policies—that attract women, parents and employees of all generations.
- Many Deloitte member firms offer their people opportunities through global business resource groups (BRGs) to connect and build networks with others who share affinity indicators such as gender, race, religion and sexual orientation. Some member firms have also established councils that bridge gaps between single-identity workplace groups.
- Deloitte leaders in Australia, Canada, UK, US and other countries have been recognized externally for inclusion efforts and/or serve on boards of organizations that promote inclusion.
- Globally, Deloitte creates a safe work environment for all people through its strong policies against misconduct, inappropriate behavior or sexual harassment.

These are some of the significant reasons why Deloitte is recognized as a desirable workplace by organizations that include [Great Place to Work](#), [LinkedIn](#), [National Association of Female Executives \(US\)](#), [The Times \(UK\)](#), [Glassdoor](#) and [more](#).

While we are proud of the accolades we have earned and the policies and programs we have implemented, we understand that we must change as the market and world around us change. To lead in the areas of inclusion and diversity, we must achieve more. That is why we are focusing many of our current efforts on gender representation and why we will continue to seek and hire qualified women, provide ample developmental and promotional and leadership opportunities, and remain committed to fair pay for all.

Global security

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

A primary GSO focus is increasing Deloitte's resiliency, so working with local Deloitte firms to formulate and implement effective business-continuity programs is a priority. The GSO's regional security managers help enhance Deloitte's security and crisis response capabilities through on-site visits, meetings with country managing partners, and working with the Global Security Council made up of security officers in each member firm.

Keeping Deloitte people safe

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

Health emergencies also can affect Deloitte people while traveling or assigned overseas, so Deloitte Global maintains 24-hour resources, delivered by a leading emergency medical and security provider, to respond in such situations.

Risk awareness for travelers

On an average day, more than 25,000 Deloitte people are traveling to serve clients. As part of Deloitte Global's travel security protocols, all Deloitte locations are encouraged to incorporate security into their travel programs and consult with the GSO before undertaking travel to high-risk locations.

When member firm engagement teams need to travel to high-risk locations, assistance provided to engagement teams can range from designing comprehensive security

plans that include location-specific security briefings to hotel and transportation recommendations, on-the-ground project logistics, and direct security support, as needed. In doing so, an external network of specialized security providers based in many high-risk locations is available to assist. During FY2018, the GSO provided security planning support to more than 1,250 engagement teams.

The GSO tries to make sure all Deloitte people are aware of particular risks before they travel. Deloitte professionals have access to a comprehensive travel security website containing the latest security bulletins, assessments, country risk ratings and other resources.

During FY2018, the GSO team responded to a wide range of crisis events—including four major hurricanes (Harvey, Irma, Jose and Maria), a 7.1 magnitude earthquake in Mexico, other natural disasters, terrorist attacks and geopolitical instability occurring around the world—to account for the safety of Deloitte people. The team also:

- Implemented a new global emergency communications system across the Deloitte network to significantly improve the ability to account for the safety of Deloitte people during crisis events. The system is live in almost 70 percent of member firms and is expected to become fully operational in all member firms during FY2019.
- Responded to 208 medical-assistance cases, several of which involved serious medical conditions or accidents necessitating emergency air evacuations.
- Rolled out a new member firm business continuity self-assessment process.
- Provided ongoing security design and implementation support for new global delivery centers.

Public policy

Deloitte participates in policy discussions on some of today's most important socioeconomic challenges, seeking outcomes that serve the public interest. Our global public policy program engages meaningfully with policymakers and key influencers to make an impact that reinforces trust and confidence, and promotes growth and opportunity.

Deloitte's public policy voice focuses its attention on priority topics shaping the debate, including: advocating for a financial system that's safe, transparent and accountable; preparing tomorrow's workforce and the labor market for the Fourth Industrial Revolution; informing the future of regulation in an era of exponential technological advancement; and supporting a more complete approach to measuring social progress.

The unique breadth of Deloitte's businesses and the perspectives gained by working with clients, community programs and other key stakeholders—including investors, regulators and professional bodies—inform Deloitte's voice and channel our efforts to foster dialogue for an inclusive, consistent and forward-looking public policy agenda.

Deloitte people help advance these issues by working with key stakeholders within country and supranational organizations, such as:

- Group of 20 (G20) and its engagement group, the Business 20 (B20);
- Organization for Economic Co-operation and Development (OECD), including Business at OECD (BIAC); United Nations (UN);
- World Trade Organization (WTO);
- Asia-Pacific Economic Cooperation Forum (APEC); and
- The German Marshall Fund of the United States (GMF).

Deloitte Global Public Policy is supported by member firm public policy programs active at both local and regional levels. This approach allows Deloitte to coordinate its public policy activities and positions across geographies and businesses, amplifying its impact and influence.

Sustainability

At Deloitte, our commitment to sustainability drives us to manage operations responsibly, champion ecological initiatives across our global network, and help clients manage their operations and supply chains in ways that address environmental and social impacts and reduce risks. Despite dramatic growth in headcount during FY2018, Deloitte, relying upon innovative technologies, reduced travel, energy consumption and waste, and maintained its level of per capita carbon emissions intensity.

Sustainable offices

Deloitte's building portfolio boasts some of the most sustainable offices in the world, signaling our commitment to people and planet. Deloitte's new UK and North West Europe headquarters office in London is the largest office in the world to achieve leading certifications for being both an exemplar green building and one designed to enhance the wellbeing of its people. Using BREEAM, a leading green-building certification, Deloitte's office scored 94 percent, far exceeding the "outstanding" threshold and achieving one of BREEAM's highest-ever "refurbishment and fit-out project" scores. It also attained WELL Certified™ Gold, a prestigious distinction awarded by the International WELL Building Institute™ to workplaces that enhance people's health and wellbeing. It's the largest office building in the world to achieve WELL Certified™ Gold for "new and existing interiors project." In other parts of the world, Deloitte New Zealand opened its new, five-star Green-Building-rated Wellington office, and Deloitte South Africa began construction on a new LEED Silver office in Johannesburg.

