

# Shaping the Future Together



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# Message from the Chair and the CEO

Over the past year, the global political and economic landscape has continued to evolve amid uncertainty, while technology-driven innovation transformed the world at an accelerating pace. In China, new quality productive forces are taking shape across emerging sectors, becoming a strong engine for high-quality development. Rooted in the local market and connected to global resources, Deloitte China continues to explore new opportunities for our own growth and for the growth of our clients. We are strengthening our integrated professional service capabilities, leading the digital and intelligent transformation of industries, investing in future talent and skills, and supporting sustainable development and thriving progress in society. This sixth annual Societal Impact Report is a new milestone in our journey together with our people and partners.

**Meeting future challenges through professional excellence.** With the support of our global network, we provide tailored guidance for Chinese enterprises going global and strategic insights for multinational companies deepening their presences in China. In FY2025, we worked across 96 overseas markets, helping more than 2,000 Chinese enterprises explore new opportunities, build new capabilities, and shape new growth models. At the same time, our localization services for multinationals help them identify risks, adjust strategies, and strengthen confidence in a complex global trade environment. Guided by our spirit of innovation and digital intelligence, we help businesses embrace change and ride the wave of artificial intelligence (AI). We also assist organizations in unlocking the potential of sustainable development by delivering world-class professional services that support their pursuit of excellence and long-term success.

**Empowering people through openness and inclusion.** Deloitte University Asia Pacific China (DU AP China) serves as a platform that connects our talent strategy, knowledge ecosystem, and client experience. It reflects our long-term commitment to learning through practice and collaborating with openness. DU helps us unleash the full value of our “future capability engine.” Guided by our employee value proposition—“Shaping future talent through impact that matters”—we integrate AI and

human collaboration to enhance talent management and development. In FY2025, Deloitte China was recognized as a Top Employer in China for the 19th consecutive year.

**Driving green transformation to protect our planet.** With our deep professional expertise, we help organizations seize opportunities in the low-carbon transition and advance sustainable growth. We collaborate closely with partners across industries, value chains, and stakeholder groups to build a shared vision and collective action toward a green future. Through our World *Climate* initiative, we embed low-carbon principles into our operations and encourage our people to take meaningful sustainability actions. In FY2025, Deloitte China offices received 20 green and healthy building certifications, including LEED, WELL, and BREEAM.

**Creating shared value through societal contribution.** We embed our purpose—Making an impact that matters to clients, people, and society—into our business responsibility. Under our Deloitte Societal Impact strategy, we implement a series of initiatives that create lasting social value. In FY2025, Deloitte China invested CNY30.18 million in societal impact programs. Our World *Class* initiative supported China’s rural revitalization strategy and has empowered 9.27 million rural talent to date. Through *Impact Every Day*, our people passionately engaged in volunteering and pro bono services, contributing 66,782 hours, a record high.

A new journey has begun. Looking forward, Deloitte China is committed to becoming the most influential professional services organization in China, seizing opportunities in the present and driving change for the future. With our multi-disciplinary service model which integrates Audit & Assurance, Tax, and Consulting, technology-driven solutions powered by AI, and a future-ready workforce, we will continue to create greater value for our clients, industries, and society. Together, we make progress toward a brighter shared future.



Vivian Jiang  
Deloitte China Chair



Dora Liu  
Deloitte China CEO



# Making an impact that matters to clients, people, and society

Deloitte's global vision is to become the most responsible and respected professional services organization, creating lasting value for our clients, people, and society. In China, we are committed to serving the country with professionalism. As a globally connected firm with a longstanding presence in China, we view China as a vital source of future growth for ourselves and our clients. We strive to be the most influential professional services organization in the country.

We serve with integrity and uphold quality. In our services, we focus on our clients' most important priorities and help them seize present opportunities while driving transformation for the future. Guided by three key pillars: the integration of Audit and Assurance, Tax, and Consulting into a multi-disciplinary professional services model; technology-enabled solutions powered by AI and other innovations; and a future-ready professional workforce, we help local clients grow into world-class enterprises and support multinational clients in sustaining innovation and development in China. In this way, we contribute to the nation's high-quality growth.

Deloitte China has always put our people first. We adhere to our Employee Value Proposition (EVP)—“Shaping future talent through impact that matters.” We enhance Deloitte's talent career journey by prioritizing the

four dimensions of the EVP: development, caring, happiness, and inclusion, fostering pride, fulfillment, and well-being. We are dedicated to developing a comprehensive professional talent system that enables professionals to be future-ready and embrace AI technologies. Furthermore, we uphold the values of equity, teamwork, diversity, and inclusion by cultivating an inclusive workplace culture, supporting employee mental health, and advancing women in leadership.

We deeply understand that a firm's growth and success are inextricably linked with social prosperity and progress, environmental sustainability, and healthy economic growth. Therefore, we purposefully contribute to societal development by deploying Deloitte's resources and expertise to create a more equitable, sustainable, and prosperous world. Deloitte launched *WorldImpact*, a societal impact strategy encompassing *WorldClass*, *WorldClimate*, *Impact Every Day*, and other initiatives to address the substantial challenges facing social development, make a measurable impact that matters, and forge ahead with stakeholders for a more prosperous economy, a fairer society, and a sustainable world.



# Business



- ➡ BUSINESS
- ➡ PEOPLE
- ➡ ENVIRONMENT
- ➡ SOCIETY
- ➡ GOVERNANCE
- ➡ ESG HIGHLIGHTS



As a comprehensive professional services organization rooted in China and connected globally, Deloitte China is committed to professionalism and responsibility. Through digital solutions and multidisciplinary services, we help enterprises explore sustainable growth pathways, tackle emerging challenges such as climate change, inclusive social progress, and ethical issues in technology, and seize opportunities arising from industrial transformation and the green transition. In doing so, we work alongside clients to co-create a more sustainable and responsible future.



## 12 companies

Completed their listings on the Hong Kong Stock Exchange with Deloitte's professional support, raising more than HKD **11 billion** through their IPOs.

## 2,000+ companies

Leveraged the expertise of Deloitte China and the global Deloitte network to advance their international development across nearly 100 countries and regions.



**BUSINESS**



**PEOPLE**



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# Going global and deepening local presence

Amid geopolitical volatility and rising trade barriers, global business operations face unprecedented challenges. Leveraging our global network and local insights, Deloitte China provides comprehensive services to support Chinese enterprises in expanding overseas and foreign enterprises in deepening their presence in China, helping businesses navigate uncertainty with professional guidance.

## Going global — Finding international breakthroughs amid challenges

For Chinese enterprises expanding onto the global stage, uncertainties in policy and markets are only part of the challenge. They also need to identify strategic footholds within the restructuring of global supply chains. We help Chinese enterprises assess risks, evaluate policies, and redesign their operational footprints, accompanying them step by step in expanding their international presence.

While serving a leading private company in the new energy sector, we observed multiple challenges in compliance, tax, and sustainability during its overseas expansion. We provided professional guidance throughout the process. On one hand, we analyzed the regulatory environment and trade compliance requirements of target markets, assessed risks related to anti-dumping, countervailing, and anti-circumvention measures, and developed actionable response strategies. On the other hand, we advised on global factory planning, origin planning, and supply chain restructuring to help the company achieve localized operations across multiple countries, effectively reducing tariffs and operational costs while enhancing market competitiveness. From a sustainability perspective, we guided the client in designing a globally coordinated green energy value chain, strengthening communication with overseas partners, and building a long-term, stable, and

sustainable global value chain. Today, the company has successfully entered multiple international markets, steadily expanding its global market share.

## Deepening presence in China — Strengthening long-term commitment with confidence

Foreign enterprises deepening their presence in China require not only a stable business environment but also professional policy interpretation and localized support. We provide multi-dimensional services to help foreign clients identify risks, adjust strategies, and build confidence in a complex global trade environment.

When a leading global life sciences company faced uncertainty caused by trade tensions, it needed to stabilize its business and optimize compliance in China. Deloitte China responded quickly, assisting the client in accurately interpreting the framework of global trade compliance, systematically redesigning import-export operations, and integrating origin strategy planning with supply chain optimization. This empowered the enterprise to build a localized operating system that balances agility, resilience, and sustainability. Additionally, by facilitating efficient communication channels, we supported interactions between the client and regulatory authorities, helping the company anticipate regulatory trends, secure targeted policy support, and improve government-business collaboration.

In the two-way exchange between Chinese and global enterprises, Deloitte China does more than focus on the present. We accompany clients in navigating the next phase, leveraging professional expertise, a global network, and local experience to connect them to the world, navigate cycles, and grow with resilience.



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# Enabling the global expansion of Chinese enterprises

Deloitte China continues to leverage its expertise in capital markets and globalization services to help enterprises strengthen governance, enhance their resilience in the market, gain visibility in capital markets, and advance steadily on the international stage.

## Supporting enterprises in their capitalization journey

At the crucial stage of entering the capital market, we draw on our in-depth understanding of China's regulatory environment, longstanding presence in the Hong Kong capital market, and extensive global professional network to provide end-to-end, integrated IPO audit and advisory services. We assemble dedicated cross-industry and cross-functional teams covering audit, tax, financial advisory, internal controls, and industry expertise. Through efficient collaboration mechanisms, we respond swiftly to client needs, identify audit priorities with precision, and work closely with intermediaries throughout the listing process to improve audit efficiency and information transparency. At the same time, we make full use of digital tools and proactive technology support to strengthen the identification and management of key issues in areas such as internal controls, information disclosure, and business compliance. In doing so, we not only support enterprises in achieving capitalization but also help them reinforce and enhance the foundations of their long-term governance.

### Integrated professional services supporting enterprise capitalization

In October 2024, we successfully assisted a leading Chinese consumer goods company in its main board listing on the Hong Kong Stock Exchange, which raised more than HKD 5.5 billion. It was the largest IPO in the consumer sector on the Hong Kong market that year. As one of the core service providers for the project, we were deeply involved throughout the filing, issuance, and fundraising process, delivering efficient and professional end-to-end support. Throughout the project, we brought together audit, financial advisory, and industry experts, aligning closely with the client's pace and regulatory requirements. By working in close collaboration with multiple intermediaries, we facilitated the smooth progress of each stage of the listing, helping the company successfully enter the capital market and further strengthen its brand influence and global development capabilities.


## Helping enterprises strengthen their global operations


Against the backdrop of an increasingly complex global market, Chinese enterprises' internationalization has moved beyond the export of products and capital into a new stage of brand building, organizational capability enhancement, management modernization, and governance upgrading. Guided by the philosophy of integrating global vision with local practice, we continue to support Chinese enterprises in strengthening their global operating capabilities and advancing with confidence in international markets.


### Upgrading the HR system to drive a Chinese auto brand's global journey


Our client, a leading independent Chinese automotive brand with product offerings spanning internal combustion, hybrid, and pure electric vehicles, exports to more than 100 countries worldwide. With its overseas presence expanding rapidly, the company faced key HR challenges such as lagging organizational responsiveness, low standardization, and insufficient capability support—creating an urgent need for systemic transformation to underpin its global ambitions.

In alignment with the client's internationalization strategy, we helped build a human resources capability framework tailored to different market stages of development, including:

 **Designing an international organizational structure:** developed marketing and HR models suited to multi-market operations, clarifying responsibilities and optimizing localized deployment.

 **Establishing a global governance framework:** defined a four-tiered management and authorization mechanism covering "Group-Business Unit-Region-Country" to enhance management effectiveness.

 **Developing an HR metrics system:** created unified key HR performance indicators to strengthen global consistency and coordination.

 **Creating standardized operating manuals:** provided HR operation templates for subsidiaries worldwide, enabling the rapid replication and implementation of management practices.

Through our professional support, the client systematically upgraded its global HR system and successfully rolled out standardized management practices across new overseas entities. This transformation provided staunch support for the continued expansion of its global sales and manufacturing footprint.



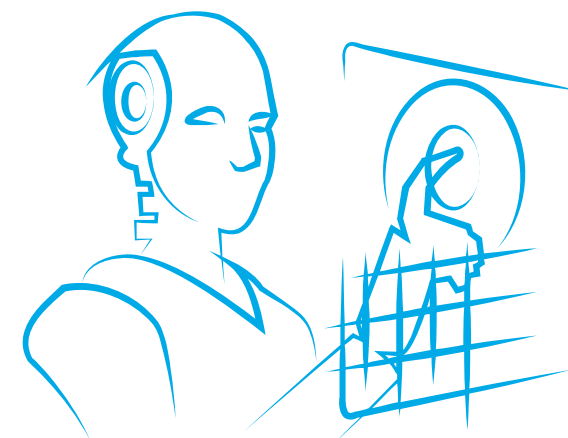
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# Leading digital and intelligent transformation

Deloitte China has made the innovative integration of artificial intelligence, digitalization, and cybersecurity a strategic priority. We focus on advancing digital capabilities and scenario-based applications, using AI to drive client business transformation and growth, strengthening cybersecurity defenses, and enabling full-chain adoption of generative AI.

## Artificial intelligence

In FY2025, AI is reshaping China's business landscape at unprecedented speed. At this crucial inflection point, we provide in-depth insights into key trends, challenges, and opportunities, helping enterprises harness the power of AI to win the future.



## Driving enterprise AI transformation

With our purpose of “making an impact that matters to clients, people, and society,” we have developed a distinctive value proposition to support enterprises on their AI transformation journey.

### Accelerating industry-wide transformation


We designed an AI roadmap for a listed power group, supported a copper industry leader in deploying open-source models, and redefined the digital operating system for a major telecom operator. Through our end-to-end service model, we not only provide strategic consulting but also reshape organizational structures, technology platforms, and talent systems, comprehensively upgrading clients' AI capabilities.


### Industry-specific implementation solutions


We deliver tailored AI solutions to address the intelligent transformation needs of priority sectors including automotive, financial services, consumer products, and healthcare. For example, in collaboration with a leading international bank, we demonstrated the transformative potential of generative AI tools in the finance domain.

## Professional capabilities and resources

We leverage our AI expertise to continually refine AI solutions for different industries.

 **Internal resource integration:** We combine the expertise from our AI Center of Excellence, Deloitte AI Institute, and smart engineering teams, building a capability matrix across large language models, computer vision (CV), and intelligent decision-making. This enables full-cycle delivery of AI-enabled services such as AI-generated reports, intelligent assistant platforms, and CV-based operations in industries including pharmaceuticals, power, and insurance.

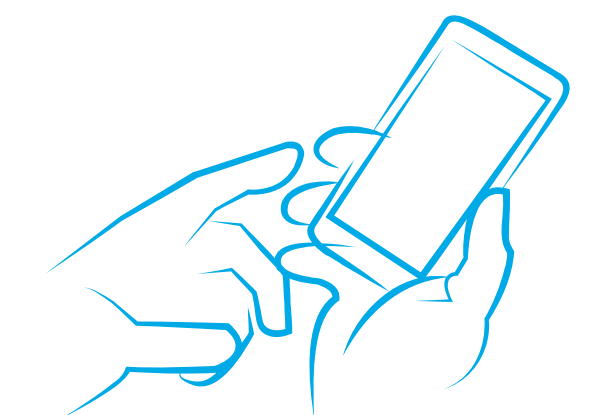
 **External ecosystem building:** We have established strategic collaborations with technology leaders to expand the AI ecosystem; engaged in the Hong Kong InnoEX Forum to strengthen industry-academia-research integration; and introduced Sapitor, a locally deployed LLM-RAG platform, to financial institutions and public sector clients in Hong Kong, demonstrating strong responsiveness to local market needs.

 **Technology and ecosystem empowerment:** Deloitte's internal platform— D.Nova—has shown strong intelligent analysis capabilities in scenarios such as report drafting and policy interpretation. Since its launch, D.Nova has been widely adopted across the firm and has attracted significant attention.

## Industry insights and engagement

At the 2025 World Economic Forum Annual Meeting, Deloitte released “The State of Generative AI in the Enterprise”, analyzing how businesses can unlock value and enhance influence through emerging technologies.

On 25 February 2025 in Beijing, Deloitte China launched the Chinese edition of Tech Trends 2025—continuing a 16-year tradition of anticipating technology developments to help business leaders identify opportunities, mitigate risks, and drive innovation and growth. As of May 2025, Deloitte achieved record highs in both the number and value of AI and generative AI engagements, with expanding service scope and project depth.



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## Digitalization

As China advances its national digital strategy, enterprises are evolving from “digitalization” to “intelligent digitalization”. Deloitte China is committed to sharing fresh perspectives that help business leaders reframe their understanding of commerce in the digital era.

