

Leading Through Change

DELOITTE AUSTRALIA FY25 ANNUAL IMPACT REPORT



CEO MESSAGE

PAGE 01

CHAIR MESSAGE

PAGE 02

NEW EXECUTIVE WELCOME

PAGE 03

FINANCIAL PERFORMANCE

PAGE 04

WORKING AT DELOITTE

PAGE 07

TECHNOLOGY, INNOVATION & TRANSFORMATION

PAGE 12

ETHICS & INTEGRITY

PAGE 14

RESPONSIBLE BUSINESS

PAGE 15

Deloitte.

Together makes progress



CEO Message

The past 12 months have been defined by rapid change and continued uncertainty across the globe. Like many industries, the Australian professional services sector has not been immune to these challenges.

Shifting client expectations, heightened global volatility and the accelerating pace of technological advancement have all contributed to a complex operating environment throughout FY25.

While these factors have undoubtedly impacted business outcomes, they have also created significant opportunities for our business and for our people. In February, I had the privilege of stepping into the CEO role. Since then, my focus, alongside that of our National Executive team, has been on driving the firm's strategy with clarity and purpose.

Our priority has been positioning ourselves for long-term success in FY26 and beyond by taking deliberate, strategic steps to navigate this landscape. This requires identifying the opportunities that matter and driving meaningful, tangible change.

We are committed to putting our clients at the centre of everything we do, sharpening our focus on their evolving needs and ensuring we have the right skills and capabilities to solve their problems.

To this end, we have made significant progress in transforming our service delivery model and activating our multidisciplinary model.

We are rapidly advancing our transformation into an AI-fuelled organisation. Emerging technologies – particularly generative and agentic AI – are redefining how we work and what our clients expect.

That is why we are prioritising digital fluency and innovation across every part of our business, ensuring we stay agile amid change and ready to support our clients through whatever comes next.

Our focus on the future is also informing strategic investments and alliances. Our recent minority investment in *yamagigu*, Australia's largest First Nations consulting business, is an example of how our extensive capabilities together with *yamagigu's* Indigenous consulting and advisory expertise can make an impact that matters.

We have also continued to invest deeply in our people. Unlocking their potential, building fulfilling careers and developing the next generation of extraordinary leaders is core to our purpose.

A particular highlight over this period has been the strength of our people – their resilience, collaboration and commitment have underpinned everything we have achieved under challenging circumstances.

We recognise the systemic importance of firms such as ours to the profession and we remain firmly committed to upholding the highest standards of quality and integrity. Strengthening trust in our profession and in our firm by working closely with governments, regulators and other stakeholders is a top priority.

As we look towards FY26, we do so with optimism and confidence. We will continue to invest for the long-term growth of our business and of our people while remaining focused on the significant opportunities that lie ahead. We are excited about the future and committed to maintaining our position as Australia's leading professional services firm with the broadest and deepest capabilities and skill sets.

I would like to extend my thanks to our clients, our people and Partners, and our alliance relationships for their continued trust, commitment and support – because together makes progress.



Jo Gorton
CHIEF EXECUTIVE OFFICER
DELOITTE AUSTRALIA

Chair Message

The past year has been defined by ongoing complexity and uncertainty, requiring continued reflection and action to strengthen how we operate as a firm and as a profession. I am proud of how we have met these challenges with purpose and a strong, long-term mindset.

Throughout FY25, the Board has remained focused on maintaining the highest standards of governance by providing oversight and stewardship aligned with our purpose, values and strategy.

This work has involved continued efforts to enhance our governance frameworks and Board effectiveness, ensuring we have the right structures, skills and capabilities in place to provide the necessary oversight on matters including strategy execution, risk, brand and reputation, and ethics and integrity.

This year has been incredibly busy for the Board, including a robust and inclusive CEO succession process that culminated in a seamless transition to our new CEO, Jo Gorton, and the National Executive team.

We're pleased to have progressed towards the inclusion of independent members on our Board, reflecting our commitment to best-practice governance and the need for strong stakeholder confidence.

Whilst we have a robust governance model with a capable and committed Board, these new Board members will complement that strength, bringing additional depth, independence and diverse perspectives. Finalising these appointments remains a priority for the year ahead to build upon the confidence others place in us and to maintain our licence to operate.

FY25 was my first year as Chair of Deloitte Australia. It has been a privilege to work closely with our Board members and with the Executive team to support investment in the areas that matter most: our people, our clients, our capability and our community.

Given the rapid pace of change – from geopolitical shifts to the impact of AI – it has never been more important to collaborate and focus on the long-term. We view uncertainty not as a risk to avoid, but as a catalyst for innovation and opportunity, and this mindset will continue to shape how we lead in FY26 and beyond.

Through this, we remain firmly focused on the fact that our people are our greatest asset. Their commitment, adaptability and sense of purpose are central to our ability to create lasting value and the strength of our multidisciplinary model – enabling us to navigate complexity and deliver impact where it matters most.

On behalf of the Board, I want to thank all our Partners and people for your focus on our clients, for working through and with all of the change during the year, and for taking care of each other.

I also want to extend our thanks to our outgoing CEO, Adam Powick, for his leadership and dedication. We also thank our new CEO Jo Gorton, our Executive team, and our clients and other stakeholders for their continued trust in us.

Finally, I would like to thank my fellow Board members for their commitment to continuing to protect and enhance our brand and reputation. Together, we are shaping a more resilient and future-ready firm, and I am looking forward with confidence to what lies ahead.



John Greig
CHAIR





Welcome To The New Executive



Jo Gorton was confirmed as CEO of Deloitte Australia in November 2024 and commenced her role on 1 February 2025.

Following the CEO transition, our Executive was refreshed to include new appointments alongside a change in portfolio for other continuing members.

Our Executive is committed to driving positive change and making an impact for our people and our clients.

L TO R **Ian Turner**
Managing Partner,
Strategy, Risk & Transactions

Pip Dexter
Chief People & Purpose Officer

Joel Lipman
Chief Growth Officer

Paul Rehder
Chief Strategy & Transformation Officer
Managing Partner, Consulting

Alan Marshall
Managing Partner,
Technology & Transformation

Jo Gorton
Chief Executive Officer

Dave Rodgers
Managing Partner,
Audit & Assurance

Sneza Pelusi
Chief Risk Officer

Meghan Speers
Managing Partner,
Tax & Legal

Dave McCarthy
Chief Operating Officer



/ 01 /

Financial Performance

\$2.55B

TOTAL FY25 REVENUE*

-8.3%

YoY REVENUE



Tax & Legal \$345.7M +0.7%

Audit & Assurance \$511.1M -8.7%

Strategy, Risk & Transactions \$651.7M -3.0%

Technology & Transformation \$1.086B -14.1%

Business Unit: revenue (\$) / growth (%)
FY24 comparatives have been adjusted to align to the FY25 business organisation structures.
Includes PNG revenue of \$12M. Excludes recoverable disbursements of \$375M.