Sustainable travel

To reduce travel in FY2018, Deloitte continued to promote video conferencing and introduce sustainable alternatives to travel. In FY2018, Deloitte Belgium adopted a new set of policies and began developing an underlying mobility-management system in support of a target to reduce greenhouse gas emissions by 25 percent by 2021. Deloitte Ireland introduced hybrid cars for professionals to use when traveling from the office to client sites.

Deloitte Luxembourg encouraged greener commuting by offering all professionals a public transportation pass. And Deloitte Germany began sharing behavioral-change messages encouraging more sustainable travel choices.

Paper and printing

Deloitte continues to shift to a digital environment to conserve paper and to support markets for the use of recycled content and sustainably certified fiber. Globally, the emphasis on paper reduction has been promising, with paper usage down 26 percent over the past five years. Deloitte Canada's "paper-light" work initiative resulted in a reduction of offsite paper records storage, reducing not only paper use, but also the greenhouse gasses involved in transport. This approach resulted in a 13 percent year-over-year decrease in printing and a savings of more than 28 million printed pages since FY2016. Deloitte Southeast Asia and Deloitte Caribbean and Bermuda Countries (CBC) have increased their use of recycled paper for printing.

Recycling and waste diversion

Around the world, Deloitte supports recycling, circularity of materials, and waste minimization. Deloitte Southeast Asia, Deloitte CIS (the Commonwealth of Independent States), Deloitte Malta, and Deloitte CBC all launched or enhanced their recycling initiatives. Focus areas include recycling ink and toner cartridges, plastics, paper, metals, glass, and office and staff electronic waste. Deloitte Cyprus sponsored the country's biggest annual recycling and environmental festival and provided information on recycling for both corporations and households. Deloitte CIS and Deloitte Uruguay sought to reduce disposable plastic use by promoting water coolers and giving employees reusable containers. On World Cleanup day, Deloitte Turkey doubled its impact by donating a "Back to School" kit to an underserved student for every bag of garbage collected.

Energy efficiency

Deloitte launched or enhanced a variety of energy-efficiency initiatives during FY2018. Deloitte Mexico, Deloitte Uruguay, Deloitte CIS, and Deloitte CBC improved

lighting efficiency through initiatives such as changing to LED bulbs, installing lighting-control software and sensors, and designing for more natural light. These types of projects often demonstrate quick improvements; Deloitte Uruguay saw electricity consumption drop 11 percent from FY2017 through the improvements made.

Responsible supply chain

As a leading professional services provider, Deloitte's responsible supply chain actions are an opportunity to make a global impact that matters. In FY2018, Deloitte initiated work on a responsible supply chain code of conduct for vendors that contract with Deloitte Global's procurement organization. Further, environmental assessment questions were included in vendor proposals submitted to Deloitte Global's procurement organization. Suppliers completing that proposal template are requested to answer questions about environmental sustainability policies and processes. Member firms are also taking action. Deloitte South Africa standardized cleaning products to a green chemical range. And Deloitte Germany reinforced sustainability aspects in its supplier scorecard.

Greenhouse gas emissions

Deloitte seeks to continuously improve its carbon efficiency and reduce greenhouse gas emissions. Absolute carbon emissions increased in FY2018—a consequence of adding more than 22,000 new people to the organization—and emissions intensity per full-time equivalent increased by 3 percent. Emissions intensity per dollar of revenue decreased by 2 percent from FY2017. Over the past five years, greenhouse gas emissions per full-time equivalent have decreased by 11 percent and emissions per dollar of revenue have decreased by 13 percent. Emissions from buildings have dropped by 16 percent.

Please see the [Performance table](#) and the [Basis of reporting](#) for more details about Deloitte's current and historic sustainability metrics.

Environmental sustainability

Greenhouse gas intensity

FY2018
3.3 metric tons CO₂e/FTE

FY2017
3.2 metric tons CO₂e/FTE

FY2016
3.6* metric tons CO₂e/FTE

Greenhouse gas intensity per full time equivalent, excluding offsets



Sources of emissions

78%
(737,732 metric tons)
Business travel

22%
(203,823 metric tons)
Facilities

Note: Global figures are aggregated across the global Deloitte network.

Reporting process and materiality

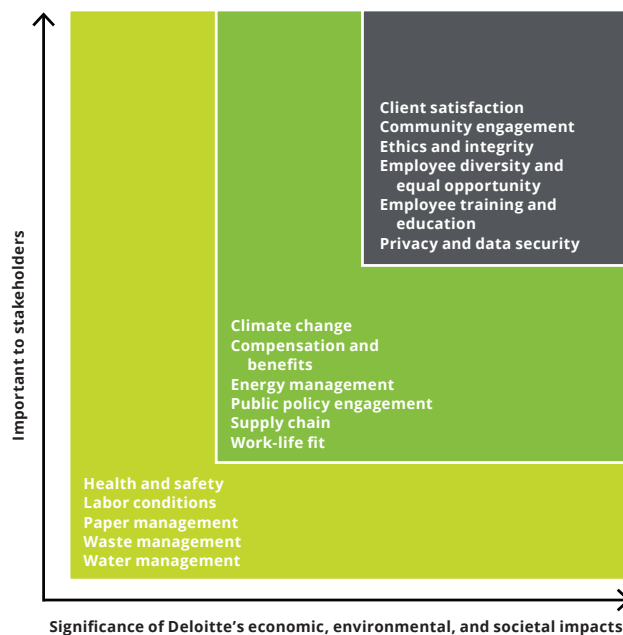
Annual reporting is an opportunity to provide our stakeholders with a big-picture view of the Deloitte network, client work, and our ongoing commitments to our people and society. As a professional services network, understanding and engaging the interests and concerns of our stakeholders is embedded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

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

Continual engagement with key stakeholders by Deloitte people supported the materiality assessment undertaken for FY2017 reporting. 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 and social 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 member firms, or both. Client satisfaction is clearly a topic of importance to clients. Other topics material to regulators, suppliers and member firm 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 community engagement, public policy engagement and greenhouse gas emissions. Water is predominantly material outside of Deloitte (water used by suppliers in producing products or services Deloitte consumes) and is primarily material to society in geographic locations with water scarcity issues.