### Advancing digital development

Deploying global best practices and collaborative innovation, we draw on the strength of our alliance partners to deliver customized solutions—helping enterprises realize both business and societal value in their intelligent digital transformation journeys.

#### IT, OT, and ET integration as a new engine for power system transformation

In collaboration with Envision Digital, we co-developed a renewable energy monitoring platform that enables enterprises and their clients to achieve refined management and optimized scheduling of renewable energy. By integrating the data processing capabilities of information technology (IT), the real-time control functions of operational technology (OT), and the specialized expertise of energy technology (ET), we enhance the stability of power supply, accelerate the green transition of energy consumption, and improve energy utilization efficiency and cost-effectiveness.

#### Integrated digital systems to boost the global competitiveness of the agrochemical sector

Through digital technologies, We helped a global agrochemical leader build an integrated circular value chain—optimizing processes from raw material procurement to product sales. With SAP as the backbone, we enabled seamless data flows across ERP, CRM, and SRM systems, driving process standardization and efficiency. Real-time analytics and predictive modeling empowered the enterprise to optimize procurement and production planning in response to global market dynamics. At the same time, digital transformation enhanced warehouse management and logistics efficiency, enabling precise inventory control. As a result, the company achieved notable gains in operational efficiency, expanded its global market share, and secured a stronger position in international competition.



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## Cybersecurity

“Without cybersecurity, there is no national security.” In today’s digital era, cybersecurity has become more vital than ever. Enterprises of all sizes and industries are already enhancing or planning to enhance their cybersecurity capabilities—whether driven by compliance requirements or the need to defend against cyberattacks. Yet as attack methods evolve, internal and external threats multiply, and business scenarios grow increasingly complex, enterprises must adopt a more strategic, long-term approach to effectively build and strengthen their cybersecurity capabilities.



**Tony Xue**  
National Managing Partner,  
Cyber Defense & Resilience,  
Deloitte China

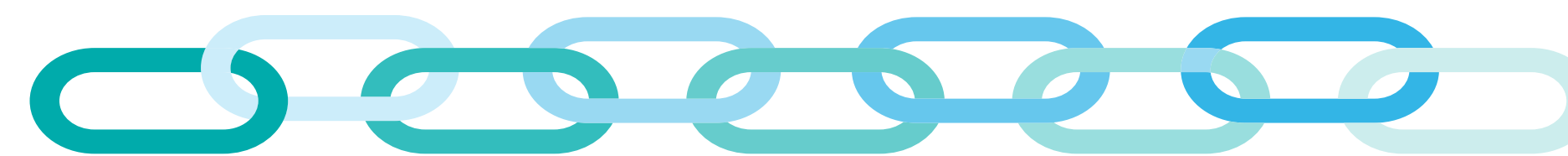


Cybersecurity is now an essential pillar of national security. Regardless of industry or size, every enterprise should continuously raise its cybersecurity maturity. Companies should not only recognize the long-term business value of cybersecurity but also strengthen their core defensive capabilities—ensuring that cybersecurity truly safeguards transformation and growth.

### Deloitte cybersecurity advisory capabilities

Cybersecurity strategy and digital trust services:

Cybersecurity strategy and transformation   Data compliance and privacy protection   Cybersecurity management systems and implementation   Regulatory compliance



Cyber defense resilience and enterprise security services:

Application security   Cloud security   Emerging technology security (e.g., AI security, IoT security)   Security operations and monitoring   Incident management and emergency response

#### Industry insights

Deloitte China published the 4th edition of the “Global Future of Cyber Survey”—the largest global cybersecurity study Deloitte has conducted to date. The report reveals how enterprises worldwide are strengthening the link between cybersecurity and business value, including:

-  The role of cybersecurity as part of enterprise strategic value
-  The growing influence of CISOs and their engagement with senior leadership
-  The integration of cybersecurity into technology-driven transformations
-  The relationship between cybersecurity maturity, confidence, and business benefits

#### Multinational enterprises “In China, for China”: Supporting compliance with domestic cybersecurity and cross-border data requirements

As multinational enterprises advance their end-to-end digital transformation for the “in China, for China 2.0” era—from R&D to manufacturing to services—the digital ecosystem has become a crucial enabler. We have established three key enablers to strengthen this digital foundation and support the ecosystem development of multinational enterprises in China.

##### Pillar one: Developing a security and compliance strategy for China’s evolving digital ecosystem

Multinational enterprises need to accelerate the development of digital ecosystems tailored to the Chinese market by deepening collaboration with leading local technology companies. Against the backdrop of business and digital localization, cybersecurity and compliance strategies must also be localized, with clear implementation plans and frameworks;

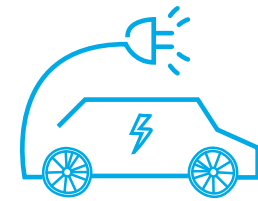
##### Pillar two: Strengthening data classification and end-to-end lifecycle management

Enterprises should establish data classification and grading systems across the full lifecycle, applying differentiated management based on data sensitivity. By embedding security controls into every stage of business operations, companies can mitigate data leak risks and meet increasingly complex regulatory requirements for data compliance;

##### Pillar three: Optimizing cross-border data governance and compliant transfers

To address regulatory requirements on cross-border transfers of personal and critical data, multinational enterprises should prioritize compliance by conducting granular data mapping and compliance assessments. Complementary measures—such as updating business processes and roles, adjusting system and platform architectures, and ensuring continuous compliance operations—are essential to meet evolving regulatory expectations for cross-border data management.

# Empowering the green transformation



We fully recognize the strategic value of sustainability in today's uncertain environment. By integrating top-tier resources and forward-looking insights, we drive sustainable transformation and help enterprises capture emerging trends, navigate risks and opportunities, and build resilient and innovative end-to-end, integrated solutions.

## Supporting enterprises in green and low-carbon transformation

As the global net-zero transition accelerates, governments and regulators are tightening policies while investors are increasingly scrutinizing corporate climate actions. The urgency of climate change is not only driving technological innovation but also creating new economic opportunities. With the rollout of international measures such as the Carbon Border Adjustment Mechanism (CBAM), low-carbon transformation has become a vital pathway for enterprises to enhance their green competitiveness, expand into international markets, and earn the trust of global customers.

Deploying our deep expertise and cross-sector practices, Deloitte China has built a comprehensive suite of services spanning the entire green and low-carbon value chain. We help enterprises identify industry trends, address compliance and market challenges, and capture growth opportunities throughout their decarbonization journey. Our offerings cover carbon accounting, decarbonization strategy and energy transition, and Science Based Targets initiative (SBTi) consulting.

### Supporting a high-tech manufacturing group in advancing toward a low-carbon future

Facing pressures from technological breakthroughs, supply chain-wide decarbonization, and intensifying global competition, a global high-tech manufacturing group identified green competitiveness as a core driver for international expansion. Deloitte China designed a three-step strategy to help the group strengthen carbon management, drive supply chain collaboration, foster green innovation, and enhance global competitiveness.

#### Establish a carbon baseline and map the road ahead

We conducted a comprehensive review of emissions across energy consumption and production processes, identified key emission sources, and modeled emission trajectories under different scenarios. This enabled the company to set short-, medium-, and long-term carbon neutrality targets and implementation pathways, providing clear direction for its low-carbon development.

#### Build a carbon management mechanism and integrate carbon pricing into business decisions

We helped the company establish a carbon management framework that turns emissions into measurable and manageable business metrics. By applying tools such as internal carbon pricing and carbon asset management, the company was able to balance decarbonization investments with financial returns, embedding low-carbon transition into its core business strategy.

#### Develop a digital carbon management platform to strengthen global competitiveness

We built a digital platform covering carbon accounting, target setting, emissions management, supplier footprints, and low-carbon product development. This provided end-to-end monitoring and analysis of carbon data to support decision-making. In parallel, we supported the integration of low-carbon principles into product design, the development of green product standards, and the enhancement of global competitive advantage.


## Building sustainable supply chains

For decades, environmental and social risks in supply chains have been a key concern for enterprises. With the global regulatory landscape becoming increasingly stringent, especially with escalating compliance requirements in overseas markets such as the EU, companies must extend ESG management upstream in their supply chains to gain a competitive edge in global markets.


We support clients in building resilient and sustainable supply chain systems. Through supplier audits, compliance and risk management, and digital system development, we help companies meet green compliance obligations and international trade requirements.

### Supporting major Chinese automotive companies in building ESG supply chain systems

We assisted a major Chinese automotive manufacturer in its supply chain ESG transformation to address overseas regulatory challenges.

 "Setting the direction"  
Designing the supply chain ESG strategic blueprint

By analyzing global and domestic ESG policy trends and compliance requirements, and aligning with the characteristics of upstream industries, we helped the client define strategic priorities for supply chain ESG management. We then developed a tailored ESG strategic framework, clarifying strategic goals, governance structures, roles, and processes—providing a clear roadmap for supply chain ESG development.

 "Building the system"  
Embedding ESG into day-to-day supply chain management

Grounded in the client's operational realities, we established a supply chain ESG due diligence management system. This included supplier lifecycle ESG due diligence processes, a risk assessment model, and tiered risk management measures. These enabled the company to accurately identify high-risk suppliers and embed ESG strategy into daily supply chain management.



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## Comprehensive empowerment for sustainable development

Deloitte China continuously monitors sustainability trends, conducts in-depth research on sustainability and climate change issues, and provides integrated services covering sustainability management, disclosures and assurance, green construction, and sustainable finance. We help enterprises build responsible and resilient business models and work with clients to advance toward a sustainable future.

### Sustainability insights and thought leadership

We actively participate in standard-setting, industry research, and cross-sector collaboration, sharing Deloitte insights through seminars, industry reports, and white papers to promote mutually beneficial outcomes in sustainability and economic performance.

#### Joint seminar with IFRS Foundation: “ISSB sustainability disclosure early adopters”

In May 2025, Deloitte China and the IFRS Foundation Beijing office co-hosted a seminar themed “The leap from non-financial information to financial reporting”. The event focused on the application of ISSB sustainability disclosure standards in the Chinese market. More than 200 participants from business, academia, and regulatory bodies attended, enhancing understanding of the ISSB framework’s requirements on strategy, risk, and financial impact, and accelerating the integration of disclosures into enterprise management.

### Sustainability management

Drawing on forward-looking insights and extensive experience, we help enterprises embed sustainability principles into business operations, establish comprehensive sustainability management systems, and define actionable roadmaps to unlock long-term value creation.

#### Supporting a leading global integrated energy company in building a world-class ESG governance model

We provided ESG strategy and governance enhancement services to a leading global integrated energy company listed on the Shanghai (A-share) and Hong Kong (H-share) stock exchanges. Facing increasing ESG regulatory requirements and capital market rating expectations, the company needed to strengthen its governance framework. Through peer benchmarking and on-site research, we accurately identified its ESG gaps and supported the development of five core ESG capabilities: strategic planning, management systems, disclosures, rating improvement, and ecosystem building. These efforts helped the company establish a world-class ESG governance model, gain capital market recognition, and continuously enhance its international ESG influence.

### Sustainability disclosures and assurance

Leveraging Deloitte’s expertise in technology and AI, we drive a step-change in sustainability services that goes beyond traditional reporting. By applying AI tools and innovative methodologies, we deliver forward-looking, intelligent, and strategically focused ESG disclosure solutions. These help clients elevate their disclosure practices and maintain competitiveness in a rapidly evolving regulatory environment. In addition, our sustainability and emerging technology assurance services help enterprises identify compliance gaps and prepare for increasingly stringent disclosure regulations and standards.

#### Empowering a leading global internet company with long-term ESG management excellence

We have been providing ESG reporting and rating advisory services to a leading global internet-listed company for many years. By continuously tracking industry best practices and enriching service offerings, we have supported the client in using ESG disclosure as a starting point to integrate ESG into long-term operations, thereby achieving a comprehensive upgrade of its ESG management capabilities.

### Green construction

Building on extensive research and project experience, we offer end-to-end low-carbon and green solutions for cities, industrial parks, and real estate development projects. Through professional market insights, we help clients identify growth opportunities in green and healthy buildings and empower product innovation.

#### Green and healthy building advisory for an innovative real estate developer

We have combined advanced technologies for constant temperature, humidity, oxygen, cleanliness, and quietness with high-performance building envelopes and smart home design, focusing on optimizing indoor air quality, water quality, and acoustic environment. The project achieved certifications including China’s Two-Star Green Building, BREEAM Three-Star, LEED Platinum, and WELL Residential, setting a new benchmark for premium housing.

### Sustainable finance

We combine professional expertise, sector knowledge, global resources, and local experience to focus on green finance, ESG investing, and green insurance. We actively advance financing mechanisms and deploy AI-powered decision tools to deliver differentiated services.

#### Green finance advisory for a major commercial bank

We supported a leading commercial bank in developing a green asset recognition system, building an ESG risk management framework, conducting environmental benefit assessments for investment and financing activities, and enhancing disclosure mechanisms. These measures enabled the bank to fully integrate ESG factors into its risk management, strengthen green asset management, and simultaneously achieve both compliance and management excellence.

# People



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Deloitte China is committed to its Employee Value Proposition (EVP) of “Shaping future talent through impact that matters.” We focus on enhancing the talent experience through development, caring, happiness, and inclusion, while embracing Artificial Intelligence (AI) and Generative AI (GenAI). We continue to empower our people with future-ready skills, striving to be the most trusted transformation partner for clients in the AI era.



### 19 consecutive years

Recognized as a "Top Employer in China"

### 1 certification

Awarded the Diamond Standard Certification for "Healthy Workplace"

### 9,000+ people

Deloitte partners and employees obtained AI/GenAI certifications

### 14,000+ people

Received convenient, enhanced wellbeing support

### 160+ individuals

Recognized through the Women in Tech Awards



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# Joining together at DU AP China for shared growth

Since its inauguration in October 2024, DU AP China (Deloitte University Asia Pacific China) has been guided by its mission of fostering talent, driving business growth, building the Deloitte brand, and contributing to society. It is strategically positioned to develop Deloitte talent for the future, support clients and partners in transformation and innovation, and foster a collaborative innovation ecosystem and thought leadership hub. With its long-term commitment to “integrating knowledge with action and embracing open collaboration,” DU AP China fulfills Deloitte’s responsibility of serving the country with professionalism.

DU AP China supports organizational transformation, enhanced professional value, and has grown into a robust platform connecting talent strategy, knowledge development, and client experience. It continues to build an ecosystem that integrates learning, practice, and co-creation.

## Developing Deloitte talent for the future

Through proprietary leadership programs, industry-specific expertise, and technical skills courses, DU AP China supports Deloitte people in advancing their careers. In FY2025, programs included Program Astra, the DU Faculty Experience (DUFE), Women’s leadership development program (Inspiring Women), and the Asia Pacific Leadership Summit. DU AP China has become a “refueling station” for capability building and a “spiritual home” that strengthens cross-BU collaboration and a shared culture among Deloitte people.

## Supporting clients and partners in transformation and innovation

DU AP China collaborates with business teams to design customized client training sessions and workshops, providing professional learning experiences and deep insights to deliver actionable transformation pathways. In FY2025, DU AP China hosted events including the Water Industry Leadership Camp, Fintech Forum, and Petrochemical Industry Digital Transformation Workshop, empowering clients’ transformation and growth.

## Building a collaborative innovation ecosystem and thought leadership hub

DU AP China embraces its social responsibility by hosting delegations from government agencies, industry associations, and enterprises, fostering ecosystem collaboration. In FY2025, it organized the State-owned Assets Supervision and Administration Commission’s Corporate Social Value Achievements Exchange. It also advanced exchanges and cooperation with professional bodies such as the China Association for Public Companies, the Hong Kong Chartered Governance Institute, and CPA Australia, supporting their development as think tanks and strengthening member capabilities. In addition, it delivered capability building programs for more than 600 “little giant” enterprises cultivated by the Beijing Municipal Bureau of Economy and Information Technology.

### Key achievements

#### Talent development



Internal training and knowledge-sharing sessions  
**3,000+** participations.

#### Client empowerment



Customized client learning and workshops  
**700+** participations

#### Societal engagement





Visits involving government and enterprises  
**1,500+** participations





# Developing digital talent

In the digital era, artificial intelligence is reshaping the business landscape across industries at an unprecedented pace. In FY2025, Deloitte China advanced talent management under the theme of “Unlock human potential through AI empowered EVP to develop new productive forces.” This approach brings renewed momentum to our Employee Value Proposition (EVP) and creates an exceptional experience for talent growth:

 **Development:** We focus on shaping and growing Deloitte people, offering digitally enabled, personalized, and diverse career paths along with expansive learning platforms. This approach develops new quality productive forces and talent with future-ready skills.