Deloitte Australia has recorded revenue of \$2.55 billion for Financial Year 2025 (FY25), which ended on the 31 May 2025. In the context of challenging global and domestic conditions, this performance underscores the resilience of our diversified portfolio and strategic focus.

In response to the downward pressure on revenue and profitability in FY25, we have focused on recalibrating our workforce and actively managing operating costs to better respond to the business environment and shifting client priorities. These actions contained the reduction in Equity Partner earnings to 8.5%, which is broadly in line with the year-on-year revenue contraction.

While trading conditions remained challenging, improving investment conditions, increased regulator activity, and the growing pace of technological advancement all contributed to stabilising revenue in the fourth quarter.

Strong demand continued across core practices, including business and private tax advisory, regulatory services and technology modernisation, as well as within the banking, capital markets, investment management and technology sectors.

Deloitte's Operate service, which manages end-to-end business operations and processes, achieved double-digit growth, with this momentum expected to continue.

As we look ahead, we expect demand in these areas will continue to grow. With the expectation of further interest rate cuts likely to stimulate capital market activity and lift business investment, as well as a renewed governmental focus on financial regulation and productivity-enhancing tax reform, we are well-positioned to help clients respond accordingly.

The accelerating pace of technological advancement means our engineering, AI and data service offerings have also experienced notable growth. We expect this to continue in FY26 as clients across most sectors prioritise investment in implementing AI-based solutions while they upgrade and transform their core operations. >

We are dedicated to solidifying and growing our market-leading reputation and will continue to invest in these areas.

In FY25, we were proud to welcome 35 new Partners to the business and finalise the acquisition of Efficientia Solutions, bolstering our industrial and manufacturing technology integration and support capabilities.

The year also saw the commencement of our partnership with *yamagigu*, the largest First Nations consulting business in Australia, and we are excited to further support its team in their invaluable work improving outcomes for Aboriginal and Torres Strait Islander Australians.

Our ongoing investment in talent and capability, alongside strengthening macroeconomic tailwinds and an accelerating Australian economy, positions the firm on a clear trajectory back to growth in FY26.



Dave McCarthy
CHIEF OPERATING OFFICER

Making an impact with our clients

MAKING AN IMPACT THAT MATTERS IN THE TOP END

The Tiwi islands, 60km north of Darwin, are home to the eight clan groups of the Tiwi people. A few years ago, a 30,000-hectare plantation and deep-water port – critical providers of jobs and economic opportunity for Tiwi people – were on the brink of collapse.

But following a multi-year effort led by Deloitte's Turnaround & Restructuring team in partnership with *yamagigu*, these assets recently passed into Indigenous hands, ready for a new chapter.

Deloitte's Turnaround & Restructuring team were called in when NT Port & Marine, operators of the strategically important Port Melville on the Tiwis, fell into administration in December of 2022.

Burdened by debt and impacted by the COVID-19 pandemic's disruption to global shipping, NT Port & Marine found itself unable to sign long-term customer contracts and was operating with just \$80,000 in cash reserves.

It represented a major threat to the islands' economic security, with Port Melville supporting forestry exports to Asia, enabling defence and offshore gas projects, and delivering jobs, refuelling and accommodation services to the Tiwi community.

The port also plays a key role in supporting Tiwi Plantations Corporation (TPC) – Australia's only 100% Indigenous-owned forestry project – to manage 30,000 hectares of plantations on the island. Without access to a working port, the TPC faced an uncertain future.

As Administrators of Port Melville, members of Deloitte's Turnaround & Restructuring team brought together key stakeholders to restructure various agreements and negotiate a fuel supply agreement with the Department of Defence that is critical to the port's viability.

This paved the way for the implementation of a transaction to effect the sale of Port Melville to Tiwi Indigenous owners, while also locking in a joint venture with the owners and Viva Energy Limited to operate Port Melville's fuel farm.

In May, representatives from Deloitte joined the members of the Tiwi community for a smoking ceremony and community celebration on Melville Island to mark the formal handover of the port to Tiwi ownership, marking the end of the Administration process and the beginning of a new chapter of economic self-determination and cultural pride.





REDESIGNING WORK WITH CANVA

This year Deloitte Australia announced a first-of-its-kind strategic alliance with Canva, the world's leading online design and publishing company, to help businesses and other enterprise customers use Canva to unlock value from their content and design operations.

By bringing together Canva's innovative, AI-powered Enterprise platform with Deloitte's trusted expertise in digital transformation and delivering end-to-end business solutions, the partnership aims to boost productivity in teams like sales and marketing, production, HR and finance by simplifying workflows and reducing operational costs while creating powerful and engaging content.

For large organisations, Canva Enterprise empowers every employee to create visually compelling content and solves the decision fatigue of having to choose between the number of design tools available. It also provides an easy way to combat growing productivity pressures by simplifying how their teams operate, collaborate and communicate internally, and with customers and external agency partners, in an all-in-one platform.

In connection with the alliance, Deloitte Australia rolled out Canva Enterprise to around 750 employees to help us get a better understanding of the benefits, risks and controls.

In addition to the productivity benefits, the internal adoption of Canva reflects the fact that younger employees increasingly expect access to its market-leading suite of tools: 15% of the Deloitte workforce is under 25 years old and are native Canva users. By 2029, we expect that around half of our workforce will have grown up using Canva.

The feedback received through surveys and focus groups of Deloitte Canva users has been encouraging. According to a survey taken during the limited release, three-quarters of respondents said Canva helped streamline and enhance their work.

A further 67% reported time savings, with a quarter saving between two and four hours across a week. Almost 80% of users said it helped them save time by creating designs using Canva's proprietary Brand Kit, reducing friction and supporting quality at scale.

SUPPORTING ELDERS' DIGITAL TRANSFORMATION

As a key player within Australia's agriculture industry, Elders' mission has remained the same for more than 185 years: supporting Australian farmers through its diverse agribusiness offerings that range from livestock and wool trading to farm supplies and real estate services.