- Issue is of critical strategic interest to Deloitte and stakeholders
Issue is actively managed
Frequent interaction with key stakeholders occurs
- Issue actively managed by Deloitte and discussed with constituents that have a direct stake
- Issue of concern to select member firms and stakeholders
Generally managed through member firm 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	Customer and employee data retention and security
Public policy engagement	Public policy positions, professional standards

Performance metrics

All metrics shown below reflect aggregate performance across the Deloitte network except where otherwise noted.

REVENUE	FY2018	FY2017	FY2016
Revenue	US\$ billion		
Revenue	43.2	38.8	36.8
Revenue growth	Percentage growth in US dollars/local currency		
Revenue growth	11.3%/8.2%	5.5%/7.1%	4.4%/9.5%
Revenue by business area			
Audit & Assurance	10.2	9.4	9.4
Consulting	16.5	14.3	13.1
Financial Advisory	3.6	3.4	3.3
Risk Advisory	5.0	4.5	4.1
Tax & Legal (1)	7.9	7.3	6.9
By region			
Americas	22.1	20.4	19.3
Europe/Middle East/Africa	14.5	12.5	12.3
Asia Pacific	6.6	5.8	5.2
By industry			
Consumer and Industrial Products	13.5	12.2	11.3
Energy & Resources	3.0	2.7	2.8
Financial Services	11.9	10.7	10.3
Life Sciences & Health Care	4.1	3.7	3.5
Public Sector	5.5	5.1	4.8
Technology, Media & Telecommunications	5.2	4.5	4.1

Performance metrics (continued)

TALENT	FY2018	FY2017	FY2016
Workforce	286,214	263,924	244,445
By level			
Partners and principals (2)	12,250	11,378	11,122
Professional staff (3)	226,547	209,234	193,199
Administrative staff (4)	47,416	43,311	40,124
By region			
Americas	125,180	115,387	107,942
Europe/Middle East/Africa	99,493	93,408	86,574
Asia Pacific	61,541	55,129	49,929
Talent by gender			
By region and gender—male			
Overall	161,228	147,256	135,577
Americas	71,488	65,427	61,076
Europe/Middle East/Africa	55,430	51,849	47,479
Asia Pacific	34,310	29,980	27,022
By region and gender—female			
Overall	124,986	116,668	108,868
Americas	53,692	49,960	46,866
Europe/Middle East/Africa	44,063	41,559	39,095
Asia Pacific	27,231	25,149	22,907

Performance metrics (continued)

TALENT	FY2018	FY2017	FY2016
Talent by gender			
Percentages of women			
Overall	44%	44%	45%
Among partners, principals, and directors (2) (3)	23%	22%	22%
Among managers (3)	35%	35%	35%
Among new hires	44%	45%	46%
Among new partners, principals, and director admissions (2) (3)	25%	26%	24%
Percentages of women in leadership and governance bodies			
On Deloitte Global's Board of Directors	16%	16%	16%
On Deloitte Global's Executive Committee	17%	22%	22%
Turnover			
Turnover rate	20%	20%	21%
Rate by region			
Americas	16%	18%	18%
Europe/Middle East/Africa	23%	20%	23%
Asia Pacific	23%	23%	23%
Rate by gender			
Male	19%	19%	20%
Female	20%	20%	21%

Performance metrics (continued)

TALENT	FY2018	FY2017	FY2016
New hires			
Total new hires	77,390	69,878	71,752
Total new hire rate (5)	27%	26%	29%
By region			
Americas new hires	29,417	27,323	28,142
Americas new hire rate (5)	23%	24%	26%
Europe/Middle East/Africa new hires	28,337	25,328	28,382
Europe/Middle East/Africa new hire rate (5)	28%	27%	33%
Asia Pacific new hires	19,636	17,227	15,228
Asia Pacific new hire rate (5)	32%	31%	30%
By level			
New partners and principals (2)	457	350	395
New managers	7,602	6,840	7,452
New staff	60,411	54,671	55,302
New administrative staff	8,921	8,017	8,603
LEARNING			
Hours of training per full-time Deloitte employee (6)	46	49	51
RECRUITING			
Total number of RMS (Recruitment and Mobility System) applications	2,280,000	2,217,000	2,100,000
Number of internships	18,000	17,000	19,000

Performance metrics (continued)

SOCIETAL IMPACT	FY2018	FY2017	FY2016
Percentage of workforce covered by reported data. Extrapolations have not been made.	99%	99%	98%
Monetary value of community investments	US \$million		
Community investments	217.9	204.1	230.5
By source			
Total donations	78	70.9	75.9
Foundation donations (monetary and in-kind)	51.1	44.9	48.3
Donations by Deloitte people (to member firm-supported organizations and fundraisers)	26.9	26	27.6
Costs for managing community investment programs	14.2	13.1	12.9
Total value of volunteer and pro bono work by Deloitte people	125.7	120.1	141.7
Member firm pro bono work	42.6	44.4	64.7
Skills-based volunteering	42.1	42.0	39.0
Traditional volunteering	40.9	33.7	38.0
By contribution area			
Contributions toward education and skills-building organizations	33%	35%	31%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	67%	72%	73%

Performance metrics (continued)