 **Happiness:** We encourage employees to experience fulfillment and happiness through meaningful work, collaborating with industry-leading mentors and like-minded peers to enjoy a mission-driven talent experience.

 **Caring:** We treat each employee with attention and support, enhancing the comprehensive smart talent experience across physical, mental, social, financial, and purpose-driven wellbeing, fostering work-life balance.

 **Inclusion:** We welcome talent from all backgrounds, embrace differences, and advocate a diverse, inclusive workplace. We promote inclusion and respect across generations, communities, and human-machine collaboration.

In FY2025, we received numerous recognitions from external institutions and the public, inspiring us to continue advancing our EVP in meaningful ways.

- |  |   |   |
|--|---|---|
| <p><b>1 Top Employer</b><br/>Recognized as a Top “Employer in China” for 19 consecutive years</p>                      |  | <p><b>2 Best Asian Employer</b><br/>Awarded “Best Asian Employer (Hong Kong)” by HR Asia for the 4th consecutive year</p>                                       |
| <p><b>3 Healthy Workplace Certification</b><br/>Awarded the Diamond Standard Certification for “Healthy Workplace”</p> |   | <p><b>4 China University Students’ Favorite Employer Brand</b><br/>Awarded by 51job for 2024</p>  |
| <p><b>5 Most Attractive Employer</b><br/>Awarded by shixiseng.com for the 3rd consecutive year</p>                     |   | <p><b>6 Architecture Design Awards</b><br/>DU AP China received the 2024 Global Architecture Design, 2024 International Design, and 2025 Asia Design awards</p> |



“

I am proud to share that Deloitte China has once again been recognized as a ‘Top Employer China 2025’! Guided by our EVP of ‘Shaping future talent through impact that matters,’ we remain committed to investing in talent development, focusing on AI and GenAI technologies and the four pillars of Development, Caring, Happiness, and Inclusion. We have launched the ‘10k AI/GenAI Talent Development Program’ to further enrich the professional experience of Deloitte talent. Through these continuous efforts, we drive sustained business growth and value creation.



**Carol Zheng**  
Chief People & Purpose Officer,  
Deloitte China



- ➡ BUSINESS
- ➡ PEOPLE
- ➡ ENVIRONMENT
- ➡ SOCIETY
- ➡ GOVERNANCE
- ➡ ESG HIGHLIGHTS

# Development

Deloitte China offers digitally enabled, personalized, and diverse career paths, supported by expansive learning and development platforms. In FY2025, we launched the “10k Talent Program for AI/GenAI Skills”, accelerating employee skills growth and career progression through AI, unlocking human potential, and promoting new quality productive forces and talent with future-ready skills.

## Empowering talent development through AI and GenAI

In FY2025, learning under the “10k Talent Program for AI/GenAI Skills” ranged from foundational AI and GenAI courses for all employees to innovation-focused AI and GenAI application workshops. We also organized accessible technology demonstrations, including of D.ChatGen and DelphAI, and issued regular AI strategy implementation newsletters, creating a comprehensive environment for employees to embrace AI. In FY2025, over 9,000 partners and employees achieved their AI/GenAI certifications..

We also continued to implement the signature i-Coaching program, equipping mentors with the generative AI-powered i-Coaching Assistant to deliver personalized, in-depth coaching experiences. As of June 2025, more than 550 colleagues have been recognized as outstanding mentors for their exceptional contributions to talent and team development.



**Tony Tong**  
Senior Manager, Technology & Transformation

There's no first or last in learning; those with knowledge can be teachers. The exchange between coach and coachee is a mutual learning process. At Deloitte, we might hold different roles and responsibilities, but across our professional tracks and personal interests, we can coach one another with empathy and sincerity.





**Daisy Lin**  
Manager, Strategy, Risk & Transactions


I firmly believe that every individual holds unlimited potential, like stars waiting to be discovered. As a mentor, my role is simply to create a platform where everyone can shine and fully express themselves.


## Leadership and high-potential talent

Deloitte China has launched a series of talent development programs—including Program Astra, H100, Program ICON Star, and Program FUTURE—to strengthen employees’ leadership, strategic thinking, and cross-cultural capabilities. These initiatives identify high-potential talent, accelerate their growth, and inject lasting vitality into Deloitte China.

 **Program Astra:** Deloitte China’s core high-potential talent development program, designed for senior managers, associate directors and below. Program Astra equips participants with future-oriented skills, experience, and perspectives to drive change and growth.

 **H100:** Tailored for high-performing, high-potential directors and senior managers. Centered on practical exercises and personal coaching, complemented by specialized training, the program provides opportunities for hands-on experience and expanded vision. In 2025, 45% of newly promoted partners came from the H100 program.

 **Program ICON Star:** Targeted at outstanding, high-potential senior partners with strong self-drive. By aligning their career aspirations with the firm's goals, the program accelerates their growth and supports their development into highly engaged, effective leaders.

 **Program FUTURE:** Designed for the next generation of business leaders, offering comprehensive perspectives, diverse experiences, and interactive exchanges. The program enhances their ability to lead and manage effectively in a rapidly changing and disruptive environment, accelerating participants career and leadership growth.



**Eric Wong**  
Partner, Audit & Assurance

The greatest gain from Program Astra was the deep cross-BU exchanges that completely changed how I work. After attending advanced sales training, I mastered cross-functional collaboration and sales enhancement skills, which were instrumental in my promotion to partner.



**Bruce Zhai**  
Partner, Sustainability, Deloitte China

The H100 program brought together the best resources from the firm, regions, and business units. Through extensive practical exercises and one-on-one coaching from senior mentors, it unlocked my potential across technology application, team collaboration, and market innovation.



- BUSINESS
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- BUSINESS
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## Internal mobility and career opportunities

Deloitte China continuously enhances its Internal Career Marketplace, offering diverse career mobility options such as international assignments, remote virtual assignments, short-term cross-business or cross-regional secondments, and transfers. These initiatives empower employees to pursue personalized career development. In FY2025, the platform enabled 241 employees to secure internal career opportunities and embark on new professional journeys.

In line with Deloitte China’s multi-disciplinary professional services strategy, we also launched cross-department technical courses, including topics in AI, GenAI, and related tools, helping the firm maintain its market leadership in a dynamic environment.

### By geography



- 31 employees participated in international or virtual assignments
- 55 employees benefited from cross-region mobility

### By business line



- 29 employees benefited from cross-BU mobility
- 181 employees moved within the same business unit



**Chen Yanting**  
Audit, Global Delivery Center,  
Deloitte China

During my remote secondment with Deloitte’s global teams, I enjoyed flexible working hours and was able to integrate experiences from different audit centers into my own learning and work. Our Global Audit Assurance Learning (GAAL )Team was also honored with the Dream Team Award, which makes me very proud. It’s a team that truly supports one another and manages work effectively. For me, collaborating with global colleagues and gaining exposure across different platforms has been a wonderful experience.



# Happiness

Guided by the “Happiness” principle, we encourage employees to fully show their talents, connect with like-minded peers, and express their passion and impact through meaningful contributions to society. At Deloitte, pursuing fulfillment and happiness through realizing personal and professional value is an essential part of one’s career journey.

Deloitte China supports employees in developing personal interests outside of work. We offer vibrant employee clubs spanning sports, reading, music, and more, providing opportunities for employees to display their talents and expand their social networks. In FY2025, our regional offices organized and hosted various sports activities to inspire enthusiasm and promote a healthy lifestyle.

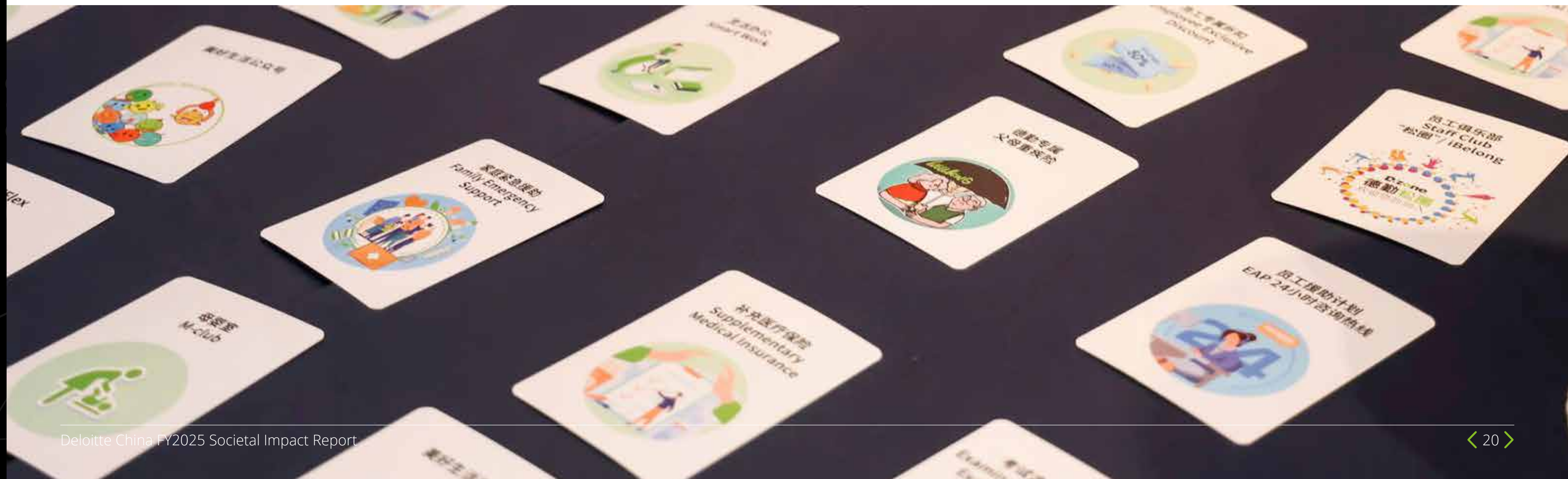


## Building happiness in Hong Kong

Deloitte China Hong Kong actively promotes a healthy lifestyle and offers diverse physical and mental wellness programs. These include massage sessions, pickleball events, running training, and signature events such as the Lunar New Year Lion Dance and Carnival, allowing employees to enjoy Happiness moments. Additionally, Deloitte China Hong Kong excelled in FY2025 competitions, becoming overall champion of the Hong Kong Accounting Industry Sports Carnival and winning the Hong Kong CPA Football League championship—reflecting the Deloitte spirit of continuous pursuit of excellence.

## Northern Region – D.Zone: Badminton tournament | Celebrating Deloitte Alumni’s victory

In FY2025, the Deloitte badminton community partnered with Deloitte Alumni to host the Northern Region Badminton Friendly Tournament. Over 40 current employees and alumni from Beijing, Tianjin, Jinan, and other cities formed three teams—Current Employees, Alumni, and Mixed Teams—demonstrating excellent skills and perseverance on the court.



# Caring

As a Diamond Standard Certified Company by China Healthy Workplace for 2024–2025, Deloitte China embraces technology and prioritizes the employee experience, providing comprehensive support for physical, mental, social, purpose-driven, and financial well-being. We encourage and empower employees to pursue lifelong learning, unlock their potential, and foster creativity.

## Building a comprehensive employee benefits landscape

Guided by our EVP of “Shaping future talent through impact that matters,” in FY2025 we launched Total Wellbeing

Panorama, a one-stop platform sharing the Deloitte China wellbeing and lifestyle offerings. Employees can conveniently explore resources across various health dimensions, discover and participate in novel activities, and continuously recharge their personal well-being.

We also continued to expand the Deloitte Wellbeing WeChat Official Account, providing employees with diverse health content, micro-courses, and practical tools. In FY2025, we supported more than 14,000 employees with convenient wellbeing resources. We also hosted 10 online events that attracted 3,700 participants, enhancing their awareness and engagement across multiple dimensions of wellbeing.

In FY2025, a variety of inspiring activities were hosted under Deloitte’s Wellbeing platform, further strengthening our Employee Value Proposition of caring for people by offering new experiences and opportunities for all.

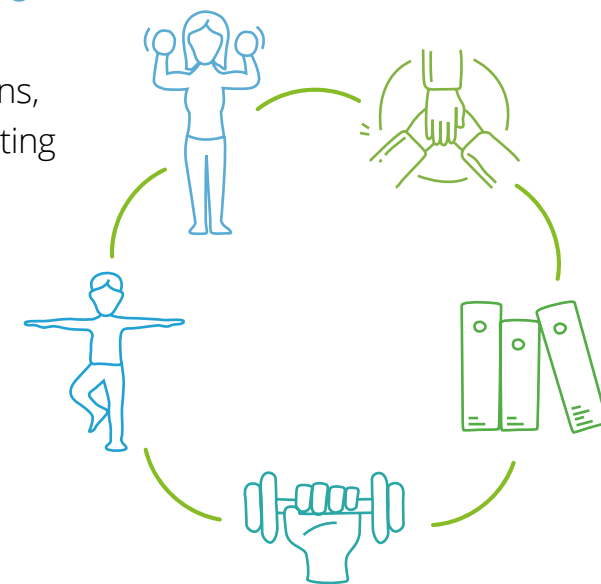
### Diverse employee care activities

#### Singing Bowl Sound Healing 150 participants

Events held across multiple locations, providing employees with rejuvenating midday relaxation

#### Influenza Vaccination 600 participants

Free vaccination clinics at our Hong Kong and Shanghai offices, providing immune protection for employees



#### Sustainability Activities 1,000+ participants

“Swapping Plastic Bottles for Blind Boxes” initiative, online and offline, promoting environmental awareness and a positive mindset

#### Book-sharing Events

Events inspiring minds and hearts, including a reading corner pilot at our Chongqing office combining online and offline experiences

#### On-site Massage 4,600+ participants

“Pause for a Moment to Care for Yourself” sessions, 176 in total, helping relieve neck and shoulder tension

## Fostering a supportive workplace atmosphere

We pay attention to employees’ emotional needs, personal growth, and individual value, striving to create a more human-centered, cohesive workplace. In FY2025, we comprehensively upgraded the Deloitte Caring Angel program, delivering thoughtful support at key career milestones such as onboarding, successful completion of probation, and birthdays. Each message was carefully optimized with practical guidance and useful information.

For new mothers entering a new chapter in life, we provided personalized, heartfelt messages to help them manage the pressures and anxieties of role transitions, empowering them with confidence and strength to achieve harmony between work and wellbeing.

### “Empowering Her Journey” —Special care for new mothers

Women employees demonstrate exceptional talent in their professional and personal roles, yet face challenges during different life stages. In FY2025, we launched the “Empowering Her Journey” initiative, consolidating resources needed before and after childbirth to help new mothers access information conveniently. The refreshed Caring Angel program delivered targeted guidance on pre- and postnatal policies, reimbursement and benefits queries, psychological adjustment, and reintegration into the workplace. More than 150 personalized care messages were sent to offer greater understanding and support for mothers during pregnancy, maternity leave, and their return to work.

Additionally, first-time mothers returning to work were paired with experienced female partners as mentors, with the first cohort supporting 15 new mothers, providing work and life guidance to help these first-time mothers navigate challenges and enable long-term career development.

Personalized emails to new mothers,

**155** sent

Deloitte Caring Angel program,

**66,130+** care emails

**550** thank-you emails sent

# Inclusion

Deloitte China is committed to building a diverse and inclusive workplace, viewing the advancement of an inclusive culture as a key driver of team cohesion and employee satisfaction. By ensuring every employee feels respected and accepted, we promote healthier, more sustainable organizational growth.

## Strengthening female leadership

Guided by our core values of diversity and inclusion, Deloitte China prioritizes the development of female leadership and strives to create an open, supportive, and empowering environment for female partners and colleagues. We remain committed to advancing the Deloitte China Women Leadership Program, hosting cross-industry female leadership forums to foster a more inclusive and diverse leadership ecosystem.

### Collaborating with Alibaba Cloud on women's leadership in the AI era

In March 2025, Deloitte partnered with Alibaba Cloud to host the "Women's leadership in the AI era" forum in Hong Kong, attracting over 130 participants. The event brought together female leaders and industry experts from sports, technology, finance, and other sectors to discuss how AI is shaping future leadership and to share insights and experiences.

## Women in Technology Awards

The Women in Technology Award is a flagship initiative of the Deloitte EVP, recognizing women who excel in technology and create exceptional value. It also reflects the Deloitte China commitment to advancing AI strategy, digital business transformation, gender equality, and high-impact leadership.

