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01 MESSAGE FROM LEADERSHIP

Message from leadership



Dear Reader,

The past twelve months have shown us how quickly the world can change. Geopolitical shifts, economic uncertainty, and technological breakthroughs have challenged the way organisations think about their future. Yet within this complexity lies opportunity for those ready to adapt with purpose and lead with vision.

Our clients are asking the right questions. How do we build resilience in a volatile environment? How can we harness artificial intelligence (AI) not just to improve efficiency, but also to drive growth? How do we position ourselves for the long term while navigating immediate challenges?

Answering these questions is not easy, but that is where leadership comes in – the kind that combines strategic foresight with decisive action. It is here that our firm can make its greatest impact.

Switzerland is still recognised as a trusted destination for global business. Stability, reliability, and innovation are part of our country's identity. In a world where predictability is rare, these qualities matter more than ever. By working with organisations across industries we strengthen not just individual businesses but the broader ecosystem that makes Switzerland one of the most attractive destinations for global investment and talent.

In the same way as we advise our clients to adapt, we have acted to consolidate our advisory services to simplify our operations. We have invested in AI-powered tools and modernised our processes to

improve the way we deliver services. These changes were not only about being more efficient but also about being strategic and staying aligned with the evolving needs of our clients.

Over the past year our results, as always, reflect both progress and areas for improvement. Although net revenues declined by 6% in a challenging market, we continued to invest into our clients, people and technology and increased our community investments by 28% and volunteering hours by 44%.

We also achieved an EcoVadis Platinum medal, a recognition of our commitment to being a sustainable and responsible business. On the environmental front, the Science Based Targets initiative (SBTi) validated our long-term targets to reach net-zero greenhouse gas emissions by 2040. Given our business model, we know that addressing Scope 3 emissions, and specifically business travel and procurement, is where the greater work lies and requires further accelerated transformation. We also continue to focus on our social impact including on diversity within our talent base and leadership committees – these are ongoing commitments, not endpoints.

We contribute to an economy that creates jobs, develops skills, and drives innovation. We support our clients in competing globally while acting everywhere with integrity. This means investing in people and technologies that will shape the next generation of business. It also means understanding that success is measured not only by financial metrics but by the trust we build and the positive impact we create for our clients, our people, and society.



None of our progress this year would have been possible without our people. Their expertise, commitment, and passion are the foundation of everything we do. I am equally grateful to our clients and stakeholders. Collaboration has always been at the heart of progress. Your trust drives us forward.

This Fiscal Year (FY) 2025 Impact Report reflects not only what we have achieved, but also what we believe is possible. The challenges ahead require bold ideas, decisive leadership, and responsible action. We are ready to meet the future together.

Thank you for your interest in our work and the role we play in supporting our clients, strengthening economic resilience and contributing to Switzerland's future as a successful business destination. Thank you for being with us on this journey.

Best regards,

Reto Savoia
Chief Executive Officer



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02 REPORT HIGHLIGHTS

Report highlights



OUR SERVICES

Total revenue Deloitte CH:
CHF 585.6m
(-6% compared to PY)

Audit & Assurance
revenue: **CHF 137.1m**
(+2% compared to PY)

Tax & Legal revenue:
CHF 98.7m
(+2% compared to PY)

Advisory revenue:
CHF 349.8m
(Strategy, Risk &
Transactions Advisory
and Technology &
Transformation)
(-11% compared to PY)¹

¹ Comparison is against last
year's Advisory figures, which
included different business lines
due to the implementation of the
new storefront.



OUR PEOPLE

Number of employees:
2,501
(-8% compared to PY)

Female employees: **45%**
(no change)

Nationalities: **70**
(no change)

New employee hires: **405**
(-31% compared to PY)

Turnover rate: **24%**
(+2% compared to PY)

Average learning hours
per employee: **39.1 hours**
(-1.5% compared to PY)



ENVIRONMENT

Total gross emissions
(Scope 1-2-3) **10,106 tCO₂e**
(+6% compared to PY,
-23% compared to FY19);
Per FTE: 3.82 tCO₂e
(+10% compared to PY,
-45% compared to FY19)

Total Scope 1 and 2
emissions: **81 tCO₂e**
(0.8% of total emissions)
(-5% compared to PY,
-73% compared to FY19)

Scope 3 business travel
emissions: **2,616 tCO₂e**
Per FTE: 0.99 tCO₂e
(+10% compared to PY,
-65% compared to FY19)

² Following a review of our greenhouse gas emissions reporting
methodology, we have recalculated and restated our FY24 PG&S
emissions data. For further details, please refer to Notes 3 and 4 of
our GHG emissions statement in the Appendix.

Scope 3 commuting
& work from home
emissions: **895 tCO₂e**
Per FTE: 0.34 tCO₂e
(+10% compared to PY,
-38% compared to FY19)

Scope 3 Purchased
Goods & Services (PG&S)
emissions: **6,514 tCO₂e**
(+6% compared to PY,
+2% compared to FY19)

Total Scope 3 emissions:
10,025 tCO₂e
(+6% compared to PY)
Per FTE: 3.79 tCO₂e
(+10% compared to PY,
-44% compared to FY19)²



GOVERNANCE

Female representation
in leadership positions
(partners, directors and
senior managers): **29.6%**
(+0.6% compared to PY)

Female representation
in core governance
committees³: **35.5%**
(no change)

Number of partners: **153**
(no change)

% of respondents who
agree that Deloitte is an
ethical place to work: **91%**
(-4% compared to PY)

³ Committees considered: Deloitte AG - Board of Directors, Swiss
Executive and Management Committee, and Deloitte Consulting AG
- Board of Directors

Rate of ethics cases
raised per 100
employees: **1.08**
(-13% compared to PY)

EcoVadis Platinum Medal,
CDP A- Rating, ISO
14001 Environmental
Management, ISO 27001
Information, Security
Management, ISO 22301
Business Continuity
Management, ISO 9001
Quality Management
(Deloitte Consulting
AG), "We Pay Fair",
LGBTI Label, LEED Gold
Certification for Zurich
office



SOCIETY

Community investments:
CHF 1,869,000
(+28% compared to PY)

Futures impacted as
part of our WorldClass
programme: **28,927**
(+64% compared to PY)

Volunteering hours:
12,951
(+44% compared to PY)

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03 ABOUT THE REPORT



About the report



Practical information

Our Impact Report is released annually to highlight Deloitte Switzerland's progress on sustainability and responsibility throughout the FY spanning from June 2024 to May 2025.