SOCIETAL IMPACT	FY2018	FY2017	FY2016
Hours of community investments	Thousand hours		
Total hours of volunteer and pro bono work by Deloitte people	1,306	1,219	1,325
Member firm pro bono work	311	338	440
Skills-based volunteering	596	466	483
Traditional volunteering	399	415	403
ENVIRONMENTAL SUSTAINABILITY			
Percentage of workforce covered by reported data. Metrics are extrapolated to cover entire workforce.	94%	95%	95%
Greenhouse gas emissions	Metric tonnes CO2e		
Greenhouse gas emissions (7) (8)	941,555	847,693	881,412
By source			
Buildings: electricity	187,469	184,043	190,703
Buildings: other sources	16,354	12,531	10,672
Business travel: air travel (8)	458,390	395,557	415,424
Business travel: other sources (9)	279,342	255,562	264,614
By GHG Protocol scope			
Scope 1: Direct greenhouse gas emissions	62,456	51,033	50,915
Scope 2: Electricity indirect greenhouse gas emissions	187,469	184,043	190,703
Scope 3: Other indirect greenhouse gas emissions (8)	691,630	612,617	639,794

Performance metrics (continued)

ENVIRONMENTAL SUSTAINABILITY	FY2018	FY2017	FY2016
Intensity measures			
Greenhouse gas emissions per full-time equivalent (metric tonnes CO ₂ e/FTE) (7) (8)	3.3	3.2	3.6
Greenhouse gas emissions per dollar of revenue (kg CO ₂ e/\$000 USD) (7) (8)	21.4	21.8	24
Energy usage	Gigawatt hour (GWh)		
GWh of purchased electricity in Deloitte facilities	418	416	418
Direct energy consumption by primary energy source	Terajoule (TJ)		
TJ of natural gas	232	203	188
TJ of gasoline	326	204	254
TJ of diesel fuel	447	401	383
Indirect energy consumption by primary source	Terajoule (TJ)		
TJ of electricity	1,504	1,497	1,505
TJ of purchased renewable energy	170	171	118
TJ of gasoline	1,790	1,608	n/a
TJ of diesel fuel	28	18	n/a
Material usage	Metric tonnes		
Paper usage	4,109	4,508	4,417
Percent of recycled input materials used based on estimate of recycled content paper	15%	21%	25%

Performance metrics (continued)

n/a: not available

Note: because of rounding, numbers may not tally with the total.

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

(1) "Deloitte Legal" means the legal practices of Deloitte Touche Tohmatsu Limited member firms or their affiliates that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

(2) "Partners" refers to Deloitte member firm partners only.

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

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

(5) Per the Global Reporting Initiative Indicator Protocol, the rate is calculated using the total Deloitte people at the end of the reporting period.

(6) Represents a lower bound for measures of learning because certain types of training are not tracked in the online learning platform.

(7) Does not include carbon offsets. Metric tonnes CO₂e offset in FY2017 and FY2016 were -6,827 and -7,213, respectively.

(8) FY2016 values recalculated to allow comparability. Recalculation was done due to a change in the emission factors chosen for air travel. Previously reported air emission were 457,869 metric tonnes CO₂e. See Basis of Reporting for details.

(9) Includes a limited amount of emissions from employee commuting.



Basis of reporting

This document provides additional details about the scope and calculation methods used in the Deloitte 2018 Global Impact Report (the “Global Report”), available at www.deloitte.com/GlobalReport. It should be read in conjunction with the Global Report and all definitions used therein unless otherwise stated also apply to this document.

Defining Global Report content

The Deloitte Touche Tohmatsu Limited (Deloitte Global) Corporate Responsibility Policy points to defining principles for establishing member firm policies. These defining principles include environmentally sustainable operations and a commitment to local communities and the wider society. Deloitte people engage continuously with key stakeholders, both internal and external, as part of routine business. Along with this ongoing engagement, in FY2017, Deloitte Global commissioned a formal stakeholder engagement process and materiality assessment to assist with identifying key areas of impact upon which to focus the Global Report content. Given the level of effort involved in conducting the materiality assessment and the typical rate of change in stakeholders’ perspectives, this process was not revisited for the FY2018 Global Report and the materiality assessment from FY2017 was used in determining report content. Deloitte Global anticipates that future materiality assessments will take place every two to three years. For details of the materiality assessment, please review the Basis of Reporting from our 2017 Global Report.

The Global Report uses the GRI Standards in defining report content. The FY2018 Global Report has been prepared in accordance with the GRI standards: Core option. Scope and methods for performance measurements Deloitte Global adhered to widely accepted standards in developing the Global Report. These standards define a systematic approach to understanding the issues that the Global Report should cover and measuring and documenting performance with regard to those issues.

Performance measures for societal impact and environmental sustainability are based on widely recognized guidelines as noted below.

For reporting on societal impact, Deloitte Global considered the reporting standards from the Committee Encouraging Corporate Philanthropy (CECP) and the London Benchmarking Group (LBG). The monetary value of community activities was estimated according to the type of service performed. The value of volunteer work was based on local Deloitte member firms’ (“member firms”) staff costs. Pro bono work, defined as work that the member firms have delivered to not-for-profit organizations free of charge or at significantly reduced rates, has been valued at fair-market rates representative of the local member firms’ client-service rates for comparable services.

Estimates of carbon emissions were prepared according to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard created by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), with emissions accounted for on the basis of operational control. While the reporting for FY2018 includes a significant number of Scope 3 sources, it does not consider full upstream and downstream emissions from all sources.

FY2018 environmental performance data in the Global Report was directly collected from across the Deloitte network and collectively represented 94 percent of aggregate Deloitte people and 98 percent of Deloitte’s aggregate member firm revenue. Extrapolations were used to account for the emissions of the remainder of the organization that did not directly report data. FY2018 societal impact data was reported from across the Deloitte network and collectively represented 99 percent of aggregate Deloitte people and 99 percent of Deloitte’s aggregate member firm revenue. Estimates of societal impact contributions were not made for the member firms that did not report this data due to the wide range of societal impact activities across member firms. It should be

recognized that these reporting gaps limit the year-to-year comparability of the data. Comparability is expected to improve over time as the number of nonreporting member firms decreases. Data that formed the basis of the reporting was obtained from financial reporting systems, other internal records and outside sources such as travel agencies, utilities and property managers. In FY2018, environmental data was gathered from across the Deloitte network using a single carbon software system. Member firms entered their building electricity, fuel usage and business travel activities, and these activities were converted to metric tons of carbon dioxide equivalent.