In FY2025, the award celebrated 69 outstanding women in technology—who shine brightly across their fields. Additionally, Deloitte China successfully hosted 13 Women in Technology community sharing events, fostering innovation and a culture of lifelong learning.

### Watch highlights of the FY2025 Deloitte Women in Technology Award winners



Women in Technology Award

**69** recipients

Asia Pacific Women in Technology Award

**2** awardees

Most Influential Women in Technology

**16** awardees

Outstanding Women Technology Leaders of the Year (Partners)

**12** awardees

Women in Technology community sharing events

**13** events held



# Environment



- ➡ BUSINESS
- ➡ PEOPLE
- ➡ **ENVIRONMENT**
- ➡ SOCIETY
- ➡ GOVERNANCE
- ➡ ESG HIGHLIGHTS



Deloitte China supports clients in identifying transformation pathways and developing measurable climate action plans, helping them transition toward a sustainable and low-carbon future. At the same time, we continue to deepen our own green transformation practices, embedding low-carbon concepts into business operations, empowering our people to take sustainable actions, and working with ecosystem partners to advance society's journey toward a low-carbon future.



## Purchased

**7,242**

International Renewable Energy Certificates (I-RECs)

**754**

Chinese Green Electricity Certificates (GECs)

**110 tons**

Sustainable Aviation Fuel (SAF)

## Obtained

**20**

Green and/or wellness certifications for our offices (including LEED, WELL, and BREEAM)

## Achieved

**100%**

Renewable electricity supply for office locations  
Carbon offset services coverage for all laptop purchases  
Signing rate for the Deloitte Supplier Code of Conduct

**18.3%**

Reduction in absolute greenhouse gas emissions compared with the previous fiscal year



- ➔ BUSINESS
- ➔ PEOPLE
- ➔ **ENVIRONMENT**
- ➔ SOCIETY
- ➔ GOVERNANCE
- ➔ **ESG HIGHLIGHTS**

## Walking the green path

Dr. Grace He is a member of the Deloitte China Sustainability Services team. For many years, she has firmly believed in the power of “technology for good”, bringing this conviction into every project and every classroom, and putting her green ideals into practice through professional action.

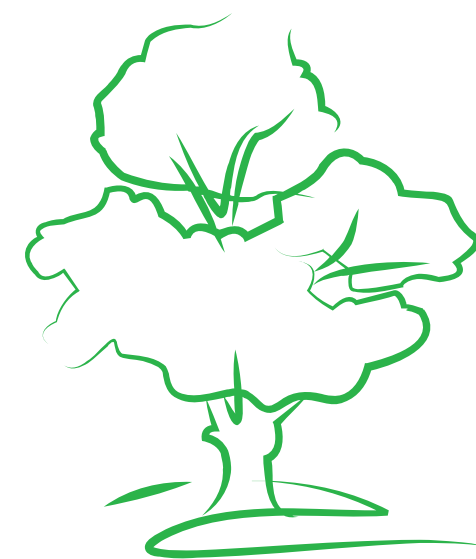
In the tropical rainforests of Southeast Asia, Grace and her team have advanced carbon asset development projects that help protect forests and support sustainable agriculture. These efforts enable local communities and Indigenous peoples to benefit from carbon credit revenues, achieving a win-win for nature conservation, biodiversity protection, community development, and infrastructure building.

Grace has also been at the forefront of advancing green technologies. As the China liaison lead for Deloitte’s GreenSpace Tech platform, she and her team have built an innovation network connecting more than 6,000 climate tech companies worldwide. Green startups can find collaboration opportunities through this network, ensuring that innovative technologies move beyond the lab to make a real impact in communities and cities.

In addition to projects in the field, Grace also plants the seeds of sustainability in the classroom. As a part-time

lecturer at several universities, she teaches a “Climate Action” course, guiding students to explore climate science, green finance, and social responsibility. At the end of the course, her students created a “2050 Hong Kong Climate Resilience Blueprint”, not only as a project deliverable, but as a vision and plan for a green future. Grace believes the most fertile soil for sustainability lies in the hearts of the younger generation.

For Grace, a true green transformation requires more than precise technologies and supportive policies—it demands cross-industry and cross-sector collaboration. She constantly seeks new possibilities, whether it is embedding green design into a consulting project or sparking environmental awareness in a classroom discussion. She measures progress through her steps and drives change through her actions.



“Changing the world is not about shouting the loudest slogans, but about how many green choices we can make every day.”



- ➔ BUSINESS
- ➔ PEOPLE
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# Responding to climate change

Climate change has become a systemic challenge affecting global ecosystems, economies, and social structures, threatening human life, livelihoods, and the natural environment. Addressing this challenge requires collaboration across countries, industries, and organizations.

We recognize our role and responsibility in this journey. On the one hand, we support clients in accelerating their green transformation through our professional services; on the other, through our World*Climate* program, we lead by example, continuously reducing greenhouse gas emissions and aligning our targets with the 1.5°C pathway. At the same time, we encourage our people to enhance their awareness of climate issues, adopt sustainable practices, and co-create low-carbon solutions with ecosystem partners, thereby helping society transition toward a sustainable future.

## Climate governance

The Deloitte China climate governance structure is established to ensure that climate risks and opportunities are addressed effectively.


### Deloitte China Management Team

The Deloitte China Management Team reviews and approves Deloitte China's climate strategy and targets, monitors the implementation of climate-related initiatives, and ensures the provision of resources necessary to manage climate-related risks and opportunities.

The Deloitte China Managing Partner for Societal Impact leads the firm's climate agenda, providing regular updates to the Deloitte China Management Team on climate targets, action plans, and progress. This governance mechanism ensures climate change remains a strategic priority and is embedded into the firm's long-term planning and daily operations.

### Deloitte China Execution Team

The Sustainability Working Group and Secretariat are the key execution teams driving climate action within Deloitte China. They coordinate resources, unify strategies, and advance initiatives on net-zero, green operations, and environmental disclosures.

 **Sustainability Working Group:** Focuses on internal sustainability initiatives, including green operations, environmental data collection and assurance preparation, employee climate education, and internal and external communications.

 **Secretariat:** Responsible for developing annual work plans, monitoring progress, and assessing the firm's annual carbon targets and carbon management strategies. It also provides periodic progress reports to the Management Team.



- ➡ BUSINESS
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## Climate strategy and actions

Mitigating the impacts of climate change is a long and demanding journey. We recognize that there are no shortcuts to net zero—only sustained commitment and comprehensive action can enable a truly low-carbon future.

### WorldClimate

Through the WorldClimate program, Deloitte demonstrates our commitment to climate action and our ambition to achieve net-zero emissions by 2040. Deloitte Global set near-term science-based targets in 2020 and added long-term net-zero targets in 2024. These combined commitments, covering both near- and long-term goals, have been validated by the Science Based Targets initiative (SBTi) and are aligned with the Paris Agreement’s goal of limiting global temperature rise to 1.5°C above pre-industrial levels.

Deloitte China’s WorldClimate program focuses on four key pillars—“Net-zero target”, “Embed sustainability”, “Empower individuals”, and “Engage ecosystems”. By promoting responsible climate choices internally and externally, we aim to accelerate China’s peak carbon and carbon neutrality goals and co-create solutions for a low-carbon economy, contributing professional expertise to a future where the economy, society, and nature thrive in harmony.

### Net-zero by 2040 target

#### Near-term (2030) targets

- Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions 70% by 2030 from a 2019 base year.
- Reduce scope 3 GHG emissions from business travel 55% per full-time equivalent employee (FTE) by 2030 from a 2019 base year.
- Engage with our suppliers to have 67% by emissions set science-based targets by 2025.

#### Long-term (2040) targets

- Reduce absolute scope 1, 2, and 3 GHG emissions 90% by 2040 from a 2019 base year.

### Other environmental sustainability targets

- Source 100% renewable electricity for our buildings by 2030.
- Convert 100% of our fleet to hybrid and electric vehicles by 2030.

### Embed sustainability

Deloitte China recognizes we must align climate policies, practices, and actions across our organization, by:

- Designating a senior leader to be responsible for climate in each geography;
- Prioritizing the discussion of climate change on executive agendas;
- Embedding climate-smart considerations into operational decisions;
- Continuing to report our organization’s annual emissions externally for transparency and accountability.

### Empower individuals

By engaging and educating our professionals at Deloitte China on climate change impacts—decisions about what they consume, use, and buy—we will enable our people to make positive climate choices at home and at work and amplify these through their personal networks.

### Engage ecosystems

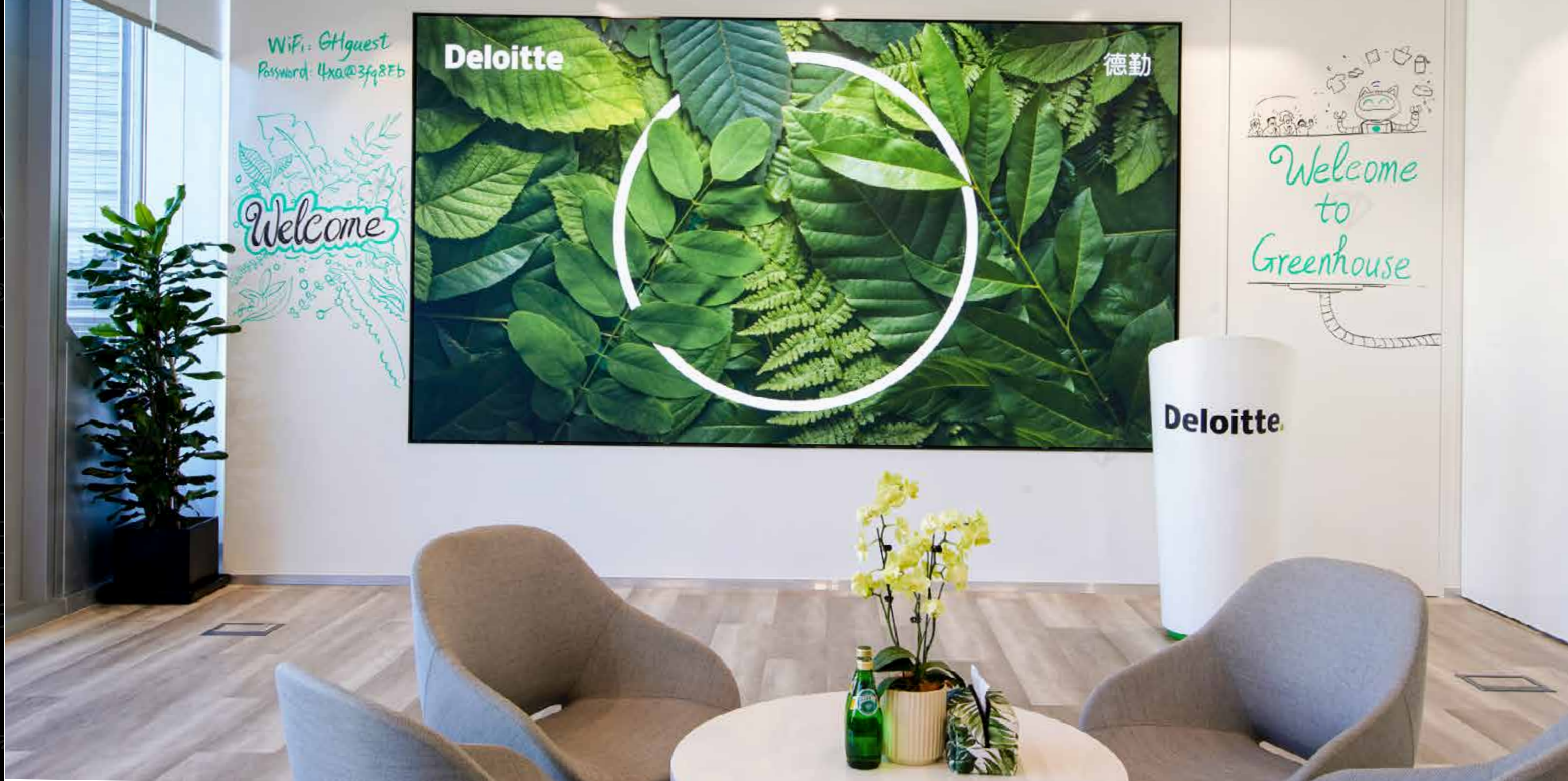
We collaborate with clients, alliance partners, NGOs, industry groups, suppliers, and others to:

- Increase demand for responsible products and services;
- Remove roadblocks that hinder enacting change;
- Create innovative climate solutions at a systems and operations level.

Climate-related risks and opportunities

We have identified and evaluated Deloitte China’s major climate-linked physical risks, transition risks, and opportunities, developing corresponding mitigation measures for each. Moving forward, we will incorporate leading climate scenario analysis models to precisely gauge our exposure to these risks and opportunities, enabling us to craft even more focused response plans.

Risks/Opportunities		Impact on potential business or commerce	Our responses
Physical risks	Acute Increasing extreme weather events, such as hurricanes and floods	<ul style="list-style-type: none"><li>• The increase in extreme weather could damage office facilities and data centers, affecting services and raising costs.</li><li>• Adverse weather conditions might delay business travel, increasing our expenses.</li></ul>	<ul style="list-style-type: none"><li>• Deloitte China has formulated a business continuity plan to ensure the safety of its employees under the guidance of the Deloitte Global Security Office (GSO).</li><li>• Flexible arrangement of office locations and methods, such as remote working.</li></ul>
	Chronic Average temperature rise, precipitation pattern changes, and other chronic climate changes	<ul style="list-style-type: none"><li>• Extreme heat and weather exacerbate health hazards for staff, hindering their productivity.</li><li>• When client operations and value chains suffer, Deloitte China encounters supply chain disruptions, financial setbacks, and other indirect threats.</li></ul>	<ul style="list-style-type: none"><li>• Enhance flexibility through remote working, minimizing the blow from localized extreme weather.</li><li>• Offer services to empower clients with climate risk insights and tailored mitigation plans.</li><li>• Bolster service continuity, safeguarding against climate-induced disruptions.</li></ul>
Transition risks	Market Uncertain market signals	<ul style="list-style-type: none"><li>• Clients operating in high-emission sectors, unable to adapt or transform, risk economic losses, potentially prompting them to cut or scale back Deloitte China services.</li></ul>	<ul style="list-style-type: none"><li>• Bolster resilience based on our diversified client base across sectors. For example, we can capitalize on renewable energy growth opportunities when fossil fuel businesses decline.</li><li>• Engage in the United Nations Climate Change Conference and other forums to stay aware of global climate trends.</li><li>• Remain steadfast in the commitment to responsible business practices.</li></ul>
	Reputation Attention from stakeholders	<ul style="list-style-type: none"><li>• Clients might reduce or terminate their partnership with us if they perceive inadequate climate action in our operations and services.</li><li>• When Deloitte collaborates with companies that do not take appropriate climate action or lack a clear low-carbon transition plan, our brand reputation could be affected.</li><li>• Young talent prioritizes climate-conscious employers.</li></ul>	<ul style="list-style-type: none"><li>• Relentlessly progress the World<i>Climate</i> initiative, set carbon reduction goals, and foster sustainable practices to earn accolades from stakeholders.</li><li>• Deloitte’s responsible business practices take into full account the nature of clients and business types, ensuring alignment of objectives in the environment and sustainability.</li><li>• Empower employees with knowledge of climate change and Deloitte China mitigation efforts.</li></ul>
	Policies and Regulations Carbon pricing	<ul style="list-style-type: none"><li>• As climate-related disclosure requirements become increasingly stringent, the external services provided by Deloitte will also grow. However, if these services are not handled properly, Deloitte could face related compliance and litigation risks.</li><li>• Suppliers facing carbon pricing regulations might transfer cost burdens to Deloitte China, escalating energy expenses.</li><li>• Aviation emissions or fuel carbon taxes could increase flight costs.</li></ul>	<ul style="list-style-type: none"><li>• Participate in the development of global sustainability standards, educate and train professionals to ensure they understand the policies, practices, and standards they must adhere to, and conduct internal quality reviews of business activities.</li><li>• Choose energy-efficient offices, fostering a green, low-carbon ambiance while reducing energy use and costs.</li><li>• Commit to reducing per full-time equivalent employee business travel emissions by 55% by 2030 compared to the 2019 base year, powering all offices with 100% renewable electricity, and transitioning our vehicle fleet to 100% electric or hybrid vehicles, while reducing emissions through sustainable travel practices and increased use of video conferencing.</li><li>• Procure sustainable aviation fuels (SAFs) from FY2025 onwards to mitigate impacts.</li></ul>
Opportunities	Market Demands for climate change and sustainability services are rising	<ul style="list-style-type: none"><li>• Deloitte China revenue has risen, fueled by the expansion of services addressing climate change and sustainability, including technical strategies and transformations tailored to clients' needs.</li></ul>	<ul style="list-style-type: none"><li>• Continually invest and broaden our service portfolio to offer technology-driven solutions across sectors.</li></ul>



### Green workplaces

We continue to advance the greening, digitalization, and wellness upgrades of our office spaces. By integrating space planning, green retrofits, and smart management, Deloitte China is driving workplaces toward higher standards of sustainability, health, and inclusiveness.