This report demonstrates how we translate our commitments into measurable actions that create value for our clients, our people, and society. It shows the real-world impact of our journey – from reducing our environmental footprint to advancing inclusion and contributing to the UN Sustainable Development Goals (SDGs).

The FY25 edition draws on insights from across the firm, guided by our Internal Sustainability & WorldClimate team, supported by client-facing sustainability reporting specialists and our Communications team. The report's structure and content reflect the results of our recent Double Materiality Assessment (DMA) where sensible, while acknowledging it is not yet fully aligned with the DMA or any specific reporting framework (see [Double Materiality Analysis](#)).

The report was signed off by our Chief Executive Officer (CEO), Reto Savoia, and the Board of Directors.





Our commitment to the sustainable development goals

As an original signatory of the UN Global Compact, we are committed to advancing the SDGs. The SDGs highlight the most pressing challenges facing our planet and call for joint action. Businesses have a critical role to play in integrating sustainability into their core strategies and aligning their activities with the SDG agenda. This report outlines how Deloitte Switzerland contributes to the SDGs through our initiatives, projects, and client work.

The 17 goals require the contribution of governments, individuals, and organisations like Deloitte. To make a meaningful contribution, businesses must integrate sustainable development into their entire business framework and align their core activities to support the SDG agenda. We have therefore outlined our contributions to the SDGs throughout the report.





Guarding against impact washing

We ensure transparency and accountability through a rigorous reporting process. Our FY25 Impact Report has undergone extensive internal review, including input from Audit & Assurance experts and the Sustainable Transformation Board, one of our employee representation bodies.

Additionally, limited assurance was provided by BDO LLP at a consolidated Deloitte North and South Europe (NSE) level over all reported carbon metrics. This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, the Netherlands, Norway, Sweden, Switzerland and the UK, plus Jersey, Guernsey, the Isle of Man and Gibraltar. The assurance statement can be accessed [here](#). We actively seek input from external stakeholders regarding our sustainability initiatives and maintain an open and transparent dialogue to ensure alignment between our actions and assertions. We remain committed to continuously improving the quality of our reporting, ensuring it reflects both industry best practices and the expectations of our stakeholders.





Double materiality assessment

In FY24 Deloitte NSE launched a working group to conduct our first double materiality assessment (DMA) according to European Corporate Sustainability Reporting Directive (CSRD) methodology to comprehensively evaluate the financial and non-financial impacts of our operations and the associated risks and opportunities. In FY25 we localised the Deloitte NSE DMA results to reflect Swiss specificities and used it to inform our FY25 Impact Report.

The NSE interim DMA results served as the foundation for assessing material topics relevant to Deloitte Switzerland. The main goal was to confirm whether the material and non-material topics identified by NSE aligned with those for Deloitte Switzerland.

The localisation process began with benchmarking against peers in the Swiss professional services industry as well as a context analysis. This helped identify any differences in the NSE DMA results that might be due to Swiss-specific factors.

Topics that were flagged for further analysis following the benchmarking and context analysis were then reviewed by internal subject matter experts. They assessed the impacts, risks, and opportunities for their areas, validating or adjusting the Impacts, Risks & Opportunities (IRO) assessment based on European Sustainability Reporting Standards (ESRS) criteria. The scoring method was adapted from NSE to fit the Swiss context.

DMA results were reviewed and validated by a steering committee comprising four members of the Executive who are also members of the Impact Report Steering Committee.

Overall, 17 topics were found to be material for Deloitte Switzerland, with 31 impacts, risks, and opportunities identified. These are:

- E1 Climate Change: Energy use, Climate change adaptation, Climate change mitigation
- S1 Own Workforce: Working conditions - Adequate wages, Health & safety, Work-life balance
- S1 Own Workforce: Equal treatment and opportunities - Diversity, training and skills development, Gender equality and equal pay for work of equal value
- S2 Workers in the value chain: Other work-related rights - Privacy
- S2 Workers in the value chain: Equal treatment and opportunities for all - Gender equality and equal pay for work of equal value, Training and skills development
- S4 Consumers and end-users: Information-related impacts for consumers and/or end-users - Privacy
- G1 Business conduct: Corporate culture, Protection of whistleblowers, Political engagement and lobbying activities, Corruption and bribery - Prevention and detection including training

In FY26 a review will be conducted to map these material IROs to the relevant ESRS disclosures. In FY25 the results of the localised DMA informed the content of our report, ensuring that we cover the topics most relevant to our business and our stakeholders.

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04 BUSINESS

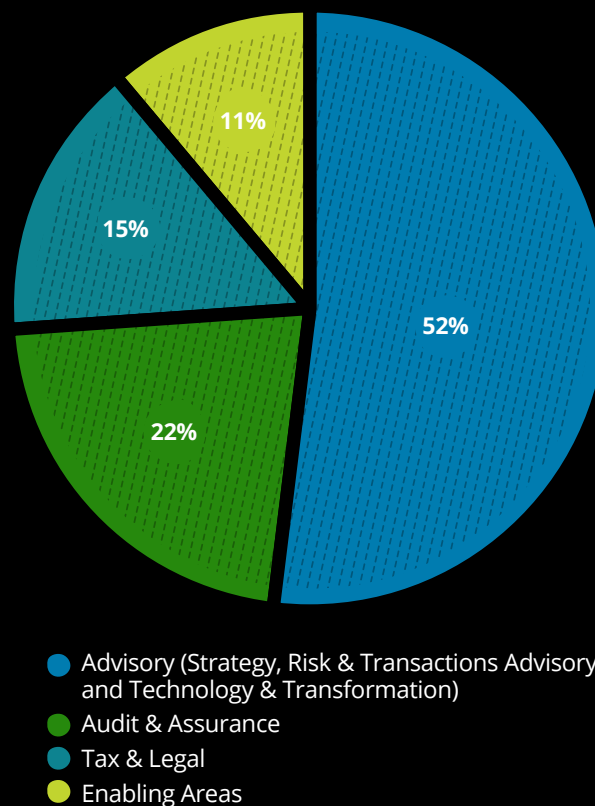
Business



What we do

We offer our clients a comprehensive range of services designed to address their complex needs, achieve their strategic objectives and capitalise on opportunities in a rapidly evolving global marketplace. Our renewed storefront includes Audit & Assurance (A&A), Tax & Legal (T&L), Strategy, Risk & Transactions Advisory (SR&TA), and Technology & Transformation (T&T). Our new storefront went into effect as of 1 October 2024.