Changes in methodology over time

Deloitte Global streamlined the way it reported environmental sustainability data in FY2014. We have continued with these practices in FY2018 including the following:

- Refrigerants, district heating and district cooling are excluded from reporting as previous analysis
- Paper consumption is tracked, but associated greenhouse gas emissions are not.
- Methane (CH₄) and nitrous oxide (N₂O) are not separately calculated in instances where published sources do not incorporate these into carbon-dioxide equivalent (CO₂e) factors.
- Global warming potentials (GWPs) incorporated into published emission factors are used “as is” and no attempt is made to reconcile to one common set of GWPs. Where choices can be made, the 100-year Fifth Assessment Report (AR5) with climate-carbon feedback incorporated as published by the Intergovernmental Panel on Climate Change is used.

The methodology for extrapolating member firm emissions was reviewed in FY2016. Based on this review and an analysis of materiality considerations the following changes were made to the GHG reporting process:

Basis of reporting (continued)

- Extrapolation is only done for the three most material emission sources: electricity, air travel and hotel stays.
- The multiplier for extrapolation is based on the weighted average of all reporting member firms for the specific activity data. Before FY2016 the extrapolation multiplier was also based on geographical location and member firm size.

This change was made to simplify reporting and was continued in FY2018. A thorough materiality assessment confirmed that these changes would not materially impact reported results.

New emission factors were applied for global air travel in FY2017. All air travel emissions, except for air travel by Deloitte UK, were calculated using DEFRA's International emission factor for business travel-air. Previously, flight segments were identified by distance, and emission factors were applied according to whether the flight segment was categorized as long, medium or short haul. This application of emission factors by distance was maintained for the UK only. This change in emission factors resulted in a significant drop in overall emissions and the performance table shows both the reported values for FY2016, as well as the value that would have been reported had this new emission factor been applied to the previous years' emissions.

Starting in FY2017 certain sources of commuting data were no longer available because the commuting service coordinated through the member firm was phased out and data on the commuting activities replacing it are not being captured. Because of this, reductions in FY2017 and beyond commuting data are related to the change in activity capture rather than true reductions in emissions.

During FY2018 Deloitte Global changed the way we extrapolated for air, hotel and electricity data, basing it on gaps in individual country reporting rather than basing it on gaps in member firm reporting.

In recent years, the use of car sharing services for business travel has increased significantly. For FY2018 distance was obtained for a portion of car sharing use. Emissions were calculated using the WRI's GHG Protocol's factor for taxis. The availability of mileage for a portion of the ride share trips rather than cost is an improvement to data quality.

Emission factors

The software system used for reporting emissions incorporates standard emission factors, the majority of which come from the following sources:

- The GHG Protocol published by the WRI and WBCSD;
- The International Energy Agency (IEA);
- The UK's Department for Environment, Food and Rural Affairs (DEFRA); and
- The US Department of Energy (US DOE).

Member firms have also identified emission factors that more accurately reflect localized source-specific emissions, such as specific emission factors for a local electric utility. These factors are also incorporated into the software system and used as appropriate for the emissions source. A compilation of emission factors used to calculate the data in the Global Report is included at the end of this section.

Building-related emission sources

Building-related emission sources included in the GHG emissions data of the Global Report were those associated with the use of electricity, heating oil and natural gas in the office buildings and data centers that member firms either own or over which they have operational control. Upstream building-related emission sources, such as those associated with electric transmission and distribution line losses, were not included in the GHG emissions inventory.

Some of the activity data associated with building-related emission sources was available directly to the member firms. For example, some facilities have direct utility meters or sub-meters from which member firms obtain readings. For facilities that have no available meter data, activity data

for the entire building was typically allocated on the basis of the percentage of total building floor space used (based on rentable square meters) by the member firm. Where building-specific data was unavailable, member firms estimated electricity and fuel usage using actual data from a similar building or an average from a recognized source.

A simplifying assumption is used for calculating the volume of diesel fuel used for backup power generation. It is assumed that diesel fuel purchased during the fiscal year is used that year. This method likely overestimates actual emissions in some years and underestimates them in others but, over time, captures the related emissions.

Business travel—Air

Reported GHG emissions from air travel are those resulting from Deloitte people flying for business reasons in accordance with Deloitte policies. GHG emissions from flights taken by non-Deloitte people are also reported in instances where flight activity data are captured in Deloitte travel systems and reimbursed or paid for by Deloitte (such as travel by family members in accordance with policies or travel by prospective Deloitte people). The majority of business air travel data was obtained from Deloitte travel systems. Much of the rest was obtained from travel expense records.

The default GHG emission factors used to calculate emissions from air travel were based on information published by DEFRA.

International emission factors were applied for all countries except the UK as noted previously. Seat class-specific emission factors (e.g., first, business, premium economy, economy) were used for a small number of member firms as experience in earlier reporting years showed significant uncertainties around reported seat-class data. The DEFRA emission factors used incorporated an uplift factor to account for non-direct routes, delays and circling, but exclude radiative forcing and indirect emissions.

Basis of reporting (continued)

Business travel—Road

Reported GHG emissions from Deloitte business travel by automobiles includes travel in Deloitte-owned vehicle fleets (personnel driving in vehicles owned by a member firm), reimbursed driving (personnel driving in personal cars for which they are reimbursed), rental cars (personnel driving in rented/hired cars for which the member firm pays), buses and taxis (reimbursed personnel trips in buses, taxis, car service, car sharing and limousines).