To better support its customers and position itself for success in a rapidly changing environment, Elders sought to refresh its disparate legacy IT systems by selecting Microsoft Dynamics 365 as its new core technology platform.

Elders' Head of Technology-Systems Modernisation (SysMod) Joe La Vista said its previous setup – a homegrown customised ERP built over the last 34 years – had “around 14.5 million lines of code over 16,000 programs” as well as “close to 200 integrations between intra-platform and our external third parties.”

As Elders' advisor and systems integrator, Deloitte collaborated with the organisation on implementing Microsoft Dynamics 365 for key business functions across finance, supply chain, operations, commerce and customer engagement, utilising Azure integration technology to replace legacy systems and integrate with various strategic systems.

The Elders and Deloitte collaboration is built on trust and a shared commitment to success. From the outset, a “one team” approach was taken, ensuring that Deloitte's advisory, industry, ERP and Cloud Engineering technology offering portfolios were fully integrated with Elders' internal business and technology teams.

“We've certainly had positive feedback from the business. Overall, Deloitte helped us to think holistically about the whole program,” concluded La Vista.

“[They] came in with that design thinking, architecture knowledge and provided us with a strong framework to be able to deliver a successful program.”

Through design and future-state workshops with Elders' key stakeholders, Deloitte worked with the Elders team to understand the synergies between their people, processes and technology, setting a solid foundation for Elders' future growth, including harnessing the potential of artificial intelligence to comb through large amounts of data to deliver insights.

“Data analytics and insights remains a great opportunity for Elders,” said Paul Rossiter, Elder's Chief Financial Officer.

“From my perspective, that will be a light bulb moment for Elders and bring in opportunities for use of artificial intelligence to analyse that data and provide advanced analytics to the business.”



12,080

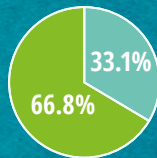
TOTAL WORKFORCE
(AS AT MAY 31 2025, EXCEPT WHERE NOTED)

WORKFORCE BY GENDER

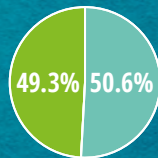
(31 MAY 2025)



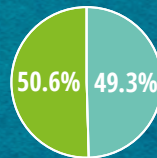
*0.1% of our overall workforce is other/undisclosed



PARTNER



STAFF



GRAND TOTAL



11,153
TOTAL EMPLOYEES

927

TOTAL PARTNERS



443

NON-EQUITY PARTNERS



484

EQUITY PARTNERS



655

GRADS HIRED

40.7%

DIVERSE CULTURAL
BACKGROUND[†]



19.4%

OF PARTNERS

43%

OF WORKFORCE EXCLUDING PARTNERS

[†]Diverse Cultural Backgrounds (DCB) refers to self-disclosed cultural affiliation with Asian, Aboriginal and Torres Strait Islander, Pacific Islander, New Zealander/Māori, African, Latin American and Middle Eastern cultures. Data represents cultural rather than racial identity as self-reported by staff participating in a voluntary survey in October 2024.

/ 02 /

Working at Deloitte

At Deloitte, our success is powered by our people. We are committed to creating an environment where everyone can thrive both professionally and personally.

The last year has been a time of disruption for our industry: rapid technological advancements created by generative AI and shifting client priorities are changing what we need to bring to market, and how.

This disruption has created a need for our people to continuously build skills, which is what drives a culture of performance and contributes to professional growth.

Within the last year we launched our Skills Academies, a new learning experience at Deloitte that combines traditional learning with hands-on application to help our people make an impact with clients while growing careers.

We were pleased to see more than 23.6% of our Deloitte team members promoted over the year and we continue to prioritise leadership development through initiatives like our Building Brilliant Leaders program.

Investing in the early growth and development of our people continues to be a priority.

Over the past twelve months our Brilliant Beginnings graduate learning journey has helped 600 of our new grads receive the support and skills they need to thrive from day one of their professional careers.

Helping people learn and grow together is also why we have prioritised creating moments that matter in person, with our 'anchor days' initiative that encourages in-office team connection in a more formal and structured way while retaining our commitment to flexibility. According to our latest Engage survey, 82% of our people say they have the flexibility at Deloitte to manage their personal and professional lives. >

We also know that individuals perform at their best when they feel respected, valued and included. Our latest Engage survey also shows that 90% of our people, regardless of their culture, identity or ability, feel valued and respected at work.

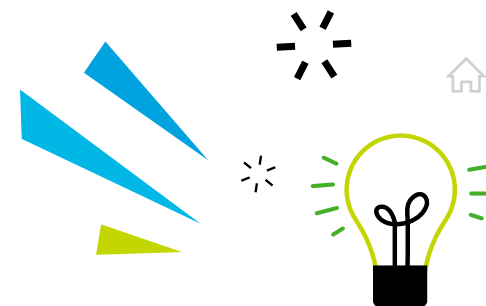
It is vital that everyone feels they belong at work, confident that their race, culture, gender identity, religion or disability will not hinder their professional progress.

Because when people feel like they belong, we enable better teaming, drive higher performance and deliver greater outcomes for our clients.



Pip Dexter
CHIEF PEOPLE & PURPOSE OFFICER

Building skills and capabilities



Driving a culture of performance

In today's fast-moving world, maintaining a strong performance culture is more important than ever. It helps us stay ahead, make an impact and create opportunities for our people.

As our clients' needs continue to change rapidly, it is critical our teams have the right skills – like AI fluency – to help them navigate change and deliver lasting value. By focusing on future-fit capabilities and clear career pathways, we are building a more dynamic and responsive workforce that's ready to grow and thrive.