FY25 Employee split by business line



Deloitte Services

Audit	Global Employer Services
Assurance	Human Capital
Business Process Solutions	Legal
Customer	Strategy & Transactions
Cyber	Sustainability
Deloitte Private	Risk, Regulatory & Forensic
Engineering AI & Data	Tax
Enterprise Technology & Performance	Executive & Board Programmes
Finance Transformation	

With our multidisciplinary business model (MDM), we support our clients with customised solutions and experts with cross-disciplinary skills, using the latest technologies. Our integrated services help clients to:

- implement new technologies and improve performance
- comply with complex and new regulation, including sustainability reporting
- identify and effectively address key industry topics
- boost growth
- attract and retain the best talents.

Our sustainability services

Deloitte Switzerland has made sustainability central to its client advisory services, with a dedicated team of 50 full-time practitioners fully committed to driving impactful ESG solutions. We empower organisations across more than 15 sub-sectors, and delivered over 40 cross-border projects that address a broad spectrum of sustainability areas – including ESG regulatory compliance, decarbonisation, the circular economy, social impact, and sustainable finance.

This comprehensive approach not only reinforces Deloitte’s position as a sustainability leader but also drives meaningful progress towards environmental targets, helping to shape a resilient and sustainable future for businesses and communities alike.

Discover our sustainability services [here](#).



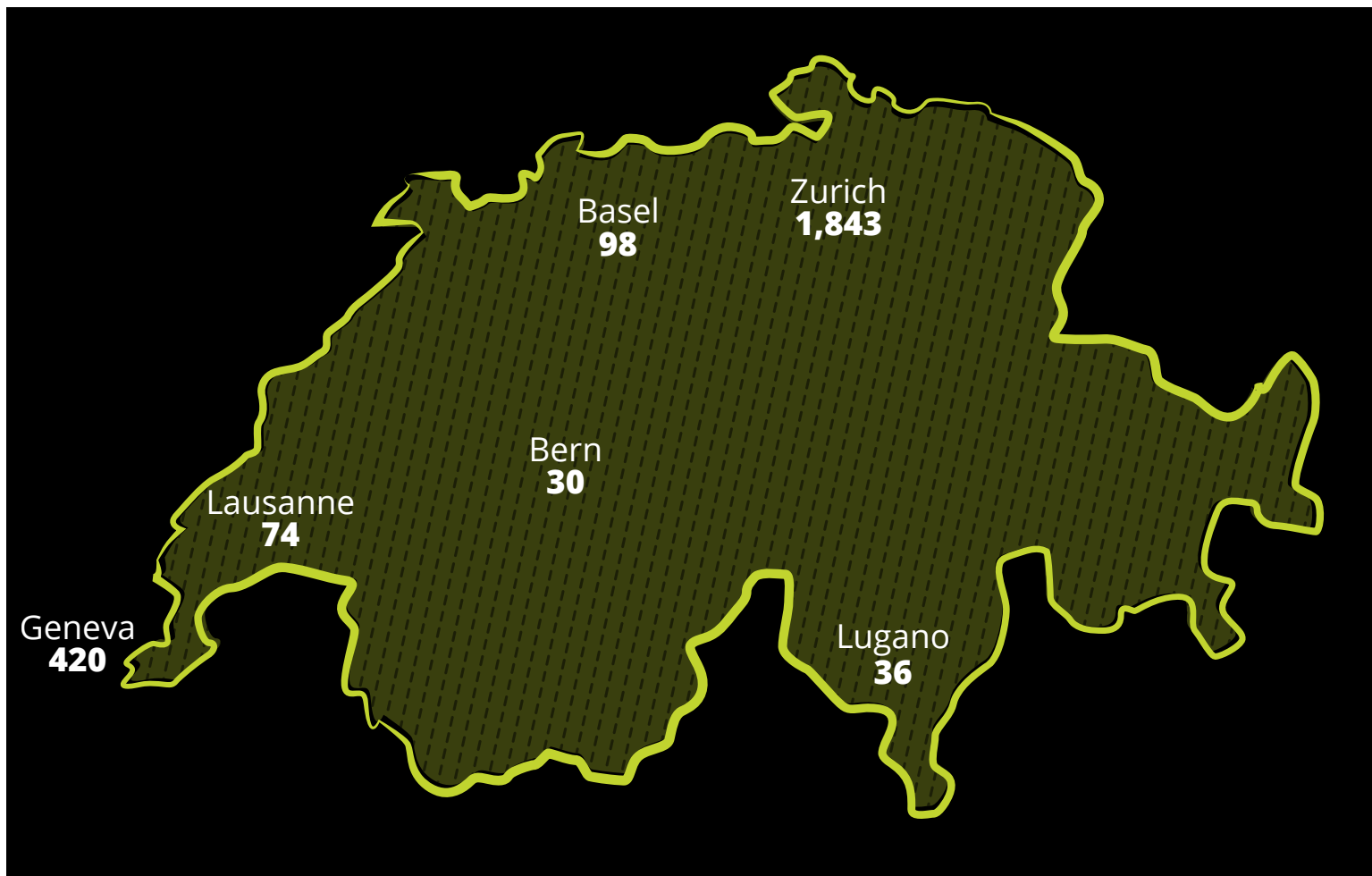


Where we operate

“Deloitte” is the global brand under which approximately 460,000 highly skilled people from diverse backgrounds collaborate to provide professional services to clients.