In FY2025, we completed the integration and relocation of our Shanghai Greenhouse innovation space and the Innovation & Digital Development Center (IDDC). The project preserved much of the existing furniture and facilities, while combining IDDC’s digital exhibition capabilities with the riverside natural landscape along the Huangpu River. The new hybrid workplace blends technology, sustainability, and wellness. This integration not only improved space utilization but also reduced overall energy consumption through optimized systems and operations, delivering multi-dimensional carbon reduction benefits.

### Reducing our carbon footprint

We integrate low-carbon and environmentally friendly practices into daily operations, aiming to reduce our footprint across office operations, buildings, energy sourcing, and business travel.

#### Improving operational energy efficiency

To lower energy consumption in day-to-day office operations, we continuously roll out energy-saving measures—from electricity use management to facility upgrades—enhancing energy efficiency and operational performance across our workplaces.

- 
**Electricity-saving initiative to boost daily efficiency**  
 Since April 2025, nine Deloitte China offices in the Northern Region have launched the “One-hour lights-off at noon” campaign. During designated mid-day hours, lights in work areas, meeting rooms, and cafés are switched off. Since its implementation, these offices have achieved a 7.1% year-on-year reduction in electricity consumption and improved energy utilization efficiency during non-working hours.
- 
**Facility upgrades to enhance building performance**  
 We encourage properties housing our offices to implement energy-saving retrofits tailored to site conditions. At the Deloitte Global Delivery Center, for example, we advised the property to install sun-shading mesh panels above external air-conditioning units, reducing equipment load during hot weather, cutting energy consumption, and minimizing automatic shutdowns caused by overheating.



As of FY2025, Deloitte China offices have obtained **20** green and/or wellness certifications, including:

- 12 LEED certifications
- 3 WELL certifications
- 2 BEAM Plus EB V2.0 Platinum certifications
- 1 BREEAM Excellent certification
- 1 Smart Building Design Certification by BRE and TÜV Rheinland
- 1 China Real Estate Association Three-Star Pioneer Smart Building certification





Renewable energy transition


We continue to advance our renewable energy transition. Since FY2020, we have achieved 100% renewable electricity across all offices through the purchase of renewable energy certificates. In FY2025, we procured 7,242 International Renewable Energy Certificates (I-RECs) and 754 Chinese Green Electricity Certificates (GECs). With GECs now fully recognized by the RE100 initiative, we are progressively shifting to sourcing local GECs, supporting the development of green power trading market in China and driving investment in renewable energy projects.

Green travel

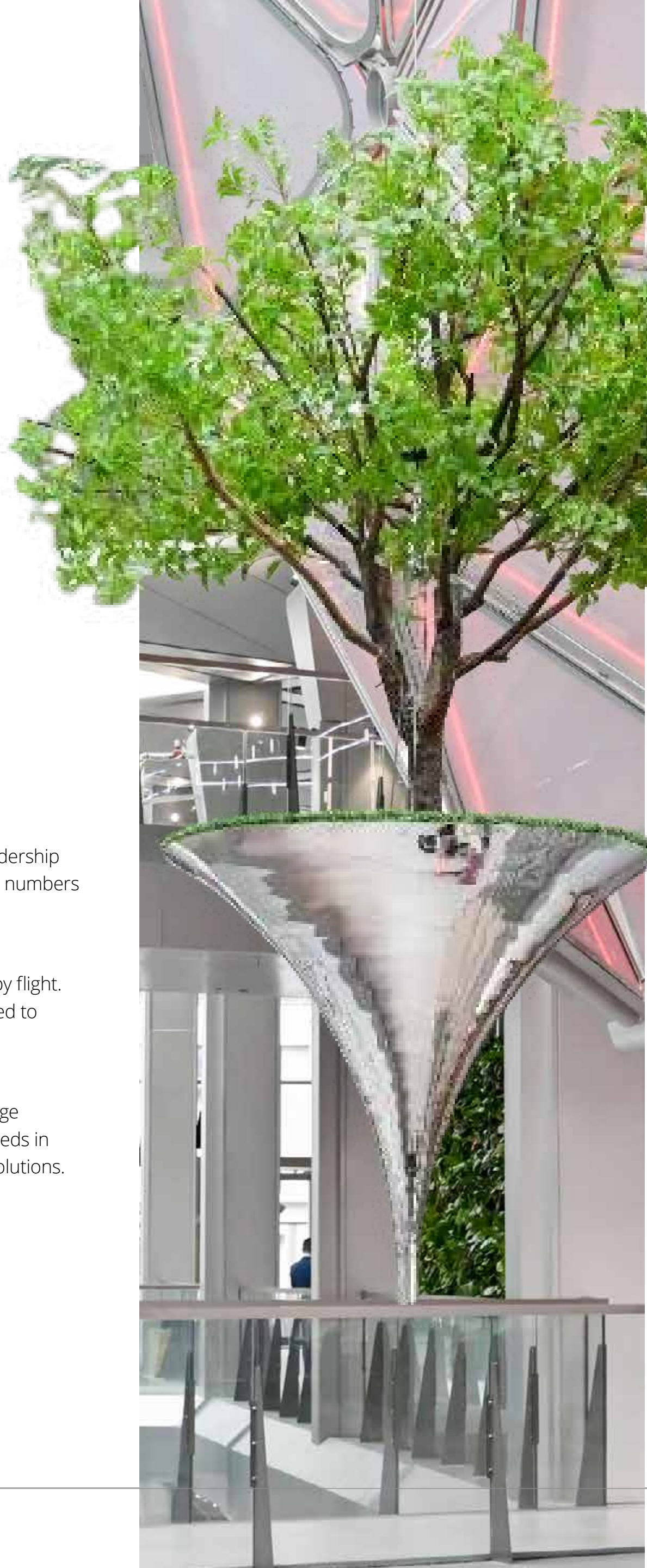
Business travel remains one of the largest sources of Deloitte China's carbon emissions. In FY2025, while ensuring service continuity and delivery excellence, we further strengthened our green travel strategy, spanning demand management, travel mode optimization, and sustainable fuel investment, to establish a more systematic decarbonization pathway.

-  **Strengthening demand control and reducing unnecessary travel**

We promote a “digital-first” business principle, encouraging virtual meetings in place of in-person travel. For leadership meetings and large internal events, we recommend prioritizing direct-flight hub cities and managing participant numbers and frequency.
-  **Promoting low-carbon travel choices and standardizing cabin class**

Employees are encouraged to travel by high-speed rail instead of air, particularly for routes under three hours by flight. Since December 2023, all domestic flights and short-haul international flights within Asia have been standardized to economy class, reducing per capita carbon intensity.
-  **Investing in sustainable aviation fuel to drive decarbonization**

As part of the Deloitte Global commitment to the First Movers Coalition, we support the adoption of cutting-edge sustainable aviation fuel (SAF). In FY2025, Deloitte China purchased 110 tons of SAF, recognizing our aviation needs in serving clients. Looking ahead, we will continue to expand SAF investment and champion low-emission travel solutions.



**DU AP China:**  
**Full lifecycle green management from design to operations**

Throughout its planning, design, and construction, Deloitte University Asia Pacific (DU AP) China fully embedded sustainability principles, creating a green space with systemized energy efficiency management, environmentally friendly materials, and safe, accessible design. As a result, it was awarded the LEED Platinum Certification for interior design and construction.

The campus operates a smart facilities management platform that monitors and automatically adjusts systems such as lighting, air conditioning, and shading to support precise energy management. It is also equipped with geothermal heat pumps and photovoltaic systems to further improve building energy performance. In selecting materials, DU AP China prioritized local sourcing, sustainability-certified products, and recyclable materials, reducing carbon emissions across the entire lifecycle. The campus also emphasizes natural lighting, acoustic comfort, air quality control, and barrier-free facilities, creating a healthy and inclusive environment that embodies the “people-centered” green philosophy.



LEED Platinum Certification for DU AP China



## Risk management

Climate risk has been fully embedded into Deloitte's risk management processes. Deloitte maintains a comprehensive risk management framework to identify, assess, manage, and monitor a wide range of risks, with climate-related risks integrated into its enterprise-wide risk management system.

The Deloitte China Enterprise Risk Framework (ERF) outlines how the firm evaluates priority and emerging risks, particularly those that may impact our ability to achieve strategic objectives, fulfill public responsibilities, and safeguard our reputation. Senior management oversees and manages the priority and emerging risks identified through this framework.

All priority risks are assessed based on exposure, with risk levels classified as medium, high, or very high. The assessment of risk exposure considers both the residual impact of the risk and its likelihood.

Climate risk, as one of the priority risks identified in Deloitte China's ERF, encompasses both physical and transition risks. These risks have been assessed and analyzed in accordance with the ERF and governance processes, and will be subject to rigorous monitoring and management through the aforementioned governance mechanisms.

## Metrics and targets

For information on Deloitte China's GHG reduction targets, please refer to the "Climate strategy and actions" section.

Greenhouse gas emission	Unit	FY2025	FY2024	FY2023	FY2019 (Base year)
Scope 1	tCO2e	16	0	0	0
Scope 2 (location-based)	tCO2e	4,557	4,578	4,740	5,354
Scope 2 (market-based)	tCO2e	0	0	0	5,354
Scope 3	tCO2e	63,162	78,287	51,514	57,891

Note:

The FY2025 Scope 3 carbon emissions include business travel (air, hotel accommodations, taxis, car rental, reimbursed mileage, trains, and ferries), purchased goods and services (PG&S), employee commuting, and work-from-home.

The FY2024 Scope 3 carbon emissions include business travel (air, hotel accommodations, taxis, car rental, reimbursed mileage, trains, and ferries), PG&S, employee commuting, and work-from-home.

The FY2023 Scope 3 carbon emissions include business travel (air, hotel accommodations,car rental, reimbursed mileage, and trains) and PG&S.

The FY2019 Scope 3 carbon emissions include business travel (air, hotel accommodations,taxis, car rental, and reimbursed mileage), PG&S, employee commuting, and work-from-home.



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## Nature and biodiversity protection

We recognize that climate change is not the only environmental challenge we face. Natural systems, including land, water, habitats, and ecosystem services, are under increasing stress and degradation. Although the direct operational impact of Deloitte China on nature is relatively limited, we remain committed to advancing nature-positive solutions, minimizing potential impacts within our operations and supply chain, and engaging employees and communities in collective ecological protection efforts.

### Water resource management

In response to climate-driven challenges such as flooding, drought, and water scarcity, Deloitte China continues to strengthen its risk identification and management mechanisms for water resources. Since FY2024, we have systematically conducted water risk assessments across our offices, covering multiple dimensions such as location in water-stressed areas, coastal flooding exposure, and riverine flood risks. Based on this assessment, we identified offices in high water-stress regions and launched data collection and priority monitoring initiatives.

In FY2025, we expanded monitoring coverage to include all owned data centers, strengthening our water data foundation to support more efficient management and strategy optimization. We will continue to use these data insights to develop targeted water-saving measures, driving more efficient management and use of water resources.

### Waste management

We apply the 3R principles—Reduce, Reuse, Recycle—across a full-process waste management system including source reduction, material reuse, resource recycling, and compliant disposal. This systematic approach helps mitigate the environmental impact of our operations.

**Reduce:** We continuously promote source reduction of resource use. In FY2025, initiatives such as the rollout of paperless reimbursement and e-seal processes, along with the adoption of digital business cards, further reduced unnecessary paper consumption. We also advanced the replacement of single-use items and optimized office facility setups to reduce waste.

**Reuse:** We extend the lifecycle of office equipment and daily-use materials by promoting reuse and redistribution. In FY2025, Deloitte China donated 430 functional laptops to schools and NGOs in Gansu, Guizhou, Chongqing, and Hong Kong, supporting resource efficiency and benefiting communities. Additionally, offices in Tianjin and Chengdu organized clothing collection drives, gathering 79 kilograms of apparel and textiles for donation or professional recycling.

**Recycle:** We continue to improve mechanisms for collecting and transferring recyclables within office spaces, ensuring efficient classification and recycling across multiple material categories.

In FY2025, laptops and accessories recycled  
**5,115** units  
These were processed by certified environmental vendors through compliant dismantling, sorting, and resource recovery to prevent secondary pollution.

Paper procurement decreased compared with the previous fiscal year about  
**16.5%**  
The Chongqing Global Delivery Center and Chongqing office fully switched to a direct-drinking water system, reducing bottled water transport and the use of plastic water barrels.  
**30,000** barrels  
The Chongqing Global Delivery Center removed small trash bins  
**786** bins  
Large categorized waste stations were installed to guide proper disposal and reduce the use of garbage bags and plastic bins.

**Safe disposal:** Where residual waste cannot be reused or recycled, we ensure compliant and environmentally responsible treatment by accredited third parties. Our electronic equipment suppliers are required to adhere strictly to national and industry environmental standards, adopting non-hazardous disposal methods to control pollution and avoid risks to health and the environment.

In FY2025, the following materials were recycled:

Paper products	Plastic
<b>24,915</b> kilograms	<b>727</b> kilograms
Aluminum	Glass products
<b>85.3</b> kilograms	<b>72.2</b> kilograms
Used batteries	
<b>911</b> units	

This effectively supported resource circularity.

The Northern China offices fully switched to glass cups instead of disposable cups, reducing the use of disposable paper and plastic cups.  
**1,500** cups



## Empowering employees to participate in ecological protection

At Deloitte China, we place strong emphasis on empowering our people to take an active role in environmental protection. By fostering an eco-conscious culture and leveraging diverse initiatives, including volunteering, thematic knowledge sharing, and community collaboration, we encourage employees to contribute directly to nature protection and ecological advocacy.

### Ecological restoration for nature recovery

We encourage employees to engage in ecological restoration practices such as tree planting and urban greening, supporting both environmental regeneration and local ecosystem resilience. In FY2025, over 40 employees from our Hong Kong and Guangzhou offices participated in community tree-planting events, contributing 260 new trees.

### Knowledge sharing to build climate literacy

Through knowledge-sharing initiatives, we help employees deepen their awareness of ecological issues and stay informed on global environmental governance progress. In December 2024, we hosted an online session on “Climate, Nature, Deserts, and Plastics”, where Deloitte CarbonCare Asia Director, John Sayer, shared insights from COP29, the 16th UN Biodiversity COP (COP16), and international negotiations on plastics pollution.

### Volunteering for clean mountains and shores

In FY2025, we organized 15 volunteer clean-up events across Dalian, Tianjin, Chongqing, Nanjing, Shanghai, and Hong Kong. Guided by local Societal Impact Champions, 223 employee volunteers engaged in cleaning mountains, parks, riverbanks, and beaches. By collecting and sorting waste, participants not only improved the environment of these public areas but also strengthened their personal sense of responsibility and practical capacity for ecological protection.



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# Driving society's low-carbon transition together

Advancing the low-carbon transition goes beyond our own initiatives—it requires collective action across employees, supply chain partners, and broader society. Deloitte China mobilizes diverse stakeholders through concrete actions, working together to accelerate a sustainable and low-carbon future.

## Engaging everyone

Green transformation depends on widespread participation and everyday action. Deloitte China promotes the principle that everyone can make a difference, creating diverse and interactive platforms for employees to turn environmental awareness into tangible practices and embed sustainability into organizational culture.

For the fourth consecutive year, we organized Earth Month, themed in FY2025 as “Power our planet”. Across our offices, we held a series of activities on environmental education and circularity, encouraging employees to participate in low-carbon practices and spread the value of sustainability.

### Integrating climate education into the workplace

Our Beijing office launched a climate-change themed board game workshop. By combining climate science, strategy, and collaboration, the game helped employees better understand the cascading impacts of climate risk and the complexities of global governance. This immersive activity fostered sustainable dialogue across business units and sparked cross-team collaboration on environmental initiatives.