Building AI skills and fluency

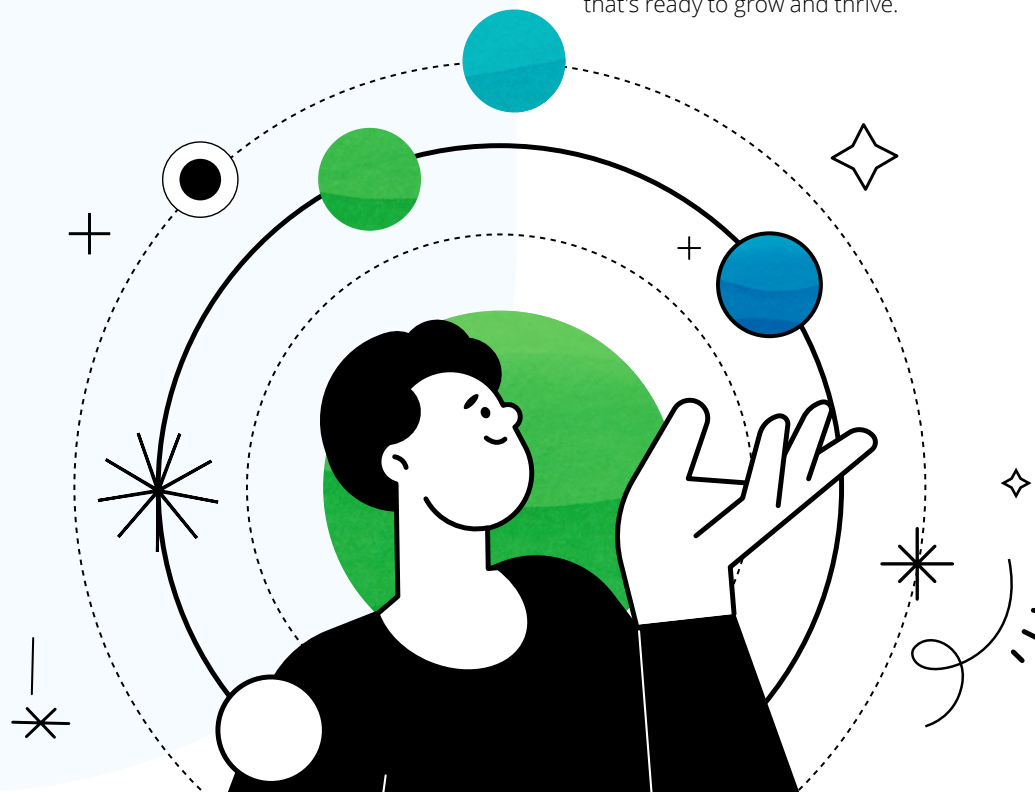
Deloitte Australia is dedicated to transforming into an AI-fuelled organisation by seamlessly integrating generative AI (GenAI) into our everyday work and by moving early on future applications of the technology.

From a talent perspective, this means offering comprehensive training and practical experiences that empower our people to apply these skills effectively and ethically for client and team benefits.

More than 93% of our workforce have engaged in our GenAI learning initiatives, and we aim to deepen our capabilities with our 'AI always on' initiative in FY26. A notable achievement in our journey is the AMBR AI role-play pilot, an AI-driven simulation platform that allows our people to practice challenging or complex conversations.

Meanwhile, over 5,300 individuals took part in specialised learning designed for proficiency with MyAssist, our in-house GenAI platform, and 12,372 learners completed our digital module on the safe and responsible use of AI systems.

Our Prompt Like a Boss program has continually evolved to equip employees with the skills needed to effectively utilise the latest applications developed on MyAssist. A total of 2,360 learners successfully finished this course, covering tools from spreadsheet analysers to image prompting.





Skills Academies and Summer Skills Festival

Late last year we launched our Skills Academies, providing an innovative but simple way for our people to build in-demand skills along a self-paced pathway that can easily fit in and around workflows.

Badges earned after completing courses are recognised through our Deloitte People Network, allowing others to see their skills development and unlocking new project opportunities that further career development.

We brought Skills Academies to life through our Summer Skills Festival, a series of learning experiences run over January and February that promoted in-person connection, accelerated skill development and fostered a sense of belonging among our people.

Beyond our Skills Academies, we were incredibly encouraged by the number of our people who engaged in professional development programs. Overall, 92.5% of the firm engaged with learning across FY25, accessing more than 3,500 courses.

We also supported our people to pursue a range of professional qualifications and certifications across diverse fields including accounting, actuarial, tax, and technology. Over FY25, we invested in 600 people who obtained a professional qualification or certification, and a further 1,100 who commenced a relevant course or program.

Pathways

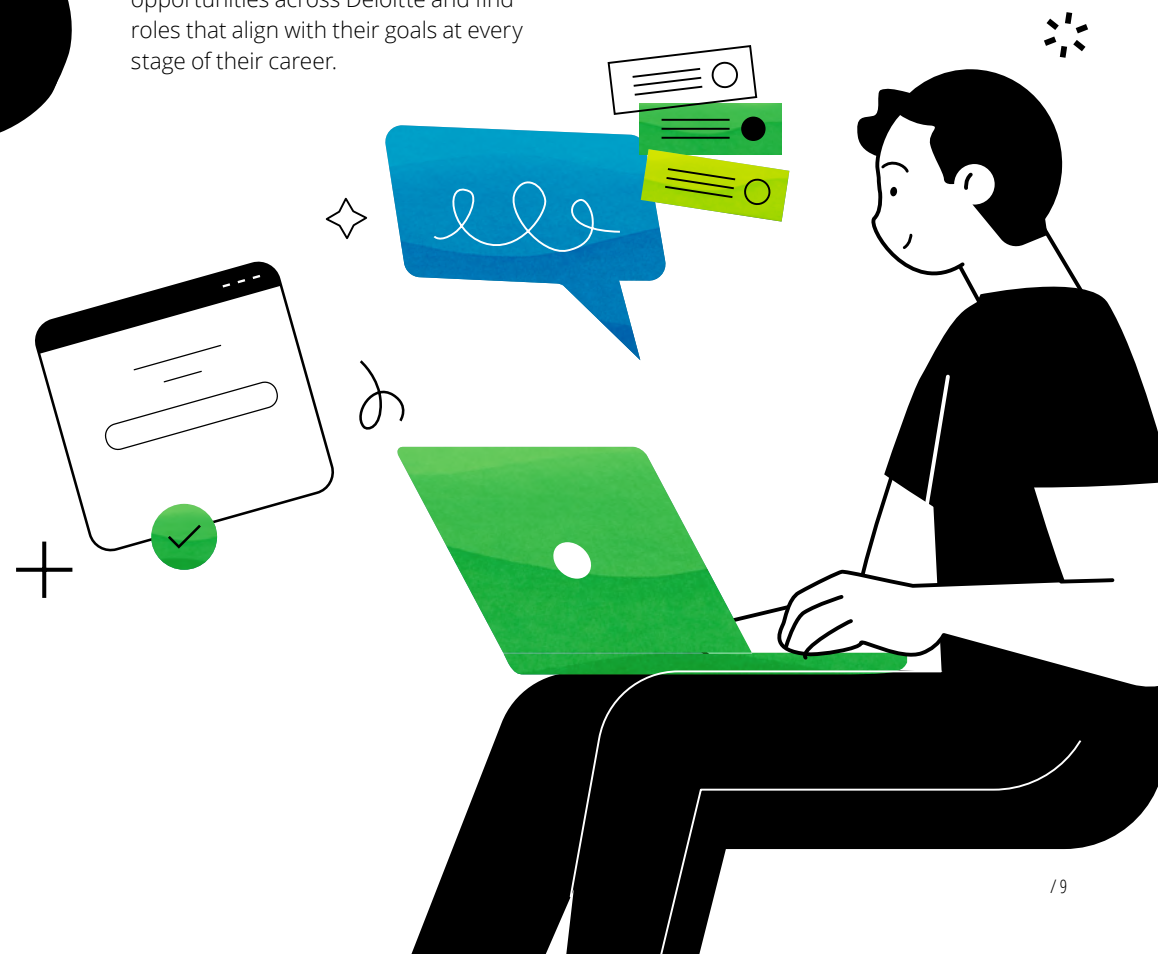
At Deloitte, we believe a rewarding and exciting career requires the freedom to explore opportunities that are meaningful and fulfilling.