In Switzerland, at the end of FY25, approximately 2,500 employees from 70 different nationalities, including 153 partners, were based at one of our six different office locations.

Our services support the largest national and international companies as well as small and medium-sized enterprises (SMEs), non-profit organisations, and government and public bodies. Through Deloitte Private, we serve privately held companies, family businesses and individuals. We provide deep industry expertise in Financial Services, Life Sciences & Health Care, Consumer Goods, Energy, Resources & Industrials, Government & Public Services, and Technology, Media & Telecommunications.



Our Purpose and Shared Values

Our Purpose and Shared Values define our strategic choices. They inspire us to uphold integrity, promote a culture of inclusion and build better futures.

The world we live in is increasingly complex. But along with new challenges come new opportunities and inspiration to be better. Our people come together to create positive change. Therefore, in recent years we have evolved our services to address geopolitical and trade issues, demographic challenges, climate change and environmental challenges, and accelerated digitalisation. We make connections to drive systemic change and craft new ways to improve - economically, socially, and environmentally. All our successes, the differences we make for our clients, our people and communities around the globe, come down to our Purpose: To make an impact that matters.

Our Shared Values are a guiding principle in each decision we make, how we act and collaborate, and help us deliver impact where it matters most.

Our [Global Principles of Business Conduct](#) outline the commitments that each of us makes. Based on our Shared Values, they reflect our core belief that ethics and integrity are essential to what we do.



Lead the way

We are not only leading the profession, but also reinventing it for the future. We are committed to creating opportunity and leading the way to a more sustainable world.



Serve with integrity

By acting ethically and with integrity, we have earned the trust of clients, regulators, and the public. Upholding that trust is our single most important responsibility.



Take care of each other

We look out for one another and prioritise respect, fairness, development, and well-being.



Foster inclusion

We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.



Collaborate for measurable impact

We approach our work with a collaborative mindset, teaming across businesses, geographies, and skills to deliver tangible, measurable, attributable impact.



Our corporate ambition

To succeed in a demanding environment, support our clients effectively and achieve our ambitious corporate goals, we have defined a clear corporate ambition: aspire to be the Standard of Excellence, the first choice of the most sought-after clients and talent.

Our ambition rests on five pillars, all of which are integral to the company's success: purpose-led work, consistent digitalisation of our services, outstanding advisory depth and delivery strength, global scale with local touch, universal leadership and an inclusive culture.

How we engage with our stakeholders

Our clients

Ensuring the quality of our work and the satisfaction of our clients is crucial to the success and growth of all business at Deloitte. Our Client Feedback programme is designed to actively gather and analyse insights to enhance our services and relationships with clients. We conduct regular, standardised assessments through an independent team, collecting feedback via interviews (in-person and virtually) or online surveys, known as online engagement reviews (OERs). These assessments can occur during the proposal phase, known as independent bid debriefs (IDBs), during and after project delivery, or for key clients as part of a client service assessment (CSA). This data is analysed to identify trends and key sentiments, providing actionable insights and transparency. By understanding

client perceptions of our strengths and areas for improvement, we aim to improve bid performance and drive strategic priorities. The feedback team regularly reports emerging trends and best practices, ensuring the 'Voice of the Client' informs our firmwide initiatives. We also engage with our clients through our thought leadership and Sustainable Delivery Framework, a set of tools developed for our people that provides guidance on how to adopt sustainable ways of working and reduce travel emissions.

Our employees and alumni

We engage with our employees through various representation boards. Our Next Generation Board (NGB) enables our CEO to collaborate closely with younger members of our firm, allowing them to make a significant impact on our working environment and business. Additionally, our Employee Resource Groups provide a platform for employees to share ideas and engage in discussions with senior leaders on topics that matter to them. Furthermore, our company-wide Sustainability Champions Network, directly connected to our Chief Sustainability Officer (CSO), drives projects that support the implementation of our *WorldClimate* transformation programme.

We value feedback and actively seek it through our biannual talent engagement survey. We also gather insights from new joiners to understand their initial experiences at Deloitte and from departing employees to identify factors affecting retention. To better comprehend survey results, we create action plans, conduct interviews, and hold focus groups, ensuring our employees receive adequate support at key moments in their careers.

Our commitment to our people extends beyond their tenure with us. The Deloitte Switzerland Alumni Programme fosters interaction, exchange, and collaboration among over 3,600 alumni who choose to remain part of our community.

The natural environment

Recognising that the long-term success of our clients' activities and our own organisation depends on the health and availability of the earth's natural resources, we consider the natural environment a crucial stakeholder. Through our *WorldClimate* transformation programme we are dedicated to reducing our environmental impact and promoting sustainable practices.

Society

In terms of our societal impact, we contribute through pro bono and 'low bono' engagements, donations, and volunteering activities as part of our *WorldClass* programme. We work alongside local stakeholders and support community projects. In Switzerland our goal is to positively impact 75,000 lives⁴ by 2030, and since 2018 we have already made a difference to over 73,800 lives.

⁴ 'Lives' refers to the number of individuals directly and indirectly impacted and reached through our Social Impact programmes, donations and pro-bono activities. Direct impacts apply to people directly reached by our support; indirect impacts apply to those we did not reach directly but who nevertheless benefitted from our support through the people we impacted directly.

Our suppliers

Deloitte Switzerland collaborates with a diverse range of local and global suppliers, with many of these relationships managed by our Deloitte Global procurement team. We actively engage with our suppliers on sustainability issues, and further details of our approach can be found in the [Responsible Procurement](#) section of this report.

Deloitte Delivery Centres and external contractors

Deloitte Switzerland primarily engages with Deloitte Global Delivery Network, which includes Global, Regional, and Local Delivery Centres. These centres provide critical access to near/offshore specialists essential to delivering professional services to our clients. In addition, our client teams co-operate with the Deloitte network of firms across the globe on a regular basis. Our client teams may also engage external contractors to meet service location or skillset needs - either individual associates or third-party service providers.