### Caring for vulnerable groups, sharing kindness and sustainability

Guided by the theme “Environment × Care”, Deloitte volunteers from the Shenzhen office organized a workshop with 12 families of children with autism. Participants reused coffee grounds to plant succulents, combining environmental education with inclusive engagement. The activity not only strengthened children’s hands-on abilities and confidence but also created an interactive platform for greater social integration, reflecting our commitment to inclusive sustainability.

舊衣新袋

升級再造工作坊

Turn used clothes into reusable bags  
Workshop

### Promoting green living and creative upcycling

In collaboration with The Green Earth, our Hong Kong office hosted a green living sharing session and a “turning used clothes into new bags” upcycling workshop. Employees learned practical ways to live sustainably in their communities, then transformed old T-shirts into reusable bags—giving new life to discarded clothing and promoting a low-carbon lifestyle.



## Building a green and sustainable supply chain

Deloitte China continues to promote a green and sustainable supply chain, using our procurement influence to drive upstream and downstream partners toward low-carbon operations.

### Green procurement principles

Through the Deloitte China Green Procurement Standard, we specify requirements on materials, energy consumption, and other sustainability criteria for key product categories. In addition, we adopt the Deloitte Global Supplier Code of Conduct, which sets consistent expectations around environmental protection, labor, integrity, ethics, and anti-corruption.

### Collaborating for value chain decarbonization

Since FY2023, we have actively engaged with major suppliers to understand their greenhouse gas emissions and decarbonization measures, encouraging disclosure via the CDP Climate Questionnaire. We promote efficiency improvements, waste and pollution reduction, adoption of sustainable technologies, and Paris Agreement-aligned emission reduction targets.

In FY2025, Deloitte China analyzed procurement spend and categories from FY2024, identifying high-carbon suppliers, particularly in office leasing and travel management services. Ahead of contract renewals, we plan to embed ESG clauses into agreements to strengthen green compliance requirements. We also initiated dialogues with leading hotel groups to assess their sustainability strategies and climate actions, exploring opportunities to integrate higher green standards into future partnerships.



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## Ecosystem collaboration and professional advocacy

Deloitte China deploys its professional expertise to build multi-level ecosystem collaboration platforms, strengthening cross-sector linkages to support green transformation, standards implementation, and regional cooperation. By fostering systematic and forward-looking partnerships, we contribute to shaping a low-carbon future together.

### Engaging in international dialogue and amplifying China's voice

#### Sharing insights at the Boao Forum for Asia Annual Conference

In March 2025, Deloitte participated in the Boao Forum for Asia Annual Conference under the theme "Asia in the changing World: Towards a shared Future", engaging in a series of sessions focused on green and sustainability topics. Deloitte China Chair Vivian Jiang was invited to join the high-level roundtable "Accelerating the Implementation of the Sustainable Development Goals: Next Steps", moderated by former UN Secretary-General Ban Ki-moon, where she exchanged perspectives with political, business, and academic leaders on advancing the UN SDGs. At the roundtable, "Transition Finance and a Net-Zero Future", Deloitte China Vice Chair David Wu shared Deloitte's global experience and local practices in enabling enterprises to achieve net-zero transformation, highlighting the proactive role professional services firms can play in advancing green development.

#### Advancing digital- and green-enabled pathways

At the High-Level Policy Dialogue on Digital Economy and Green Development Synergy, co-hosted by the United Nations Conference on Trade and Development (UNCTAD) and Beijing Institute of Technology, Deloitte China Sustainability Institute Managing Partner Allan Xie emphasized the critical role of digital technologies in advancing the SDGs. He advocated for a strategy of "purpose-driven digitalization"—integrating sustainability across the full lifecycle of digital technologies while addressing their environmental impacts. Deloitte's active engagement provided the international community with solutions from a China perspective, underscoring our leadership and influence in sustainable development.

### Partnering with industry leaders to build a green ecosystem

#### Joining the carbon footprint industry technology innovation alliance to co-build a comprehensive product carbon management system

In January 2025, Deloitte China became one of the 64 founding members of the Carbon Footprint Industry Technology Innovation Alliance initiated by Tsinghua University. The alliance brings together leading Chinese enterprises and authoritative institutions to establish a lifecycle-based product carbon footprint management system. Using our expertise in climate strategy, carbon accounting, and transition pathways, Deloitte collaborates with partners to advance policy implementation and mechanism improvement, contributing to the realization of China's "dual carbon" goals.

#### Signing an MoU with Hang Seng Bank to advance green and sustainable finance

Amid the global shift toward a green and low-carbon economy, financial institutions and professional services play a pivotal role in scaling sustainable finance. In May 2025, Deloitte China signed a strategic Memorandum of Understanding with Hang Seng Bank, covering areas such as green financial product innovation, ESG training and capacity building, and green supply chain finance. Through this partnership, both parties will promote the implementation of sustainable financial solutions, enhance enterprises' access to green financing, and support Hong Kong in accelerating the development of its green finance ecosystem.

### Building communication platforms to drive corporate green development

#### Hosting a sustainability roadmap seminar on Hong Kong's green finance agenda and opportunities

In February 2025, Deloitte China's Hong Kong office convened the seminar "Breaking barriers: Advancing Hong Kong's sustainability roadmap", attracting over 150 participants from government, regulatory agencies, corporations, and professional associations. Discussions focused on emerging ESG disclosure requirements, the establishment of sustainability assurance systems, and corporate compliance challenges. The seminar fostered in-depth exchanges on implementation pathways and injected new momentum into building a high-quality green finance system in Hong Kong.



# Society



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At Deloitte, we believe the true measure of success goes far beyond generating business and economic value. Real progress comes from enhancing both business and societal value together, driving sustainable prosperity for all.

With this belief at our core, we have embedded our purpose, “making an impact that matters to our clients, people, and society,” into our corporate responsibility and transformed this into a lasting source of energy and impact.



**CNY 30.18 million**

Invested in societal impact initiatives

**1.4 million individuals**

Empowered by the WorldClass initiative

**66,782 hours**

Dedicated to volunteering and pro bono services

**Top 10 Corporate Volunteering Brand in China**

Deloitte China received the award

**Top 10 Award**

The nonprofit video “Educaring the future” was recognized in CICPA’s 2024 CPA Industry Short Video Showcase.



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## A “magic classroom” in the mountains

“Welcome back to the magic classroom!”

Hu Wenquan has spent 33 years as a multi-subject village teacher. Never once did he imagine that one day, he would step into class wearing a magic hat.

Songping Town Central Primary School in Yunnan’s Yongsheng County was among the first schools to join Deloitte’s Social and Emotional Learning (SEL) Program. When this new course was introduced, Hu, a former principal, immediately signed up for training to become one of its first teachers.

Mr. Hu is a member of the local Lisu ethnic group, tall and sturdy, shaped by life on the plateau, with a face weathered by the sun. “The children used to call me the ‘stern-faced principal,’” he recalls. “Many of their parents work far from home, so I held them to stricter standards.” In Songping Town, mountains stretch one after another. The child who lives farthest from school must cross four peaks to get there. Most students board for 10 days and return home for four—that is their daily routine. “The children may not say it out loud, but I can see in their eyes that they are longing for more care. That is why I wanted to teach social and emotional classes.”

In a first-grade lesson called “Shining Light, Shining Me”, Mr. Hu uses puppets and drawing to help children discover what makes them unique. Encouraged by Mr. Hu, the children’s eyes sparkle as they eagerly hold up their drawings to share: “My shining point is that I love singing,” “I have a big mole on my neck,” “I love to laugh” ... Every child’s genuine feelings and thoughts were acknowledged and accepted, as Mr. Hu’s broad, weathered hands carefully placed red flower stickers on each paper, one after another.

“My students always look at others and feel envious,” Mr. Hu reflects, “but they forget that they are each like a unique leaf—each with their own colors and their own seasons. I’m happy to slow down and walk with them, like taking a snail for a stroll.”

Through these SEL classes, the children learn to see themselves more clearly, to understand and respect others, form friendships, and accept differences. The hidden glow within them, once buried deep in the mountains, is beginning to shine in the classroom.

“Now when students see me, they shout, ‘The magic teacher is here!’” Mr. Hu says with a hearty laugh. Once seen as a strict figure of authority, he now finds himself reflected in their eyes as someone warmer, kinder, and more approachable.

Hu understands that the real magic is not in the hat. It lies in the social and emotional skills his students are learning; skills that will stay with them for a lifetime. These lessons plant a light within each child, a light that whispers: What kind of soul do I long to be? How to tend to my light, yet see others’ glow?

Over time, this light will rise beyond the mountains, illuminating the path for the children as they journey toward a broader, brighter future.



“Teaching these SEL classes makes me feel young again. Maybe it’s when I put on that magic hat, I feel like I’m back in childhood too.”



## WorldClass

In 2019, we launched the WorldClass initiative, aiming to support the growth and development of 15 million individuals in rural communities by 2030, in active support of China rural revitalization strategy. In FY2025, WorldClass implemented 26 charity projects across China, benefiting more than 1.4 million people. Since its inception, the initiative has helped 9.27 million people expand their potential and embrace broader opportunities for the future.

Supported  
9.27  
million people

# Committed to rural communities, advancing revitalization

Deloitte China actively supports the national strategy for rural revitalization and taking concrete actions to contribute to development across multiple regions.

## Rooted in rural communities, cultivating growth

Education has always been at the heart of the WorldClass initiative's efforts to support rural revitalization. We focus on local needs and collaborate closely with all stakeholders,

implementing targeted charity projects which intersect to strengthen and revitalize rural education.

## Nurturing young minds for brighter growth

As highlighted in the World Health Organization "World Mental Health Report 2022", "school-based social and emotional learning programs are among the most effective promotion strategies for countries at all income levels." Social and emotional skills are not only essential for providing emotional support and building psychological resilience, but also for equipping individuals to adapt to a fast-changing society.

In Yongsheng, Yunnan, after visiting schools, conducting family interviews, and speaking with teachers and the local education bureau, children's mental health was found to be one of the community's biggest concerns. With very few professional mental health teachers available, most local educators lack effective ways to support students' emotional needs. At the same time, many parents work away from home and cannot provide timely emotional support for their children.

To help, we followed the principle of "prevention over cure", working with nonprofit partners to design practical social-emotional learning (SEL) courses. Together with the education bureau, principals, and mental health teachers, we explored how to scale SEL across the county. Based on these discussions, Deloitte created a three-year plan for mental health education, alongside the first-year rollout.

The project gives local teachers online introductory

courses and offline intensive training, helping them gain the knowledge and skills needed to teach social-emotional skills. Pilot schools have already begun offering mental health activity classes. The project also sets clear steps to train teachers, stage-by-stage, building a stronger local system for mental health education. The goal is to eventually cover all primary schools in Yongsheng, so that within three years more than 20,000 children will have the opportunity to learn social-emotional skills.

In just over a year, teachers at the first pilot schools have already delivered two semesters of classes, reaching more than 3,000 students. Through county-wide implementation, the program will improve rural children's self-esteem, emotional intelligence, and peer relationships, thereby strengthening their psychological resilience and providing valuable practical experience for nurturing well-rounded future talent.

## From empowering teachers to inspiring futures

Rural teachers are the backbone of revitalizing education—and a focus of Deloitte WorldClass. Over the past five years, we have collaborated with multiple nonprofit organizations to provide comprehensive support for rural teacher development through funding, volunteering activities, and pro bono services, empowering these teachers to bring higher-quality education to rural children.

Deloitte China has partnered with the YouChange China Social Entrepreneur Foundation on the “Rural Youth Teacher Training Program” since its launch in 2020. The program enhances the teaching capabilities of newly recruited rural teachers through a year-long system of structured training and community-based learning.

Through ongoing funding, volunteering activities, and the development of digital tools including a learning mini-program and a teacher training management platform, we have greatly improved project efficiency, enabling it to support tens of thousands of teachers in online learning.

### FY2025 Rural Youth Teacher Training Program

**20,000+**

Rural teachers participated in learning

**1.1million+**

Rural students benefited



## Advancing industries, shaping a new chapter

In October 2024, Deloitte's Tax and Business Advisory - Government & Public Services team visited Yongsheng County, Yunnan. Using our professional expertise, we provided pro bono services to help chart a course for the county's high-quality industrial development, contributing Deloitte's insights to support rural revitalization.

Yongsheng County is rich in natural resources and known for its high-quality agricultural products such as spirulina, Sanchuan fragrant rice, edible fungi, soft-seed pomegranates, and black goats. The county is also home

to unique tourism assets including Lake Chenghai and the Biantun culture. However, it faces challenges such as similar positioning across industries and underutilized resources.

To address these issues, the Deloitte team conducted field research and more than 10 interviews with government departments and local businesses, gaining a full picture of the current state and development needs. Building on these insights, our professionals designed the "Yongsheng County High-Quality Industrial Development Plan", focusing on strategy, industry specialization, and resource integration. The plan leverages Yongsheng's distinctive natural and geographic advantages to provide a clear path forward.

This roadmap not only defines the direction of industrial

development but also identifies ways to improve quality and efficiency. It supports transformation and upgrading by fostering a green, integrated industrial system that combines "plateau-featured modern agriculture + green ecological industry + wellness and cultural tourism + modern services", ultimately creating a low-carbon model for coordinated industrial growth.

This initiative is part of a series of rural revitalization projects in Yongsheng and marks the second pro bono service we have delivered there. It reflects Deloitte China's enduring commitment to "serving the country with professionalism" and demonstrates our active support for the national rural revitalization strategy.

“

Our Societal Impact Strategy is central to Deloitte. We believe real corporate success comes from advancing together with social progress and ecological harmony. When responsibility is built into growth, business value and societal value naturally reinforce each other.



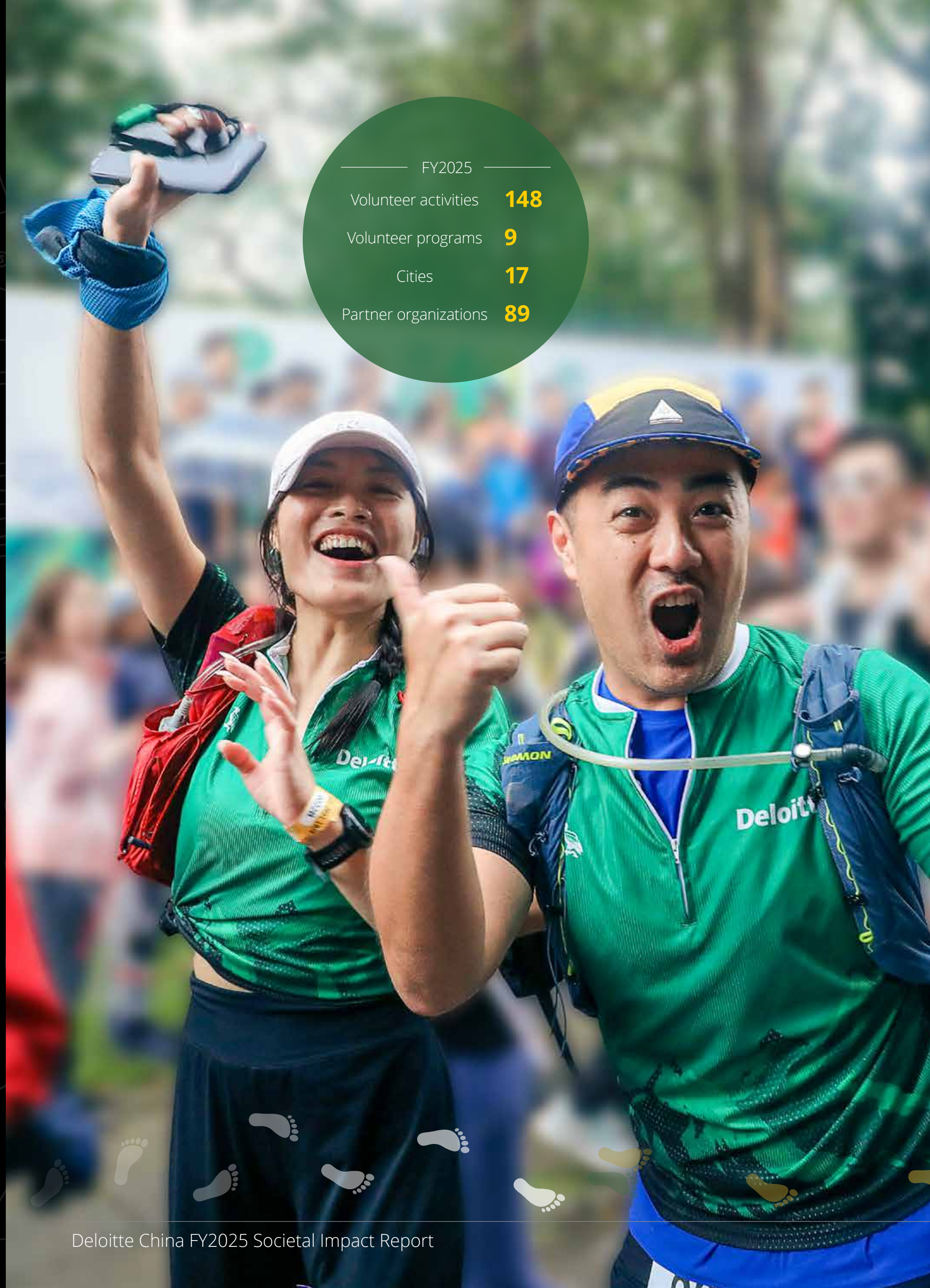
**Alan Wan**

Deloitte China Northern Region &  
Western Region Managing Partner,  
Deloitte China Societal Impact  
Managing Partner





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## Steadfast steps, lasting impact

In fulfilling their social responsibility, Deloitte professionals move with purpose and dedication. Building on a 19-year tradition of volunteer service, we continue to implement “*Impact Every Day 2.0*”, a program which encourages employees to apply their professional skills in charitable initiatives and create lasting value for society.