That's why we renewed our focus on a program called Pathways – an initiative designed to make it easier for our people to transfer between different areas of the business, both locally and internationally.

Pathways helps our people explore new opportunities across Deloitte and find roles that align with their goals at every stage of their career.

In FY25, 402 team members found new opportunities through Pathways and international transfer and secondment opportunities.

We believe empowering individuals to pursue their aspirations and shape a career journey that's uniquely their own is central to fostering a high-performance culture and a strong sense of belonging.



Closing the Gender Pay Gap

Businesses need agility, innovation and strong connections to thrive. Individuals need to feel safe, valued and respected to bring their best. At Deloitte, we recognise that diverse and inclusive teams are the key to unlocking better outcomes for our clients, our people and the community.

Our Diversity, Equity and Inclusion (DEI) strategy takes a holistic approach, focused on cultural transformation, community engagement and policy and system enhancements.

Gender balance and closing the gender pay gap

We have progressed our Gender Action Plan, which outlines our aspiration to have women* leaders, role models and allies in every part of our business, strongly influencing decision-making and change.

We are proud that 40% of our Board and firm Executive and 47% of Business and Growth Executive teams are women.

We remain committed to closing our gender pay gaps. In the 2024-25 reporting period our average total remuneration gap for employees was 11.5% and our average base pay gap was 11.3%, an improvement on gaps of 13.3% and 12.4% reported in the prior period.

Meanwhile, our median total remuneration gaps have slightly increased. Our median total remuneration gap for employees was 14.7%, up from 14.5% in the prior period. Our median base pay gap increased from 14.2% to 14.8%.

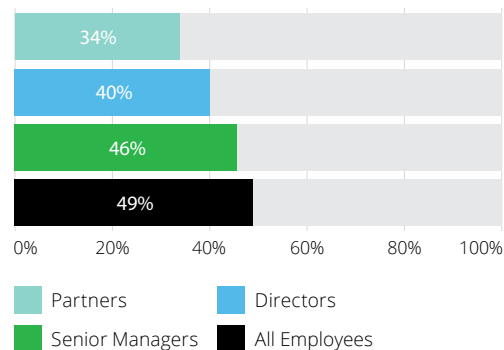
Deloitte Australia is one of only two organisations that has held the Workplace Gender Equality Agency's (WGEA) Employer of Choice for Gender Equality citation since 2001.

We are taking steps in the right direction, but there is more work to be done, particularly around increasing women's participation in technology careers.



While 49% of our overall workforce are women, men are overrepresented in our most senior roles.

Chart 1: Current representation of women by role level:



Our Gender Pay Gap

11.5%

Average total remuneration gap for employees

14.7%

Median total remuneration gap for employees

Our **average total** remuneration gap is **down 1.8%** on the prior period. Our median total remuneration gap is **up 0.2%**.

Equal pay for equal work

At Deloitte we have been committed to equal pay for women and men for many years. We review the pay of all our people twice a year to ensure that there is a less than 1% difference in pay between genders for the same or similar roles.

*We recognise that some people's gender experiences and identities cannot be captured by binary language. We do use it occasionally in this report. Even though we recognise that neither sex nor gender exist in binary categories, sometimes binary language is necessary to convey the gendered nature and dynamics of our society.



Race and culture

This year we continued to activate our Race and Culture Action Plan, which outlines our aspiration to have a workforce and leadership team that reflects modern Australia. We participated in the Diversity Council of Australia's RISE program and partnered with clients and influential leaders to curate a series of conversations that empower and encourage action to make a positive change.

LGBTI+ inclusion

Deloitte is proud to be an Australian Workplace Equality Index (AWEI) Platinum employer. In 2024, we released *Building Trans Inclusive Workplaces*, a landmark report on creating more inclusive environments for transgender, non-binary and gender diverse employees.

Since then, we have doubled paid gender affirmation leave and introduced a trained Trans Champion network.

Accessibility (disability and neurodiversity)

We are committed to designing Deloitte for everyone through our Access and Inclusion Plan. Pleasingly, 75% of the actions outlined in our 2023-2026 plan have been completed, with the remainder underway.

We continued to educate our teams on accessible design, enhanced digital and physical accessibility and welcomed two new team members through our partnership with Jobsupport. Our Neurodiversity Mentoring program, now in its third year, has had more than 60 people participate. We have also held listening sessions to better understand the experience of people who identify as neurodivergent and responded with actions, including a new way-of-working canvas to improve teaming.



/ 03 /

Technology, Innovation & Transformation

FY25 was a significant year in transforming our business and progressing our journey to become an AI-fuelled organisation.

Building on our earlier transformation efforts, we activated our whole-of-firm approach more fully by leveraging global tools while investing locally in delivery platforms to boost productivity, lift work quality and deliver greater value for clients.

Unlocking the promise of AI for clients

Over FY25 we continued to work with clients to implement and enhance AI across the full spectrum of their operations, from improving contact centre performance to implementing advanced multi-agent systems.

Our delivery systems and platforms have continued to expand in support of this work. We have also helped clients establish foundational generative AI capabilities and platforms as well as strong governance frameworks, enabling them to scale use cases effectively and ethically.