Associates are highly skilled individual contractors who augment our teams quickly, adding immediate value across internal projects and client engagements. Service Providers are external companies contracted to deliver defined services independently, managing their own teams and quality assurance. This structured approach ensures Deloitte Switzerland maintains flexibility and access to the right expertise while upholding the highest standards of service delivery.

Public authorities, corporate networks, think tanks and Non-Governmental Organisations

We actively engage in public discussions and advocate for policies that promote sustainable development in our economy, society, and environment. Our goal is to contribute positively to the development of regulations and policies that align with our values and entrepreneurial and sustainability objectives. We play a significant role in various industry associations. We are a member

of Swiss Banking and support its educational institute. We work occasionally with Interpharma, scienceindustries, swissmem and other important Swiss industry associations where we cannot formally be a member. We are a member of Avenir Suisse, the Swiss-American Chamber of Commerce, the British-Swiss Chamber of Commerce, ESG4Boards, and swisscleantech. We are strongly engaged with EXPERTsuisse, Switzerland’s business association for audit and tax, where we are active in the board and the audit, tax,





sustainability, and public affairs and communication committees. We are also engaged in many other working groups and support the further education of our industry's professionals, thereby contributing to the highest quality standards and strengthening the reputation of Switzerland as a financial centre and business location. We collaborate with SwissHoldings, Zürcher Handelskammer (ZHK), the Chambre Vaudoise du Commerce et de l'Industrie (CVCI), the Chambre de commerce, d'industrie et des services de Genève (CCIG), and SWICO, the business association for a digital Switzerland, regarding current political discussions, upcoming parliamentary debates and regulatory changes. In all these organisations and networks, we contribute by sharing technical and market knowledge and strengthening the respective business networks. Finally, our involvement with Non-Governmental Organisations (NGOs) is part of our *WorldClimate* and *WorldClass* transformation programmes.

Our sustainable development commitments

Deloitte recognises the central role that the professional services industry plays in advancing societies. Beyond our work with clients, we take responsibility for leading change by improving our own operations and giving back to communities. *WorldImpact* is our global portfolio of initiatives focused on making a tangible impact on society's biggest challenges and creating a more sustainable and equitable world. In Switzerland our *WorldImpact* portfolio is structured around three pillars:

1. **Inclusion & Well-being** - Guided by our Shared Values to foster inclusion and prioritise well-being, Deloitte cultivates a workplace

culture where these principles are valued as fundamental drivers of innovation, productivity, and business impact. This means championing differences, removing barriers, and providing the flexibility and support our people need to thrive, both personally and professionally.

2. **WorldClimate** is our transformation to become a sustainable firm, with science-based targets for reducing our carbon footprint. This requires holistic thought and action, making sustainability central to how we work. We are inspiring and empowering our people to own the change, collaborating with external partners and sharing the experience with our clients.

3. **WorldClass** is Deloitte's global ambition to impact one hundred million futures by 2030 by increasing access to education, skills, and employment. In Switzerland we are investing in innovative approaches to support education, skills development, and training opportunities so that everyone can succeed in the modern economy. We invest our people's time, provide volunteers and donate to support students, young people, and impactful organisations worldwide.

Together these commitments ensure Deloitte contributes to a more sustainable, inclusive, and resilient future - both globally and locally in Switzerland.



Our targets and how we are progressing against them

WORLDIMPACT INITIATIVE	FY25 PROGRESS	TARGET	TREND VS FY24
Inclusion & Well-being			
Deloitte Switzerland’s goal is to achieve a minimum of 30% female leaders, encompassing partners, directors, and senior managers, by 2027 ⁵	29.6%	30%	+0.6 p.p.
WorldClimate			
Reduce absolute Scope 1, 2 and 3 greenhouse gas (GHG) total emissions 90% by 2040 from a 2019 base year	23%	90%	+5 p.p.
Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions 70% by 2030 from a 2019 base year	73%	70%	+1 p.p.
Reduce Scope 3 GHG emissions from business travel 55% per full-time equivalent (FTE) by 2030 from a 2019 base year	65%	55%	-3 p.p.
Engage with our suppliers with the goal of having 67% of them (by emissions) set science-based targets by 2025 ⁶	32%	67%	+2 p.p.
Source 100% renewable energy for our buildings	100%	100%	Achieved and maintaining since 2017
WorldClass			
Swiss goal to impact the lives of 75,000 people by 2030	73,844	75,000	+28,927 lives

5 The company's target of reaching 30% female leaders – including partners, directors, and senior managers – by 2027 remains unchanged. Our strategy will focus on increasing the percentage of female leaders, particularly at the director and partner levels, demonstrating our continued commitment to gender diversity and inclusion.

6 While we made progress engaging suppliers on science-based targets, only 32% of suppliers by emissions had set SBTs by FY25, short of the 67% goal. We continue to work with suppliers to reduce emissions and will revisit targets in line with updated standards. More details are provided later in the report.

Percentage point (p.p.)



Sustainable delivery and ethical AI

As a leading professional services firm, we are committed to delivering our services in a sustainable and forward-looking manner. We have therefore developed our Sustainable Delivery Framework (SDF) to support our client-facing teams in designing and delivering impactful engagements that minimise our environmental footprint. At the same time, we embrace the transformative potential of artificial intelligence (AI) to enhance our operations and client offerings responsibly. By integrating sustainability and innovative AI solutions, we aim to drive value while maintaining ethical standards and reducing negative impacts on the environment and society.

Sustainable delivery framework

Our SDF is a set of tools providing guidance on sustainable ways of working, aimed at integrating sustainability into client projects and minimising our people's business travel emissions. This is also important to our clients as we are part of their Scope 3 emissions. The SDF contains educational materials and tools such as the [Travel Emissions Calculator](#), which predicts and quantifies emissions associated with an engagement or internal project, and the Digital Pollution Calculator for quantifying digital emissions.