For road travel, activity data was gathered from expense reports, rental agency records, travel agency records, Deloitte accounting systems, fuel receipts, odometer logs and receipts or other records indicating distance and location of trip segments. When fuel information was available, GHG emissions were calculated on the basis of mobile combustion factors for the given fuel type. When only distance information was available, GHG emissions were calculated on the basis of average emissions factors (emissions per kilometer traveled) for vehicles according to vehicle type (bus or car), fuel type (diesel, petrol, hybrid or unknown) and location. When only cost was available, distance was estimated based on a cost per mile traveled.

A very limited amount of personnel commuting activity data was available from member firms. Where available, this information was added to the emissions total.

Business travel—Rail

Rail travel accounts for GHG emissions from trips by personnel on subways, railways and trams, with different GHG emission factors used for each type of rail system.

Activity data sources included travel agency reports, expense reports, accounting systems, receipts and other records indicating the distance and location of trip segments. In cases where actual distance was unavailable, estimates were made using travel expense data and average travel costs per unit of distance traveled.

Accommodations

The GHG emissions inventory in the report includes emissions from accommodations at hotels, guest houses and apartments for business reasons and in accordance with Deloitte Global and member firm policies. Data was collected from travel agency records, travel expense reports and internal records.

Estimations

In calculating emissions, various estimations and extrapolations were made to account for known data gaps. For many travel activities, activity information and cost data were available both from travel providers (reservation systems, travel agencies or travel vendors) and from Deloitte Global or member firm expense systems. Travel expenses recorded in Deloitte Global or member firm expense systems often exceeded the corresponding

expenses recorded by travel providers because of travel arrangements made outside of reservation systems or without travel agencies. In cases where such differences were identified, the travel activity data associated with the incremental cost was estimated based on the same proportion of cost-to-activity that was reflected by the travel system reservations.

Not every member firm has the capacity to report activity data for GHG emissions, and some member firms report on some, but not all, of the activities within the report boundaries. Ratios of emissions per full-time equivalent (FTE) by emission source were calculated for the member firms that reported, and averages of these ratios were calculated and used to estimate emissions for airlines, hotels and electricity. Consistent with other GRI indicators, emissions intensity per FTE was calculated using the FTE total at the reporting year end (31 May 2018).

While the above description is intended to be as accurate as possible, invariably, the inventory will contain some exceptions to this reporting basis. None of the known exceptions are considered to materially change the total emissions reported.

Emission factors

The table below shows emission factors that were used in the inventory. Where factors are used in specific countries only, these are listed after the emission source.

Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Air travel (various lengths and seat classes)	0.07-0.310	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting; various factors used to depend on class and distance
Bus (Europe)	0.102	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Bus (outside Europe)	0.1071	Passenger km	WRI Emission Factors from Cross Sector Tools (March 2017)

Basis of reporting (continued)

Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Electricity (Canada)	2.1-780	MWh	Canada National Inventory Report 2016
Electricity (Australia)	140-1080	MWh	Australian Government—National Greenhouse & Energy Reporting Act 2007, Technical Guidelines 2017-18
Electricity (India)	820	MWh	CO2 Baseline Database for the Indian Power Sector—User Guides—2017
Electricity (Japan)	405-799	MWh	Various Japanese power companies
Electricity (Mexico)	582	MWh	Mexico Ministry of Environment and Natural Resources
Electricity (New Zealand)	119	MWh	Ministry for the Environment, 2016 Guidance for Voluntary Reporting
Electricity (South Africa)	990	MWh	ESKOM Integrated report 2017
Electricity (US)	295-1675	MWh	US EPA eGRID 2016
Electricity (various countries)	0.1-1255	MWh	IEA data from CO2 Emissions from Fuel Combustion 2017
Hotel stays	32	Nights	Cornell Hotel Sustainability Benchmarking Index 2017
Hotel stays (New Zealand)	2.56-7.97	Nights	Carbonzero.co.nz
Mobile combustion—car (average) (various fuels) (Finland, Luxembourg)	0.131-0.147	Km	Actual information from the fleet company
Mobile combustion—car (diesel)	2.600	Liter	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—car (various fuels) (New Zealand)	2.43	Liter	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting
Mobile combustion—car (petrol/gasoline)	2.198	Liter	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—car (unknown fuel)	0.249	Km	DTTL estimated using data from WRI Emission Factors from Cross Sector Tools (March 2017)
Mobile combustion—car (unknown fuel) (Australia)	2.383	Liter	Australian Government—National Greenhouse & Energy Reporting Act 2007, Technical Guidelines 2017-18

Basis of reporting (continued)

Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Mobile combustion—car (unknown fuel) (New Zealand)	0.209	Km	Ministry for the Environment, Guidance for Voluntary, Corporate Greenhouse Gas Reporting
Mobile combustion—car or van (various fuels) (Netherlands)	2.78-3.13	Liter	Stichting Klimaatvriendelijk Aanbesteden en Ondernemen (SKAO)
Mobile combustion—car (various fuels) (Europe)	0.178-0.185	Km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—van (various fuels)	0.262-0.265	Km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—luxury car (various fuels)	0.226-0.336	Km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—motorcycle	0.116	Km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—outside Europe car (average) (various fuels)	0.384-0.451	Mile	WRI Emission Factors from Cross Sector Tools (March 2017)
Mobile combustion—taxi	0.236	Passenger mile	WRI Emission Factors from Cross Sector Tools (March 2017)
Mobile combustion—taxi (New Zealand)	0.2	Passenger km	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting
Mobile combustion—car service (US)	0.351	Passenger mile	US Environment Protection Agency (EPA)
Mobile combustion—taxi (UK)	0.162	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—car (hybrid)	0.117	Km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Mobile combustion—black car/limo	0.213	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Rail—average (light rail or tram)	0.163	Passenger km	WRI Emission Factors from Cross Sector Tools (March 2017)
Rail—national rail	0.185	Passenger km	WRI Emission Factors from Cross Sector Tools (March 2017)