By tapping into our global network of alliances and ecosystems, we have brought leading technology, tools and insights to client engagements, unlocking greater value and stronger outcomes across a range of industries.

Transforming how our people work

This year we continued to harness the power of AI and its growing catalogue of use cases to transform the way our people work. From early-stage ideation through to document creation, analysis and technology delivery, AI tools are helping improve work quality and efficiency.

Through this, AI skills and fluency has remained a core focus. More than 93% of our people have engaged with AI learning and more than 12,000 have completed training on safe and responsible AI use, underscoring our commitment to the ethical use of AI.

Central to our whole-of-firm approach to AI is MyAssist, our in-house GenAI platform. What began as a pilot last year with approximately 1,300 users focussed on streamlining routine tasks such as research, analysis, data handling and coding, has evolved into a fundamental tool used by an average of 7,000 people every month.

Since launching, over 50 apps have been developed for MyAssist to help all our people work smarter and faster. In total, the platform has processed approximately 3.65 million questions and generated 140,000 documents.

MyAssist is built to the highest data security and governance standards, with data stored locally and protected by robust security and access controls. Our models are regularly updated to provide essential functionality and ensure they meet the security and confidentiality needs of our people and our clients.

The platform's capabilities, along with its robust security and governance frameworks, have provided a model for clients looking to develop and implement similar AI systems within their own organisations.

Looking forward, Deloitte plans to enhance MyAssist with advanced agent applications, multimodal capabilities across text, image and voice, and smart task automation.



Leveraging the power of the network

Our global and local alliances with leading hyperscalers and frontier model developers place us in the privileged position of being able to leverage the power of the global AI network to transform the way we deliver work for clients and the way our clients work.

We are seeing this play out in response to agentic AI and its powerful ability to accelerate transformation and core systems reinvention by enabling faster and more autonomous ways of working.

In FY25 Deloitte launched the Global Agentic Network, with Deloitte Australia playing a key role. The Global Agentic Network is a critical to how we help clients move from experimentation to impact with speed and agility by helping them to design, build, deploy and run AI agents that transform how they operate.

The Network draws on our key alliances and builds on delivery centres in Asia Pacific, EMEA and North America.

Through the Agentic Network, our people are also collaborating to build AI agents on software platforms in Deloitte's ecosystem. This includes Zora AI, a suite of pre-built AI agents developed by Deloitte US that independently execute complex business processes with speed and accuracy.

As we look ahead, we anticipate FY26 will see an acceleration of our AI strategy both internally and externally, with a particular focus on expanding agentic AI and AI agents across our offerings.



Ethics & Integrity

Deloitte is dedicated to upholding the highest standards of ethics and integrity. These principles are at the heart of everything we do, every day, as we strive to create a meaningful impact for our clients, employees and communities.

We are encouraged by the positive feedback from our annual Ethics Survey. Like last year, the overwhelming majority of respondents said they believe Deloitte is an ethical place to work where unethical conduct can be reported without fear of retaliation and people are not pressured to compromise their standards.

In our 2024 Ethics Survey

97% Believed Deloitte is an ethical place to work.

91% Believed they can report unethical conduct without fear of retaliation.

93% Did not feel pressure to compromise ethical standards to achieve business outcomes.



What we have been working on

Ethical behaviour is a basic expectation of working at Deloitte. Throughout FY25 we worked hard to review and enhance our practices while educating our teams about their personal and professional responsibility to adhere to our Australian Principles of Business Conduct, and to speak up if they witness or experience unethical behaviour.

We believe the cultural tone of an organisation is set at the top. That's why we have continued to roll out our Leading With Integrity workshops to our Partners, strengthening their ethical leadership skills.

This is complimented across the broader Deloitte workforce by our Ethics Refresher training, which uses everyday work scenarios as case studies to increase our people's understanding of ethics in a Deloitte context and the importance of speaking up.

Speaking up can be difficult. That is why we have been raising awareness about our non-retaliation policies, which are in place to protect those who report concerns.

Our focus on building a 'speak up' culture is a continuing priority for us. Reported matters are taken seriously, followed up and where appropriate, acted upon.

We choose to disclose all issues reported to us to demonstrate to our people that we take complaints seriously. These figures also include matters related to disrespectful treatment, which is more aligned to poor behaviour than unethical conduct.

The top three substantiated concerns in FY25 fell into the following categories:

- Disrespectful treatment: Primarily includes behaviours such as rude or belittling behaviour, inappropriate comments, poor leadership or unfair work demands.
- Violation of policy: Primarily relates to behaviour in contravention of specific firm policies, such as non-timely incident reporting.
- Harassment: Primarily relates to behaviour that was demeaning or intimidating, including bullying.

Concerns raised by team	FY25	FY24
Investigated and closed out	146	206
Per 100 employees	1.3	1.6
Substantiated with actions	101	144
Counselling & Training	21	27
Reprimands	66	93
Firm exit	14	24



/ 05 /

Responsible Business

Walking and working with First Nations people

Deloitte is committed to empowering First Nations communities and individuals through the work we do and the organisations we support.

Reconciliation Action Plan

We are guided in this effort by our Reconciliation Action Plan (RAP), a collection of specific goals and targets designed to meaningfully advance reconciliation with Aboriginal and Torres Strait Islander peoples by enhancing economic equity and self-determination.

Deloitte has developed and implemented RAPs with the endorsement of Reconciliation Australia for more than a decade. Our current RAP is classified as a Stretch RAP, which is defined by a long-term focus on embedding reconciliation initiatives within organisations that are committed to First Nations advancement.