Additionally, there is the Sustainable Events and Appreciation Guide which ensures that client and team events are organised in an environmentally responsible way.

Since its launch in FY23, 55% of our workforce have received SDF

training. The materials and tools are currently being updated and enhanced to support global standardisation.

Internal use of AI

AI presents us with exciting opportunities to differentiate ourselves in the market and offer innovative services. We use AI to streamline operations, enhance decision-making and deliver greater value to our clients. Internally we leverage AI for process automation, data analysis, and knowledge management, empowering teams to focus on high-impact work. From smart document handling to predictive insights and intelligent support tools, we are integrating AI into our daily operations and continuing to evolve as a more agile and innovative organisation. AI is driving transformation across industries globally, including in Switzerland. In this context, AI solutions play a key role in supporting safe and responsible organisational change. We are therefore committed to using AI responsibly, ensuring that our solutions align with ethical standards and data protection regulations.

PairD

The Deloitte AI Institute has developed PairD for the purpose of providing a safe and secure environment to use Generative AI (Gen AI). PairD can help with answering general questions, content generation, language translation, project management, summarising content, training and learning, coding support, meeting preparation, problem-solving and ideation.

We continue working on new GenAI tools and incorporating them

into our enterprise platforms. By investing in the latest tools and resources we provide our people with the environment they need in which to succeed. We are dedicated to training our employees to develop the AI skills required to build their careers, thereby ensuring our workforce is ready to tackle future challenges and deliver exceptional value to our clients.

Thought leadership

Our thought leadership offers valuable perspectives on market trends, industry shifts, and technological advancements. Through a combination of surveys and research, expert point of views and studies, Deloitte's thought leadership and publications equip clients with the resources to support decision-making, adopt good practices and adapt to market developments.

In the past financial year, we carried out a diverse range of studies to gather data and sentiments from a variety of sources, including consumers, the Swiss public and business stakeholders of varying seniority.

Our biannual Chief Financial Officer (CFO) Survey revealed a significant deterioration in the mood of Swiss CFOs between the [Autumn 2024](#) and [Spring 2025 surveys](#) due to trade disruptions and rising cost pressures. This made them more cautious about investment.



In the fourteenth edition of our annual [Swiss Gen Z and Millennial Survey](#) we explored the views and motivations of younger working generations, revealing their views on growth and learning as they seek to combine work, meaning and well-being. In its latest edition the [SwissVR Survey](#) assessed Swiss Board members' attitudes towards the economy, business, and corporate governance, with a specific emphasis on demographic change. And as the pace of demographic ageing accelerates faster than expected, we explored the far-reaching effects on Switzerland and its companies in our [Ageing Switzerland study series](#).

While much of our research is industry-agnostic, our thought leadership also delivers industry-specific insights. The [Deloitte Coffee Study](#) surveyed 7,000 coffee drinkers worldwide to deliver insights into the coffee market, consumption patterns and the need for the green stamp of approval as consumers increasingly demand sustainable coffee and look for certifications that validate companies' claims.

The Swiss Watch Industry Insights in 2024 spotlighted the [Indian watch market](#), [female buyers](#) and also the [pre-owned market](#). In the Insurance space we shed light on the above-average rise in health insurance premiums and explored policyholders' willingness to switch provider in our [Health Insurance Study](#). We also assessed the [digital maturity of the retail banking](#) sector across 44 markets to discover how Switzerland compares globally. Additionally, through our [International Wealth Management Centre Ranking Study](#), we revealed that Switzerland, while still leading the field, is now facing increasing competition.

In the life sciences industry, our reports tackle many topics. We measured the return on [pharmaceutical research and development](#) to reveal a second year of growth, we looked at how [innovation is changing the face of customer engagement in the pharmaceutical industry](#) through AI insights and personalised interactions, and we focused on [the trends that will impact stakeholders in the health ecosystem](#). We also looked at trends affecting the [Swiss manufacturing industry from now until 2030](#). In the Government and Public Services domain we explored how [AI applications can enhance efficiency and productivity](#) in the Swiss public sector and the [importance of cybersecurity for the Swiss government](#) as it becomes more digital and increasingly relies on third-party service providers.

In response to the Corporate Sustainability Reporting Directive (CSRD), [we published a benchmarking report](#) to gauge how Swiss Market Index (SMI) Expanded companies are approaching their non-financial reporting in terms of formats and frameworks, materiality and methodology, and what this could mean for the future of sustainability reports in Switzerland. We analysed the impact of [EU Deforestation Regulation \(EUDR\) on Swiss companies](#) selling or exporting in-scope commodities into the EU and provided actionable insights companies need to consider for each of the seven commodities surveyed.

In the [2024 Deloitte CxO Sustainability Report](#), which surveyed over 2,100 executives across 27 countries on their views and strategies related to sustainability, we found that climate change is the top

priority for Swiss CxOs and 89% have increased their sustainability investments. We delved into [regulations driving the transition to a circular economy in the textile industry](#), and the strategies and initiatives leading the way. We looked at how companies can increase their [climate resilience through climate risk assessments](#).

We reported on the impact of the [OECD Minimum Tax](#) on the 50 largest Swiss groups in 2024, and also analysed the [merger and acquisition transactions of Swiss small and medium-sized enterprises \(SMEs\)](#), revealing a decline in activity compared to the previous year.

With AI continuing to shape industries globally, we analysed how the AI space is evolving in Switzerland compared to a year ago in our [State of AI in the Enterprise report](#), including how Swiss executives' attitudes are shifting as AI becomes part of day-to-day business operations. We also underscored the [importance of reliable and trustworthy AI solutions](#) to help organisations transform for the better and deliver corporate and social value safely, securely and responsibly.



Impact stories

Our purpose is to make an impact that matters for our people, our clients, and society. The following section highlights a few examples we are particularly proud of, showcasing the diverse ways in which we have supported our clients to deliver a positive impact.