Basis of reporting (continued)

Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Rail—subway	0.163	Passenger km	WRI Emission Factors from Cross Sector Tools (March 2017)
Rail—Eurostar	0.012	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Rail (Germany)	0	Passenger km	Deutsche Bahn
Rail (Netherlands)	0.01	Passenger km	Dutch National Railways
Rail (UK)	0.048	Passenger km	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Stationary combustion—diesel/heating oil	2.69	Liter	WRI Emission Factors from Cross Sector Tools (March 2017)
Stationary combustion—LNG	1.273	Liter	DEFRA's 2017 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1)
Stationary combustion—liquefied petroleum gas (LPG)	1.615	Liter	WRI Emission Factors from Cross Sector Tools (March 2017)
Stationary combustion—natural gas (Japan)	2.244	Cubic meters	Japan Ministry of the Environment
Stationary combustion—natural gas (low heating value)	1.889	Cubic meters	WRI Emission Factors from Cross Sector Tools (March 2017)
Stationary combustion—natural gas (Switzerland)	0.182	kWh	Swiss National Inventory Report
Stationary combustion—natural gas (New Zealand)	0.194	kWh	Ministry for the Environment, Guidance for voluntary, Corporate Greenhouse Gas Reporting

Stakeholder engagement summary

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Member firm clients	Ongoing <ul style="list-style-type: none"> • Client interaction during engagements • Client satisfaction process • Business development activities • Conferences • Client labs and/or facilitated sessions • Proposal responses and follow up on losses • Client questionnaires 	<ul style="list-style-type: none"> • Publicly traded company clients, including their audit committees and boards of directors • Closely-held company clients • Government clients • Nonprofit clients • Past and potential clients 	<ul style="list-style-type: none"> • Service needs of clients • Independence • Ethics • Security and privacy concerns • Value of trusted advisor relationship • Need for industry or subject matter understanding • Sustainability reporting • Supply chain risks and standards 	<ul style="list-style-type: none"> • New service offerings • Organizing client service around industries • Lead client service roles and responsibility • Alliances • Adoption of anti-corruption policy and policy regarding privacy programs and leadership • IT security policies • Voluntary sustainability reporting • Supply chain policies and codes of conduct • Chief Confidentiality Officer 	<ul style="list-style-type: none"> • Ethics and integrity • Client satisfaction • Governance risk and compliance • Protection of public interest • Anti-corruption • Corporate responsibility commitment • Privacy and data security • Environmental performance • Supply chain risks/ issues • Value of service

Stakeholder engagement summary (continued)

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Deloitte people, their families, and future talent	<p>Ongoing</p> <ul style="list-style-type: none"> • Social media (external and internal) • Recruiting events • Internal discussions • 24/7 support and emergency hotlines • Confidential ethics hotline • Professional development sessions • Coaching • Performance check-ins/ reviews • Community involvement and volunteering opportunities • Exit interviews • Alumni network <p>Multiple times a year</p> <ul style="list-style-type: none"> • Career conversations • Employee councils • Advisory councils • Town-hall meetings • Affinity groups • Leadership videos <p>Annual basis</p> <ul style="list-style-type: none"> • People survey • World meeting and member firm partner meetings 	<ul style="list-style-type: none"> • Current, former, retired, and prospective employees • Spouses/partners, children, and family members of Deloitte people 	<ul style="list-style-type: none"> • Job satisfaction elements • Work/life balance • Career advancement • Fair treatment • Privacy and confidentiality • Security • Contributions to society • Environmentally sustainable operations • Access to technology • Expectation setting • Educational opportunities • Professional development • Diversity and inclusion • Ethics • Travel and mobility • Well-being 	<ul style="list-style-type: none"> • Flexible work arrangements • Benefits package changes • Extension of certain services to family members • Mentoring programs • Coaching programs • Opportunities for global deployments • Learning and professional development • (Leader) development programs • Digital learning offerings • Well-being programs • Updates to software and hardware • Education and safety mobile applications • Volunteering programs • Ensuring safety of engagement teams • Travel safety programs 	<ul style="list-style-type: none"> • Employee development • Diversity and fair treatment • Inclusive leadership • Ethics and integrity • Client satisfaction • Privacy and data security • Governance, risk, and compliance • Corporate responsibility commitment from leadership • Protection of public interest • Public policy positions • Environmental performance • Health and safety • Community engagement • Labor rights • Compensation • Work/life balance • Professional standards • Professional performance • Well-being

Stakeholder engagement summary (continued)

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Governments and regulators	<p>Ongoing</p> <ul style="list-style-type: none"> • Proactive engagement with regulators and policymakers on topics impacting the profession and the capital markets • Contribution to shaping of new regulation • Engagement on policy development • Responding to regulatory and public policy inquiries • Quality/performance inspections and reviews • Horizon scanning and sensing • Meetings and conferences 	<ul style="list-style-type: none"> • Audit oversight bodies • National financial market regulators • Government ministries aligned to topics of common interest, including, among others, finance, economic, labor • International law enforcement and security agencies • Multinational/ Intergovernmental fora • Embassies; diplomatic community • Standard-setters • Policy “influencers” (e.g., think tanks) 	<ul style="list-style-type: none"> • Public interest • Audit quality • Ethics and integrity • Audit of the future • Auditor independence • Transparency • Innovation • Market competitiveness • Corporate governance • Diversity and inclusion • Data, confidentiality and privacy • Crisis management • International trade • Jobs and skills • Responsible tax • Inclusive growth • Smart regulation 	<ul style="list-style-type: none"> • Responses to regulatory inquiries and consultation papers • Issuance of transparency and impact reports • Independence policies and monitoring • Employee diversity programs • Supplier diversity programs • Threat assessments and safety recommendations • Research and insights • Thought leadership, facts and insights • Advisory and advocacy groups 	<ul style="list-style-type: none"> • Protection of public interest • Ethics and integrity • Audit of the future • Innovation and disruptive technologies • Privacy and data security • Standard setting models • Governance, risk, and compliance • Anti-corruption • Diversity and fair treatment • Environmental performance • Security threats to operations and people • Inclusive growth • International trade • Future of work • Mobility