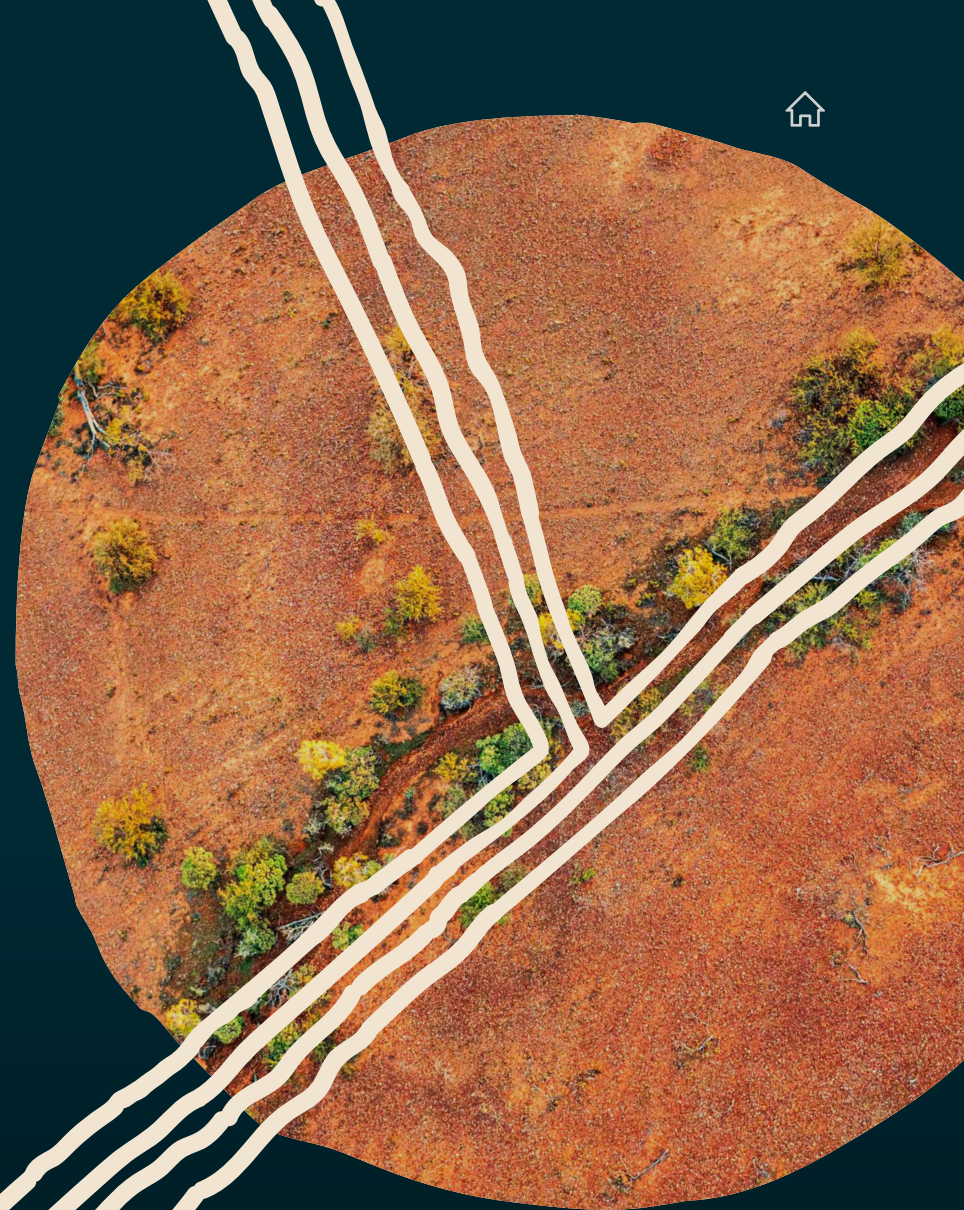
In FY26 we will launch our second Stretch RAP, which is supported by a strong delivery structure that echoes our commitment to First Nations progress.

yamagigu

Last year we made an investment in *yamagigu*, a market-leading First Nations consulting business dedicated to enacting positive change through First Nations-informed and guided professional services within the government, corporate and community sectors.

Over the last ten years of operation, *yamagigu* has completed more than 1,800 projects across more than 800 communities around Australia from offices in Brisbane, Melbourne, Sydney, Canberra, Perth, Adelaide and Darwin.

yamagigu remains self-controlled and self-determined – but both organisations will share in their mutual knowledge and networks. Deloitte and its clients will benefit from *yamagigu's* First Nations knowledge, with *yamagigu* able to access Deloitte's extensive capabilities as the world's largest professional services firm.





Supporting First Nations organisations and businesses

We are dedicated to strengthening our existing ties with Indigenous-led organisations and building new relationships that support cultural preservation and reconciliation.

A key example is our valued community partnership with the SharingStories Foundation, an Indigenous-led organisation that works with First Nations communities to safeguard and share cultural knowledge and storytelling.

These stories help to strengthen cultural identity within communities and foster greater understanding across the broader Australian public. Reflecting the depth of this trusted and growing relationship, we have renewed our partnership with SharingStories for a further three years. As part of the collaboration, SharingStories receives ongoing support through Deloitte's donations, pro bono work and volunteer involvement.

In turn, Deloitte benefits from SharingStories' First Nations leadership experience, with CEO Sharon Williams recently delivering the keynote at Deloitte's Developing Partner Potential program. The partnership also helps us build cultural awareness among our people and in the wider community.

Beyond this partnership, we continue to support First Nations inclusion and recognition through a range of initiatives. We remain committed to working with Supply Nation businesses for the procurement of goods and services and have recently licensed a collection of digital artworks from local First Nations artists with connections to the lands on which our offices are located.

Our commitment is also reflected in the way we mark significant dates such as National Reconciliation Week. This year, we hosted a national firm-wide event featuring a powerful truth-telling session with the Coota Girls Aboriginal Corporation.

The session focused on this year's theme, "Now More Than Ever", which emphasised the need to reflect on our shared history to help build a more just, reconciled future for Aboriginal and Torres Strait Islander peoples. We also proudly sponsored Reconciliation Tasmania's National Reconciliation Week breakfasts and participated in several others across the country, further demonstrating our support for reconciliation at a national level.

Impact Day

Deloitte is deeply committed to making a positive impact and has a strong legacy of supporting the communities it serves. A cornerstone of our community involvement is our annual volunteer event, Impact Day.

Each year, thousands of Deloitte professionals across Australia and Papua New Guinea step away from their regular tasks to dedicate their time and skills to local causes. Through this initiative, they learn about social and environmental issues and do their part to further the mission and meaningful change led by community organisations.

To help build capacity in the community sector, we also run a number of training sessions for charity staff across topics like change management, design thinking and managing difficult conversations.

Impact Day ran across an entire week for the first time in 2024, with 4,000 participants across 403 volunteering events helping make an impact for more than 200 charities.

We plan to repeat this successful format in October 2025.