Axpo's successful journey to SAP RISE

Deloitte. axpo

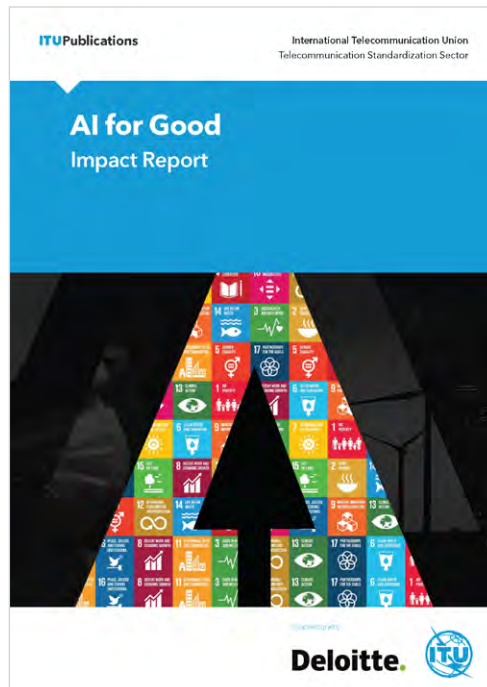


Axpo's successful journey to S/4HANA on RISE

Deloitte has been supporting Axpo, Switzerland's largest energy producer, in their digital transformation efforts. This work has focused on digitising Axpo's operational processes, enhancing efficiency, and modernising their infrastructure to meet the evolving demands of the energy sector and maintain their role in supplying a significant share of Switzerland's energy needs. As part of their modernisation strategy, Axpo is investing in digitalisation of their biomass plants that convert waste into renewable energy. This important step in their ongoing efforts to incorporate more sustainable energy sources shows how digital transformation can help traditional sectors innovate and contribute to a greener future.

"Successfully going live with SAP S/4 HANA in October 2023 with Axpo Trading, in 2024 with Axpo Grid and in 2025 with Axpo Power lays the foundation for Axpo's future growth and success. Reaching this milestone was made possible by exceptional collaboration across all teams and implementation partners, technical and functional expertise, and leadership. Working with Deloitte enabled us to move swiftly to modernise our business for the future."

Fabio Peduzzi, Programme Lead, Axpo Services AG



Creating AI impact together with the ITU

In May 2024 Deloitte Switzerland sponsored the AI for Good Global Summit organised by the International Telecommunication Union (ITU), the United Nations' leading platform on AI. The conference focuses on how AI applications can be used to address global challenges. Since this initial sponsorship Deloitte has maintained a strong relationship with the ITU. We supported them in producing the [AI for Good Snapshot](#), which highlighted key takeaways, announcements, and innovations from the 2024 event. Our collaboration continued with the joint development of the [AI for Good Impact Report](#), published in October 2025. This report explored AI trends, key regulations, challenges, and opportunities, and highlighted how AI was being used across the 17 UN Sustainable Development Goals (SDGs). It also offered key considerations to help governments and policymakers accelerate AI adoption and implementation. Deloitte Switzerland and the ITU have a shared commitment to promoting responsible, ethical, and trustworthy AI. Through this ongoing collaboration we aim to strengthen ties between the private sector and the UN, support responsible AI adoption, and highlight how AI technologies contribute positively to society.



Advancing leadership in circularity with Borgo Laudato Si'

In January 2025, at the World Economic Forum in Davos, Deloitte Switzerland announced its support for Borgo Laudato Si'. This project is inspired by the late Pope Francis's call for global dialogue and action on environmental issues. Borgo Laudato Si' aims to promote circularity and sustainability through education, including the creation of an executive education centre at Castel Gandolfo, the papal summer residence. Deloitte Switzerland has supported the project by advising on the circularity features of the location and helping to define a series of events to bring business leaders to Borgo Laudato Si', to discuss ways to advance circularity in their industries, with the first event scheduled for October 2025. The Borgo was officially inaugurated on 5 September 2025.

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05 OUR FINANCIAL PERFORMANCE