Stakeholder engagement summary (continued)

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Professional associations and networks	<p>Ongoing</p> <ul style="list-style-type: none"> • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences • Ad hoc • Collaboration on industry white papers • Speaking engagements • Participation in development of standards 	<ul style="list-style-type: none"> • Peer networks • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations • Trade associations • Sustainability associations 	<ul style="list-style-type: none"> • Adherence to professional performance standards • Governance • Open markets • Sustainable development • Standards for auditing of non-financial information • Jobs and skills • Corporate governance • Inclusive growth 	<ul style="list-style-type: none"> • Standards for engagement acceptance and performance • Peer reviews • Commentaries on proposed standards and policy issues • Policy recommendations • Training • Thought leadership, facts and insights • Strategy formulation 	<ul style="list-style-type: none"> • Protection of public interest • Ethics and integrity • Governance, risk, and compliance • Professional standards • Professional performance • Employee development • Public policy positions • Open markets • Digital economy and technology • Future of work • Corporate reporting
Nonprofit organizations and local communities	<p>Ongoing</p> <ul style="list-style-type: none"> • Local representation • Pro bono engagements • Collaborations • Volunteering • Social media • Electronic mail • Meetings and conferences • Speaking engagements 	<ul style="list-style-type: none"> • CDP (formerly Carbon Disclosure Project) • JA Worldwide (Junior Achievement) • United Way Worldwide • One Young World • UNLEASH • Local business and community organizations 	<ul style="list-style-type: none"> • Training • Performance improvement • Funding • Marketing • Specific agendas germane to their cause (e.g., sustainability, education, humanitarian action, diversity) • Local business promotion • Transparency in reporting • Cross-sector collaboration 	<ul style="list-style-type: none"> • Skills-based volunteering • Community volunteering • Impact Day • Pro bono engagements • Foundation and member firm monetary and in-kind gifts • Voluntary sustainability reporting 	<ul style="list-style-type: none"> • Youth education and unemployment • Diversity and fair treatment • Ethics and integrity • Anti-corruption • Human rights • Transparency • Corporate responsibility commitment • Public policy positions • Privacy and data security • Environmental performance • Community involvement • Protection of public interest • Social progress and equality

Stakeholder engagement summary (continued)

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
International multi-stakeholder organizations	<p>Ongoing</p> <ul style="list-style-type: none"> Steering committee memberships Organizational stakeholder meetings Meetings, conferences and correspondence Taskforce and working group participation 	<ul style="list-style-type: none"> United Nations Global Compact World Economic Forum World Business Council for Sustainable Development International Integrated Reporting Committee Global Reporting Initiative Cross-industry business alliances Asia-Pacific Economic Cooperation Forum Organization for Economic Co-operation and Development 	<ul style="list-style-type: none"> Establishment of and adherence to international norms Understanding of frameworks and initiatives Economic, social, and humanitarian development Trusted financial system Innovation Jobs and skills International trade Inclusive growth Smart regulation 	<ul style="list-style-type: none"> Pro bono engagements Internal and external training Thought leadership, facts and insights Changes to global report content Voluntary reporting on sustainability GHG reduction targets in place or in development (varies across member firms) Policy recommendations supporting growth and development Policy statements of support 	<ul style="list-style-type: none"> Ethics and integrity Trusted financial systems Diversity and fair treatment Education Youth unemployment Governance, risk, and compliance Data, security and privacy Environmental performance Human rights Community engagement Physical security Social progress and equality Trade and investment Inclusive growth Open markets Future of work Digital economy

Stakeholder engagement summary (continued)

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Suppliers	Ongoing <ul style="list-style-type: none"> • Negotiations • Meetings • Supplier sourcing • Industry meetings • Ongoing relationship management 	<ul style="list-style-type: none"> • Technology suppliers • Travel service suppliers • Consultants and professional services suppliers • Real estate and facilities suppliers 	<ul style="list-style-type: none"> • Contract terms including pricing and payment • Features and functionality • Issue resolution • Confidentiality • Sales projections • Opportunities for (mutual) sustainable solutions • Opportunities for collaboration 	<ul style="list-style-type: none"> • Establishment of preferred suppliers • Establishment of green purchasing practices • Contracts 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security • Sustainability practices
Industry and market analysts	Ongoing <ul style="list-style-type: none"> • Global engagement strategy involving Deloitte executive leadership, subject matter specialists, and other stakeholders across all geographies, businesses, and industries 	<ul style="list-style-type: none"> • ALM Intelligence • Forrester • Gartner • IDC <i>Representative only</i>	<ul style="list-style-type: none"> • Capabilities (e.g. digital, risk/cyber, change, innovation, technology, transformation) • Client and market trends • Competitive landscape • Strategy 	<ul style="list-style-type: none"> • On-going relationships • Dialogue and shared insights • Formal analyst inquiry and briefings • Analyst events and advisory sessions virtual and in-person • Participation in evaluative research • Evidence of scale 	<ul style="list-style-type: none"> • Digital disruption • Technology and emerging tech • Customer experience • Business transformation • Cyber security • People and change • Future of consulting
Educational institutions/academia	Ongoing <ul style="list-style-type: none"> • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements 	<ul style="list-style-type: none"> • Students of high potential who receive educational scholarships from Deloitte • Placement officers 	<ul style="list-style-type: none"> • Subject matter knowledge • New perspectives • Leading research • Career placement 	<ul style="list-style-type: none"> • Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities 	<ul style="list-style-type: none"> • Education • Ethics and integrity • Diversity and inclusion • Employee development • Anti-corruption • Human rights

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