The program consists of volunteering activities and pro bono services. Through initiatives and policies such as the “Charitable 8 Hours”, the Pro Bono Service Committee, Societal Impact Champion, and the D. Charity Platform, employees are offered diverse opportunities and a supportive participation framework. These measures progressively enhance their sense of engagement, purpose, and achievement in giving back to the community.

### From small lights to a brighter path

In FY2025, we partnered with 89 organizations to carry out nine ongoing volunteer programs and 148 volunteer activities across 17 cities. These initiatives served groups including migrant and left-behind children, middle and high school students, university students, and children with special needs. The projects covered themes such as empowering future talent, protecting our planet, and supporting children's

growth. We also sent outstanding employees to teach long-term at primary schools in remote mountain areas. Together, Deloitte professionals contributed more than 48,000 hours of volunteer service during the year, reflecting their dedication and passion for giving back to society.

#### Preparing for the workplace

Through programs like the “Deloitte One-Day Workplace Experience” and “Zero Distance for Job Hunting”, volunteers from 17 Deloitte offices across China mentored thousands of middle and high school and university students. They provided tailored guidance to help students understand the realities of the workplace, expand their career horizons, and practice interview skills, lighting the way toward their professional dreams.

#### Supporting children with autism

In Shenzhen, Guangzhou, Chongqing, Chengdu, Shanghai, and other cities, volunteers participated in the “Caring for the Children of the Stars” series of activities. They worked alongside children with autism to create artwork and plant potted plants, helping to develop the children's dexterity, observation, and creativity. These activities also boosted their confidence and social adaptability, building bridges for their integration into society.

#### 100km hike to fight poverty

On the morning of 15 November 2024, at Pak Tam Chung, Hong Kong, 12 Deloitte trailwalkers from across China set out on the 2024 Oxfam Trailwalker, a grueling 100-kilometer fundraising trek.

This marked the 36th consecutive year Deloitte professionals participated in this challenging charity event, with this year's teams reaching a record size. Despite muddy, slippery trails left by a passing typhoon, participants pressed on undaunted, supporting one another as they trekked day and night for 48 hours, conquering more than 20 steep peaks.

All told, multiple teams crossed the finish line with outstanding results. Their determined steps not only raised funds for poverty alleviation and disaster relief but also reflected the dedication, teamwork, and spirit of Deloitte talent.

100km



When the breeze meets the flute

“Mr. Huo, will you really come back to see us on Children's Day?”

“Yes, I promise. We'll definitely be back!”

It was a drizzly day at the end of term, my last day of volunteer teaching at Lang'e Primary School together with my colleague Bobby Sun. The principal was giving final reminders about holiday safety, while the children kept turning back to look at me. Bobby, reluctant to say goodbye, watched them silently from the second-floor office.

“Goodbye, Mr. Huo!” “Goodbye!” The children waved to me at the school gate, and all the little moments of the semester rushed back at once.

After one astronomy class, the children crowded around us, asking, “What's on the sun and the moon?” Their eager eyes made us determined to open a window onto the universe for them. After rounds of searching, purchasing, and adjusting, a brand-new telescope was set up in the schoolyard.

That very night, the boarding students couldn't wait to look at the moon. As the distant planets became visible through the telescope, their astonished gasps broke the stillness of the night. The next day, we fitted the telescope with a solar filter and guided more students to observe the sun. They lined up quietly, holding their breath as they peered through the lens, with some even discovering sunspots. Excited, they rushed back to the classroom, picked up their pens, and carefully drew vibrant pictures of the sun. Revealing a new way for rural children to see the world, and planting seeds of curiosity in their hearts—that was the gift we most hoped to leave behind.



Among those children drawing suns was a girl named Luo. Quiet and introverted, she was often the one least noticed in the crowd. But she was quick with numbers and had real talent in drawing, so I often encouraged her in class. By the end of term, through her hard work, she earned a new schoolbag. When she received it, she whispered softly, almost too shy to ask: “Mr. Huo, why did you say I was the best student?” I knew she still lacked confidence, so I told her firmly, “Because you truly were the best this semester.”

On Children's Day, we kept our promise and returned to the school. As soon as we stepped through the gates, the

children ran toward us cheering, “Mr. Huo, Mr. Sun—you really came back!”

During the performance, Bobby filmed from the back with a camera while I sat in the front row, clapping and cheering on the kids. When the first graders began their dance, I was delighted to see Luo standing right at the front of the formation, her eyes full of confidence. My palms were already red from applauding.

Yongsheng is nestled between mountains and lakes, with a mild, pleasant climate. On campus, the gentle breezes

often brushed across my face. I like to think that it is not we who bring the valley breeze—the children themselves are the breeze. What we bring is more like a flute, allowing that breeze to play a beautiful melody.

—Marshall Huo  
Volunteer teacher with  
the Deloitte EduCare Program  
Audit & Assurance, Deloitte China



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**18,000+** hours  
Pro bono professional services

**7**  
Nonprofit organizations benefited

**55**  
Participants in pro bono services

## Professional collaboration, shared commitment

Deloitte China successfully delivered multiple pro-bono projects in FY2025, serving government bodies, schools, and nonprofit organizations, with a total of more than 18,000 service hours. As a part of these projects, Deloitte's employee-led Pro Bono Services Committee provided professional support to seven nonprofit organizations, with 55 Deloitte professionals contributing their expertise.

On 5 December 2025, International Volunteer Day, the committee also organized the first "Forum on Professional Services and Philanthropy Innovation" at DU AP China. This event brought together over 50 experts and nonprofit leaders from across China to discuss key issues facing the sector. Participants explored how professional services can enable nonprofits to grow sustainably and worked together to advance the high-quality development of philanthropy in China.

### Shared values in action

Pro bono services are not just about delivering solutions—they are about creating an exchange of value. Since its launch more than a year ago, the Deloitte Pro Bono Services Committee has held its biweekly Wednesday meetings without fail. Over the past year, committee members have joined project teams in conducting in-depth interviews with nonprofit organizations, listening with care and empathy, and writing a unique chapter in their professional journey at the intersection of business and social good.

Their consulting services span strategic planning, financial process optimization, digital capability assessment and enhancement, and internal controls and compliance—harnessing professional expertise to help nonprofits achieve sustainable growth.



### China Foundation for Rural Development: Pro bono project on digital strategy planning

Deloitte Consulting's AI and Data Services team completed a comprehensive digital strategy planning project for the China Foundation for Rural Development, one of the country's most influential nonprofit organizations.

The Deloitte team built a complete transformation framework through three core modules: forward-looking analyses of leading practices and industry trends externally; diagnosing the foundation's current digital operations internally; and clarifying its organizational baseline. Based on this, the team developed a top-level digital strategy for the foundation, outlining a three- to five-year transformation vision with phased implementation paths, setting the direction for the next stage of digital development. By focusing on high-value, quick-win scenarios, the project delivered a detailed roadmap, from business blueprint design to implementation, helping the foundation achieve tangible strategic outcomes.

Throughout this project, the Deloitte team demonstrated full-chain A-I-O (Advise-Implement-Operate) capabilities in digital transformation, from strategic planning to implementation. Their systematic, forward-looking solutions earned high praise from the foundation's leadership and project committee.



**Tang Jie**  
Project partner



Digital transformation in the nonprofit sector is not just a technological upgrade—it is a profound enabler of organizational mission and efficiency. Over 10 weeks, we centered on systematic problem-solving and forward-looking planning, deeply integrating Deloitte's full-chain A-I-O capabilities into the nonprofit context and delivering a solution that combined strategic vision with practical execution.

Throughout this journey, we gained a deep understanding of the nonprofit sector's urgent need for professional services. We will continue exploring the symbiotic relationship between social impact and business value, transforming Deloitte's digital ecosystem into a "long-term engine" of societal progress.



"Behind 6,732 hours of pro bono services is the dedication and passion of every committee member and project participant. From setting out under the scorching sun to late-night strategy discussions, we approach every task with professionalism and rigor, honoring the trust placed in us. We look forward to continuously improving the committee's operating model, collaborating with more colleagues and nonprofit organizations, and creating lasting value together by advancing professional development in China's social impact sector."

— The members of  
the Deloitte Pro Bono Services Committee



## The mission and meaning behind the "Yao Foundation Basketball Season" project

It's that time of year again for annual reflections, and just a few fleeting memories of FY2025 brings a smile to my face. I still remember the day clearly: I was stressed over a challenging consulting project when my manager called, saying we would provide pro bono services to the Yao Foundation. As an NBA fan, the opportunity to contribute to the foundation's work felt priceless, and I immediately said, "I'm in!"

As the project lead, my goal was to deliver a Basketball Season Project Implementation Manual for the Yao Foundation, addressing common challenges such as managing multiple stakeholders, communication difficulties, and inefficiencies during project execution. During on-site research in the basketball season, I interviewed the foundation's partners, university student volunteers, participating children, and their accompanying teachers.

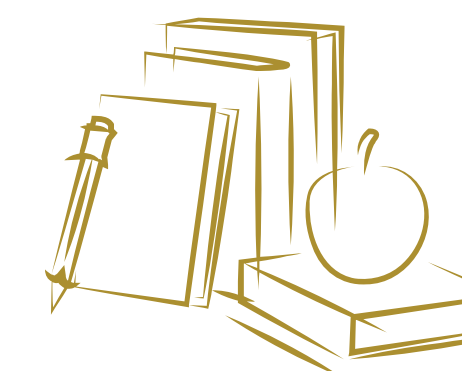
Adults shared praise for the program and offered constructive suggestions for overcoming challenges. The children, whether shy, laughing, or playful, radiated excitement and love for the project. One child from Xinjiang was so shy that he only nodded or shook his head in response, yet I could sense the joy and

excitement in his heart. When I asked if he would participate again if given the chance, he nodded decisively and exclaimed, "Definitely!" In that moment, I realized that what we were doing was helping the Yao Foundation bring its vision of "educating through sports" to life, while also embodying Deloitte's spirit of "Impact Every Day in Everything We Do."

As a professional consultant, there is nothing more rewarding than seeing our solutions recognized and enabling client growth. At the project handover meeting, the Yao Foundation's management team told me that the manual would be an important guide for future basketball season projects, supporting smooth execution across all stages. That moment was incredibly inspiring.

Recalling these moments, I can't help but feel excited all over again. This project was an extraordinary experience for me. I look forward to future opportunities to provide professional services to more nonprofit organizations and witness the continued progress of China's social impact initiatives.

—Leaf Ye  
Audit & Assurance, Deloitte China



## Standing together, taking action

Beyond its societal impact strategy, Deloitte upholds a committed sense of social responsibility. In the face of sudden disasters, we respond immediately, assisting the affected communities and relief efforts wherever possible.

### Deloitte partners donate to aid Tibet earthquake relief

In January 2025, a magnitude 6.8 earthquake struck Dingri County, Shigatse City in Tibet Autonomous Region, causing numerous casualties and widespread building collapses. This disaster during the harsh winter deeply touched many hearts. Deloitte partners responded promptly, making donations that were channeled through the Deloitte Foundation in collaboration with the China Foundation for Rural Development. The funds were quickly used to distribute emergency relief supplies, such as winter clothing and food, to affected areas, helping residents cope with the challenges of high-altitude, freezing conditions, and supporting rescue personnel in carrying out search and rescue operations. Through these efforts, Deloitte contributed to local disaster relief and recovery.



- BUSINESS
- PEOPLE
- ENVIRONMENT
- **SOCIETY**
- GOVERNANCE
- ESG HIGHLIGHTS

# Governance



- ➡ BUSINESS
- ➡ PEOPLE
- ➡ ENVIRONMENT
- ➡ SOCIETY
- ➡ **GOVERNANCE**
- ➡ ESG HIGHLIGHTS

Deloitte China is a comprehensive professional services organization that is **globally connected with deep roots locally**. Guided by our unwavering commitment to serving the country with professionalism, we have always operated at the forefront of China’s reform, opening-up, and economic development. We continuously enhance our corporate governance framework; uphold laws, regulations, and professional ethics; and strengthen data privacy and information security safeguards. By cultivating a governance culture built on transparency, professionalism, trust, and stewardship, we strive to better protect the public interest and social integrity, foster responsible and sustainable growth, and **create long-term value for businesses , talent, and society**.



## 13 members

of the Deloitte China Governing Board

## Audit Quality Independent Advisory Committee

The practical experience of the Audit Quality Independent Advisory Committee of Deloitte Touche Tohmatsu Certified Public Accountants LLP has been incorporated into the “Development Report of the CPA Profession” and promoted across the industry.

## “The Dilemma” professional ethics training series

An innovative scenario-based ethics series that introduces a new approach to professional ethics learning

## 4 certifications

for information security management systems



- ➔ BUSINESS
- ➔ PEOPLE
- ➔ ENVIRONMENT
- ➔ SOCIETY
- ➔ **GOVERNANCE**
- ➔ ESG HIGHLIGHTS



## Corporate governance

Deloitte China is jointly owned, independently operated, and managed by our partners. It is an independent legal entity that complies with Chinese laws, regulations, and supervisory rules. It is not owned or controlled by any entity outside China.

Our governance framework and operating mechanisms align with internationally recognized principles and best practices of corporate governance. They also reflect our partnership structure's emphasis on people-based relationships and the professional service ethos of integrity and quality first. As a large, partnership based professional services organization, Deloitte China's core governance structure is comprised of the Partners' Meeting, the Governing Board, and the Management Team. Chinese mainland partners, including the Chair of the Governing Board and the Chief Executive Officer (CEO), make up the majority in these governing bodies. Clear delineation of responsibilities among the

Partners' Meeting, Governing Board, and Management Team ensures a governance relationship that empowers downward delegation while maintaining upward accountability.

The Partners' Meeting is the supreme decision-making body of Deloitte China. Matters fundamental to the firm's continuity and development are decided through a "one partner, one vote" system. Its authority, as stipulated in the "Partnership Agreement", includes the election of the Governing Board Chair and members, the election of the CEO, the establishment or dissolution of offices, and the approval of major investments.

The Governing Board oversees Deloitte China's major affairs, including the formulation and execution of strategic plans, operational and financial performance, and risk management. It also provides consultation and advice to management. The Governing Board is chaired by one member, who leads its operations, and is supported by seven committees—the Compensation; Fairness; Finance &

Investment; Partner Growth; Risk & Ethics; Transformation; and Succession committees—enabling the Board to fulfill its oversight and governance responsibilities. The Governing Board is elected by the partners. The Chair of the Governing Board role and the CEO role are held by different partners. Apart from the CEO, who also serves as a Board member, there is no overlap between the Board members and the Management Team.

The Management Team brings together senior partners from different businesses, regions, strategic areas, and functional departments. Under the leadership of the CEO, the team collaborates to design, implement, and manage Deloitte China's strategic agenda, and represent the firm in regional and global matters. Deloitte China operates under a CEO responsibility system, with the CEO elected by partners and subject to oversight by the Governing Board. On 1 June 2025, Dora Liu succeeded Patrick Tsang as the new CEO of Deloitte China, with a four-year term.

Deloitte China initiated the establishment of the Deloitte Foundation in Chongqing and Hong Kong to advance its societal impact agenda more effectively. The Foundation operates under an independent board of directors and board of supervisors to review, decide, and oversee major matters, ensuring independent and transparent governance.