SOCIAL IMPACT BY THE NUMBERS

59,649HOURS

Volunteering – both skilled and traditional

48,215HOURS

Spent on pro bono work

\$1.2m

Directly donated

1,000+

Deloitte Foundation, Climate Action and Reconciliation Action Champions

FY25 EMISSIONS SUMMARY

Emissions Summary	FY24 Emissions (tCO2e) ¹	FY25 Emissions (tCO2e) ²
Scope 1, 2, 3 - Business Travel	15,278	15,461
Scope 3 (excluding Business Travel)	27,492	26,024
Total expanded boundary (including WFH & Commuting, Purchased Goods & Services)	42,770	41,486
Less Value Chain Mitigation		
Sustainable Aviation Fuel investments	400	300

Note 1: FY24 emissions figures reflect post-audit data.

Note 2: The FY25 emissions data will undergo external assurance and the addition of contingent labour emissions after the publication of this report and may therefore be subject to change.



The Deloitte Foundation

Through the Deloitte Foundation, we foster strong relationships with our national community partners and family of charities. We apply our expertise by offering skilled volunteering to organisations that would otherwise be unable to access our services. The Foundation raises funds through events, emergency appeals and our Pay It Forward workplace giving program to help our family of charities continue their vital work. This year we:

- Made **865** LifeBlood donations, helping to save **2,595** lives
- Launched **three** emergency appeals through the year to support Australians recovering from severe flooding and bushfires, and supported disaster relief efforts in Papua New Guinea and Myanmar
- Invested in and supported the following charities through our workplace giving program:

Australian Cancer Research Foundation
Australian Red Cross
Beyond Blue
Disaster Relief Australia
LiteHaus International
Rainbow Families
RSPCA Australia
SharingStories Foundation
The Life You Can Save
The Smith Family
WWF Australia

The Deloitte Foundation Champions Network activities and fundraisers

Throughout the year, the Deloitte Foundation Champions Network played a pivotal role in driving grassroots social impact across our offices. These passionate employee volunteers led and supported a wide range of fundraising and volunteering initiatives in partnership with organisations across the community, raising over \$268,000 towards worthy causes.

One standout initiative was The Smith Family Dream Run, a nationwide fundraising campaign that enabled 42 students to participate in The Smith Family's *Learning for Life* program for an entire year – supporting their education journey and long-term potential.



One Young World

One Young World (OYW) is an annual summit that brings together high-performing young leaders from around the globe to address some of the most pressing issues facing humanity – from climate change to responsible tech and AI, human trafficking and modern slavery.

The Summit provides a powerful space for networking and learning from diverse perspectives, making it an invaluable experience for emerging leaders.

Deloitte Australia will once again send delegates to join representatives from other member firms and the more than 2,000 young leaders from around the world attending the 2025 Summit in Munich in November.

Our delegates will learn from world leaders, participate in high-impact workshops and work on projects to support our WorldClass and WorldClimate education and climate ambitions.

Congratulations to our Australian 2025 delegates



Sahana Sivathas
 Strategy, Risk & Transactions
 Sydney, Australia



Nathan Raia
 Strategy, Risk & Transactions
 Port Moresby, Papua New Guinea



Bridging the digital divide: Deloitte's National Device Bank contribution

In FY25, Deloitte donated 2,000 end-of-life laptops to support the National Device Bank pilot, a joint initiative by WorkVentures and The Smith Family. This pioneering program tackles digital inequality by refurbishing corporate technology and redistributing it to disadvantaged students across Australia.

Deloitte's donation enabled the program to scale significantly, delivering vital tools to students in The Smith Family's Learning for Life program. These devices are essential for accessing online learning, completing homework and building digital skills critical for future employment.

Through this initiative, Deloitte is helping to address a national challenge: over one million school-aged students in Australia do not have access to a suitable device at home due to affordability.

Support for LiteHaus

Deloitte also supports First Nations, regional and linguistically diverse students through donations to LiteHaus International's Digital Inclusion Program.

1,305 laptops were distributed in Queensland, including to Wujal Wujal and Hope Vale communities significantly impacted by flooding after Cyclone Jasper. The devices helped restore access to education after months of displacement.

400 laptops were sent to South Australia in partnership with the SA Government.

In some Cape York and Torres Strait schools, device ownership rates were less than 10% prior to Deloitte's contribution.

In Cambodia, 225 donated laptops helped embed quality digital access into rural schools for the first time.

A \$78,500 donation funded 15 computer labs in Papua New Guinea, reaching communities in the Jiwaka and Eastern Highlands Provinces.

More than 60% of the program beneficiaries are First Nations students or from migrant and refugee backgrounds, aligning strongly with Deloitte's values of inclusion, equity and opportunity.

Digital access and literacy

The Digital Career Compass is Deloitte's flagship national talent development program designed to build a more inclusive and socially impactful technology workforce. Run in association with Salesforce, the program aims to boost diversity across the tech industry by breaking down barriers to entry by providing free, virtual education to underrepresented Australians.

Participants are referred through trusted not-for-profit (NFP) community organisations and go through a virtual program that builds both business acumen and technical skills to help launch careers in technology. Participants receive professional mentoring and sponsored certifications in Salesforce, data or AI platforms at no cost.

To date, the program has positively impacted 243 individuals, including:

- 237 participants across two cohorts who received free education and mentoring in business, career and technology skills.
- 6 staff from partnering NFPs, who were supported with pro bono upskilling to strengthen their own digital capacity.

Participants represent a wide cross-section of Australians traditionally underrepresented in tech, including women, older Australians, Indigenous Australians, retired athletes and military veterans.

In addition to creating job pathways for participants, the program has helped build digital capability within community organisations.

Upskilled NFP staff gained critical knowledge in areas like GenAI and platforms such as Salesforce, improving data management, security, client support and overall organisational effectiveness – ultimately benefitting hundreds more in their care.

By combining digital inclusion with social purpose, Digital Career Compass demonstrates Deloitte's commitment to making a meaningful impact that extends beyond our walls and into the communities that need it most.



CONTACT US



JO GORTON

Chief Executive Officer

jogorton@deloitte.com.au

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organisation”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organisation”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

About Deloitte

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the “Deloitte organisation”) serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 400,000 people make an impact that matters at www.deloitte.com.

About Deloitte Asia Pacific

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

About Deloitte Australia

The Australian partnership of Deloitte Touche Tohmatsu is a member of Deloitte Asia Pacific Limited and the Deloitte organisation. As one of Australia’s leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, risk advisory, and financial advisory services through approximately 12,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit our web site at <https://www.deloitte.com/au/en.html>.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte organisation.

© 2025 Deloitte Touche Tohmatsu

2000000099_Designed and produced by Brand and Marketing | Deloitte Australia_08/25