To continuously strengthen internal governance and enhance audit quality, in October 2023 Deloitte Touche Tohmatsu Certified Public Accountants LLP established the Audit Quality Independent Advisory Committee. Since its inception, this committee has held five formal meetings and developed a structured governance mechanism. It has achieved notable progress in strengthening the firm's audit quality management system and building greater trust with regulators. The effectiveness of the committee's practices were recognized by the Chinese Institute of Certified Public Accountants, highlighted in the 2024 "Development Report on the CPA Profession", and promoted across the industry.

# Risk management

We comply with the DTTL Policies Manual (DPM), which encompasses key global and local policies across professional ethics, anti-corruption, anti-money laundering, independence, conflict of interest management, privacy protection, and client confidentiality. By implementing robust risk management policies and procedures, we safeguard the firm’s reputation and mitigate a wide range of risks.

In FY2025, we comprehensively upgraded the corporate responsibility decision-making framework and processes of Deloitte China, explicitly defining prohibited client types and service scopes. Through a tiered risk assessment methodology—categorizing risks as low, medium, or high—we established differentiated management workflows and implemented precise evaluation and control for sensitive

clients and higher-risk engagements, thereby strengthening our risk review and assessment process.

In artificial intelligence, we continue to explore innovative applications to create client value, while also placing strong emphasis on managing the potential risks of AI development and use. To enable teams and clients to develop and deploy

AI systems in a safe, compliant, and responsible manner, we introduced the “Deloitte China Generative AI QRM Playbook”, aligned with Deloitte’s global Trustworthy AI framework. These guidelines provide case-based risk assessments, tailored risk management strategies, and practical guidance for critical risk areas, underscoring our commitment to ethical and trustworthy AI while sustaining client trust.



- ➡ BUSINESS
- ➡ PEOPLE
- ➡ ENVIRONMENT
- ➡ SOCIETY
- ➡ **GOVERNANCE**
- ➡ ESG HIGHLIGHTS

## Business ethics and integrity

Deloitte China upholds the highest standards of professional ethics and integrity. We hold ourselves accountable to act with honesty, fairness, and transparency. We firmly oppose all forms of corruption and financial crime and remain committed to impartial professional conduct that protects the public interest and sustains societal trust.

### Upholding professional ethics

Building on the “Deloitte Global Principles of Business Conduct”, we have developed and regularly updated our “Code of Ethics and Professional Conduct”, which sets clear expectations for all employees regarding professional behavior, compliance with regulations, client responsibilities, and safeguarding public trust.

We invest in developing a culture of ethics through continuous training and awareness initiatives. In FY2025, we launched the first season of “Dilemma”, an innovative training program designed as a television-style drama series depicting three young consultants navigating real-world ethical challenges. This immersive, narrative-driven format provides employees with engaging learning experiences and practical insights. To deepen its impact, we introduced companion activities—such as themed newsletters and discussion sessions—helping employees apply ethical principles to real work situations.

We also provide accessible reporting and consultation channels. Employees are encouraged to raise questions or concerns about ethics and integrity with managers, partners, ethics ambassadors, or through formally approved channels. Our “Deloitte Speak Up” offers both named and anonymous options for reporting and seeking advice. The platform encourages everyone to speak up openly, and to seek assistance or report any potential or actual breaches of professional standards and regulatory compliance. We take



all reports seriously, strictly enforce a non-retaliation policy, and apply monitoring mechanisms to protect those who speak up in good faith.

### Zero tolerance for corruption and financial crimes

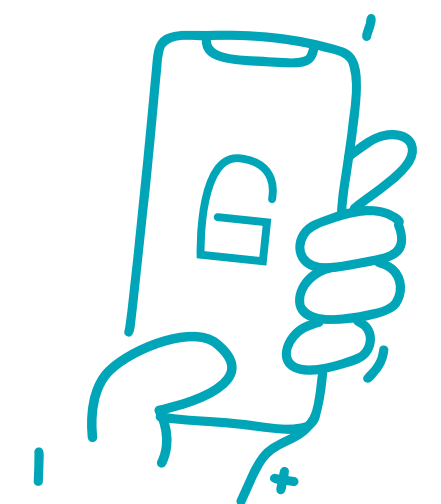
Reputation is our most valuable asset as a professional services firm. We strictly comply with all applicable anti-bribery, anti-money laundering, sanctions, and export control laws and regulations, and categorically prohibit any form of bribery or corruption. Deloitte China has established a robust anti-corruption framework. This

includes due diligence on non-client third parties, corruption risk assessments for client and engagement acceptance, and clear policies covering procurement, recruitment, and referrals.

In FY2025, we rolled out a mandatory global e-learning program on anti-corruption and financial crime compliance. The program equips all employees with up-to-date knowledge of relevant requirements, enhances risk awareness, and strengthens the firm’s ability to prevent any potential misconduct.

### Safeguarding independence

Independence is a fundamental duty of every Deloitte China employee and the cornerstone of our objectivity and integrity. We integrate independence checks and conflict assessments into our standard business processes and require professionals to use multiple independence monitoring tools to prevent conflicts of interest and maintain professional objectivity. In FY2025, we revised and enacted Deloitte Independence Policy to align with updates issued by the International Ethics Standards Board for Accountants (IESBA) to the International Code of Ethics for Professional Accountants, including revisions related to Public Interest Entities (PIEs). All employees are required to complete the Annual Reputation and Risk Confirmation, supported by training programs and technical guidance to ensure they have a deep and practical understanding of independence requirements.



# Data privacy and information security management

At Deloitte China, business and information security are top priorities. Led by the Business Security Office, we establish and oversee firmwide policies on data security, confidentiality, privacy, and compliance. Within the Technology Department, our Chief Information Security Officer (CISO) is responsible for advancing information security and cybersecurity practices, working closely with the Business Security Office to ensure that all systems are designed, procured, implemented, and managed in compliance with Chinese laws and regulations. We have achieved multiple international certifications in information security, privacy protection, cloud security, and business continuity, reinforcing clients' trust in our professional services.

ISO/IEC 27001:2022  
**Information Security Management System Certification**

ISO/IEC 27701:2019  
**Privacy Information Management System Certification**

ISO/IEC 27017:2015  
**Cloud Security Management System Certification**

ISO 22301:2019  
**Business Continuity Management System Certification**

To strengthen governance, we issued the “Deloitte China Core and Important Data Handling Guidelines” and our “Confidentiality Policy”, which require information to be classified by sensitivity and subject to tailored, lifecycle-based safeguards to ensure confidentiality, integrity, and availability.

All critical data must be tagged and subject to enhanced protection measures, supported by internal policies, operational guidelines, and technical solutions. We have completed the buildout of Deloitte China's independently managed network domain and information technology infrastructure.

All partners and professionals bear responsibility for safeguarding information according to classification levels and are required to promptly report incidents for expert handling. We augment security awareness through diverse initiatives such as short films, quizzes, online training, phishing simulations, holiday reminders, and regular security bulletins.

As a network operator, Deloitte China actively implements the Multi-Level Protection Scheme (MLPS). Through an integrated set of security policies and controls covering networks, information, confidentiality, and device management, combined with real-time monitoring via our Security Operations Center, we identify and mitigate threats promptly. Several of our business systems have already completed MLPS registration and achieved Level 3 certification.





**Deloitte China  
management team**  
(from left to right)

- Lawrence Jin**, Chief Growth Officer
- Carol Zheng**, Chief People & Purpose Officer
- Pascal Hua**, Technology & Transformation National Managing Partner
- Stanley Dai**, Standing Deputy CEO and Consultative Businesses Managing Partner
- Alan Wang**, Northern Region & Western Region Managing Partner

- Dora Liu**, Chief Executive Officer
- Denken Meng**, Chief Transformation Officer and Strategy, Risk & Transactions National Managing Partner
- Lu Qiang**, Eastern Region Managing Partner
- Charlotte Lu**, Chief Operating Officer

- Edward Au**, Southern Region Managing Partner
- Victor Li**, Rotating Deputy CEO and Tax & Business Advisory National Managing Partner
- Tony Tang**, Audit & Assurance National Managing Partner
- Taylor Lam**, Reputation & Risk Group National Managing Partner

# ESG Highlights

## Environment

Deloitte China offices have obtained a total of **20** green and/or wellness certifications, including LEED, WELL, and BREEAM.

Purchased **7,242** International Renewable Energy Certificates (I-RECs) and **754** Chinese Green Electricity Certificates (GECs).

Purchased **110** tons of Sustainable Aviation Fuel (SAF).

**100%**

Renewable electricity supply for office locations  
Carbon offset services for all laptop purchases  
Deloitte Supplier Code of Conduct signing rate

**18.3%**

Reduction in absolute greenhouse gas emissions in FY2025 compared with FY2024

## Society

CNY  
**30.18**  
million

Invested in societal impact initiatives

**1.4**  
million  
individuals

Empowered by the WorldClass initiative

**66,782**  
hours

Dedicated to volunteering and pro bono services

### Top 10 Corporate Volunteering Brand in China

Deloitte China received the award

### Top 10 Award

The nonprofit video “Educaring the future” was recognized in CICPA’s 2024 CPA Industry Short Video Showcase.

## Governance

### Audit Quality Independent Advisory Committee

The practical experience of the Audit Quality Independent Advisory Committee of Deloitte Touche Tohmatsu Certified Public Accountants LLP has been incorporated into the “Development Report of the CPA Profession” and promoted across the industry.

### “The Dilemma” professional ethics training series

An innovative scenario-based ethics series that introduces a new approach to professional ethics learning

**13**  
members

Of the Deloitte China Governing Board

**4**  
certifications

For information security management systems



- BUSINESS
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# Performance metrics

## Talent

Indicator		Unit	FY2025
Workforce		individual	17,091
By position	Professional staff	individual	15,405
	Administrative staff	individual	1,686
By geography	Chinese Mainland	individual	14,800
	Percentage of Chinese Mainland	%	86.6
	Non-Chinese Mainland	individual	2,291
	Percentage of non-Chinese Mainland	%	13.4
By gender	Male	individual	6,208
	Percentage of males	%	36.3
	Female	individual	10,883
	Percentage of females	%	63.7
Percentage of women by level/position	Levels below manager	%	67
	Manager	%	61
	Levels above manager	%	49
	Deloitte China Governing Board	%	46
	Deloitte China Management Team	%	25
	Deloitte China Leadership team	%	38
By age	Under 30 years old	individual	8,481
	30 to 50 years old	individual	7,875
	Over 50 years old	individual	735
New hires			
New hires	Total new hires	individual	2,845
	Percentage of new hires	%	16.6

Indicator		Unit	FY2025
New hires by level/position	Levels below manager	individual	2,604
	Manager	individual	141
	Levels above manager	individual	100
	Administrative staff	individual	51
New hires by geography	Chinese Mainland	individual	2,347
	Percentage of Chinese Mainland	%	82.5
	Non-Chinese Mainland	individual	498
	Percentage of non-Chinese Mainland	%	17.5
New hires by gender	Male	individual	1,017
	Percentage of males	%	35.7
	Female	individual	1,828
	Percentage of females	%	64.3
Employee turnover rate			
Employee turnover rate		%	15.6
By geography	Chinese Mainland	%	14.0
	Non-Chinese Mainland	%	25.8
By gender	Male	%	15.9
	Female	%	15.4
Talent recruitment			
Talent recruitment	Number of applications	individual	201,397
	Number of internships	individual	3,861
Learning & Development			
Learning & Development	Total hours of training	hour	1,255,872
	Hours of training per individual	hour	73
	Training investment per individual	CNY	1,400

# Performance metrics

## Environment

Indicator	Unit	FY2025	FY2024	FY2023	FY2019 (Base Year)
GHG emissions					
Total GHG emissions (location-based)	tCO2e	67,735	82,864	56,254	63,245
Total GHG emissions (market-based)	tCO2e	63,178	78,287	51,514	63,245
By GHG Protocol scope					
Scope 1: Direct emissions	tCO2e	16	0	0	0
Scope 2: Indirect emissions (location-based)	tCO2e	4,557	4,578	4,740	5,354
Scope 2: Indirect emissions (market-based)	tCO2e	0	0	0	5,354
Scope 3: Category 1: Purchased goods and services	tCO2e	15,074	16,290	20,560	6,530
Scope 3: Category 6: Business travel	tCO2e	40,730	46,872	30,954	39,775

Indicator	Unit	FY2025	FY2024	FY2023	FY2019 (Base Year)
Scope 3: Category 7: Employee commuting and work-from-home	tCO2e	7,358	15,125	-	11,586
Emission intensity					
GHG emissions per FTE (location-based)	tCO2e/FTE	3.85	4.28	2.63	4.17
GHG emissions per FTE (market-based)	tCO2e/FTE	3.59	4.04	2.41	4.17
Energy usage					
Purchased electricity	kWh	7,995,773	7,434,203	7,648,537	8,239,531

Note: 1. Please refer to the “Metrics and targets”notes on page 31 to understand the detailed types of environmental data for FY2019, FY2023, FY2024 and FY2025 which we collected and disclosed.

# Performance metrics

## Society

Societal impact <sup>1</sup>	FY2025
Monetary value of societal impact investment (CNY 10,000)	CNY 10,000
<b>By source – Donations</b>	
Donations from Deloitte China and Deloitte Foundation (cash and in-kind)	270
Donations from Deloitte employees	42
Total donations	312
<b>By source – Societal impact services</b>	
Pro bono services	823
Skills-based volunteering	1,089
Traditional volunteering	130
Total value of employee societal impact services	2,041
<b>By source – Other societal impact expenditures</b>	
Other societal impact expenditures (including project execution, operational, and management costs)	664
<b>Total monetary value of societal impact investment</b>	
Total societal impact investment	3,018

Societal impact <sup>1</sup>	FY2025
Societal impact investment by area of contribution	ratio
Percentage of the contribution from the WorldClass <sup>2</sup> in the total value of all volunteering and pro bono contributions	63%
Percentage of pro bono services and skills-based volunteering in the total value of all volunteering and pro bono contributions	94%
Societal impact investment	hour
Pro bono services	18,498
Skills-based volunteering	43,146
Traditional volunteering	5,138
Total employee volunteering and pro bono hours	66,782

Note: 1. All data are subject to interpretation by Deloitte China.  
2. The WorldClass initiative was officially launched in China in 2019, with related program activities having commenced prior to that year. These earlier efforts focused on education and skills development initiatives.

# About the report

This is the 6th Deloitte China Societal Impact Report, which highlights our practices and major achievements in business, talent, environment, society, and governance during FY2025.

**Time range**

From 1 June 2024 to 31 May 2025. Some content extends beyond this timeframe to ensure continuity and integrity.

**Explanation of titles**

For ease of expression and readability, “Deloitte China” is also referred to as “we”in this report.

**Basis for compliance**

The United Nations’2030 Agenda for Sustainable Development Goals (SDGs)  
Global Reporting Initiative (GRI) Standards

**Data source**

The data used in this report are sourced from official documents of Deloitte China, statistical reports, or relevant public information. Unless otherwise specified, the monetary amounts mentioned in this report are measured in CNY.

**Assurance**

FY2023, FY2024, and FY2025 Deloitte Global GHG emission data including Scope1,Scope2 and Scope3 has gone through the third party limited assurance. GHG emission data of Deloitte China was included in the global emissions. For detailed information, please refer to the FY2023, FY2024, and FY2025 Deloitte Global Impact Reports.

**Report access**

You can visit Deloitte China official website, [www.deloitte.com.cn](http://www.deloitte.com.cn) to view or download the electronic version of the FY2025 Deloitte China Societal Impact Report.

**Materiality Assessment and Index** ➞

About Deloitte

Deloitte China provides integrated professional services, with our long-term commitment to be a leading contributor to China’s reform, opening-up and economic development. We are a globally connected firm with deep roots locally, owned by our partners in China. With over 20,000 professionals across 31 Chinese cities, we provide our clients with a one-stop shop offering world-leading audit, tax and consulting services.

We serve with integrity, uphold quality and strive to innovate. With our professional excellence, insight across industries, and intelligent technology solutions, we help clients and partners from many sectors seize opportunities, tackle challenges and attain world-class, high-quality development goals.

The Deloitte brand originated in 1845, and its name in Chinese (德勤) denotes integrity, diligence and excellence. Deloitte’s global professional network of member firms now spans more than 150 countries and territories. Through our mission to make an impact that matters, we help reinforce public trust in capital markets, enable clients to transform and thrive, empower talents to be future-ready, and lead the way toward a stronger economy, a more equitable society and a sustainable world.

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