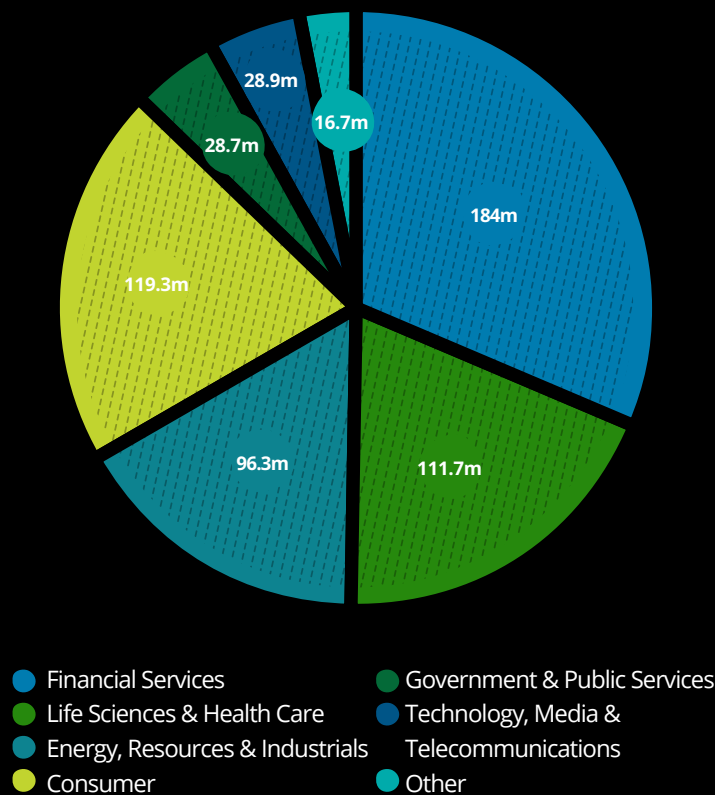
Our financial performance



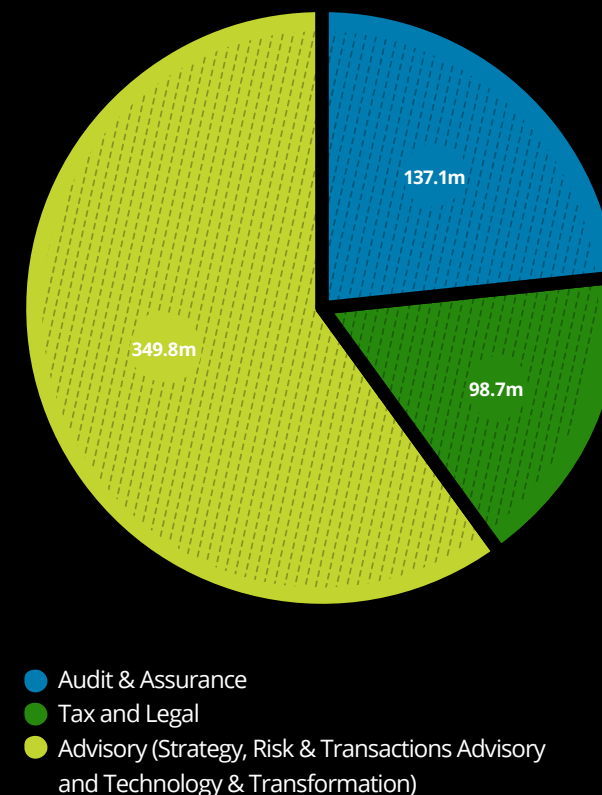
In FY25 our net revenues closed at CHF 585.6 million. Deloitte continues to serve clients from all major industries and some of our industry practices were able to grow significantly during FY25. Financial Services remains the largest industry practice, while the Consumer practice's strong results propelled it to second place for the first time, ahead of Life Sciences and Healthcare. The Government & Public Services practice as well as the Technology, Media and Telecommunications industry practice managed to grow at double-digit rates. Together, our teams helped clients navigate transformations, such as the sustainability transition, using innovation to increase efficiency and resilience, and understanding the potential and pitfalls of AI.

During the year pioneering solutions utilised the breadth of our multidisciplinary offerings; many involved innovative technology, an area in which Deloitte is a recognised global leader. The dedication and expertise of our workforce was crucial to responding swiftly to clients' economic and market opportunities.

FY25 Swiss net revenue by industry (CHF)



FY25 Swiss net revenue by business (CHF)



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06 OUR PEOPLE

Our people



Deloitte Switzerland is committed to nurturing a positive work atmosphere, enabling our teams to engage in challenging and meaningful tasks and drive impactful change. Our learning opportunities are crucial to empowering our people to advance and grow in their careers. We encourage them to craft their own learning paths and evolve into stronger leaders, equipped to tackle the challenges faced by our clients and broader society.

Our dedication to diversity, equity, and inclusion is integral to our culture, ensuring that every member feels comfortable and empowered to achieve their full potential. The well-being of our people is a fundamental priority for Deloitte Switzerland. Consequently, we provide a variety of benefits to support their mental and physical health, foster social connections, and create a safe environment for optimal performance.

Collectively, our focus on empowering employees to perform at their best reflects the core insight from our [2025 Global Human Capital Trends](#) report: prioritising human sustainability by fostering shared value through equity, enhanced health, and development opportunities leads to improved outcomes for both our people and our business.

Our employee value proposition, centred around our people, is built upon three key pillars:



Passion for purpose: We connect our people to our Purpose to make a positive and tangible impact for our clients, our people, our communities, and everyone our business affects.



Be your best self: Deloitte should be a place where everyone can be their best self, where their unique perspective matters, where they feel included and supported, and where they truly belong.



Never stop growing: We want our people to be inspired and empowered to learn, lead and grow, whether it's from their client projects, collaborating with colleagues, or benefiting from our many learning and development offerings.

Attracting talent

Our people are at the heart of everything we do, and so the search for and hiring of the right individuals is a top priority. Deloitte Switzerland identifies and selects new talent based on the specific needs of our various businesses. Our recruitment team provides a process that is fair, consistent across all business units, timely, and a positive experience for every candidate.

We require individuals with a diverse range of skills, knowledge, and experience. We invest in young talent, including apprentices, trainees, and recent graduates, as well as seasoned managers and leaders. To attract the right people Deloitte employs strategies and activities designed to enhance brand visibility, reach our target audience, and engage individuals through content and messages shared via social networks and our firm's website.

In FY25 we were pleased to welcome 184 experienced professionals and 221 entry level hires to Deloitte. Creating a positive experience for our new recruits involves helping them integrate smoothly into our company culture. By ensuring every new recruit feels a valued member of our community from the outset, we facilitate a seamless and exciting onboarding process. On their first day at Deloitte each new employee is greeted by one of our senior leaders, giving them the opportunity to connect, understand our Purpose, and begin immersing themselves in the Deloitte experience.



Training and skills development

The expertise of our people is our most valuable asset, and we are committed to its continuous enhancement. This commitment drives our investment in both personal development and professional growth. Through engaging client projects and customised programmes at every level and by learning from leaders and colleagues, every employee has ample opportunities to gain new skills and pursue their development objectives. Our team benefits not only from our comprehensive offerings within Switzerland but also from our global learning and development network.

Our strategy for talent development is grounded in our Global Talent Standards, offering a framework for the leadership, professional, and technical skills needed for each grade and business. Over the past year we have dedicated more than 120,241 hours to learning and development (L&D), an average of 39 hours per employee.

We are committed to cultivating confident future leaders, shaped by our mindset and values, and reflecting the diversity of our society. The Deloitte Global Shared Values emphasise the importance of being a respectful and fair leader, focused on the development of people. The Deloitte Future Leadership Framework enhances our comprehensive approach to leadership, empowering our people to embody our values and set the right example.

To foster an inclusive learning culture our people can select the

method that best suits their needs and style. Our learning offerings include mandatory training courses and a variety of programmes tailored to different target groups, allowing each employee to shape their own development journey with the support of our digital learning platforms. In FY25, 97% of our people completed at least one training session. Every employee has someone invested in their growth, helping them navigate their path through our internal development offerings.

A total of 110 employees have benefited from our Internal Mobility offers, a key talent priority for the firm, which includes international assignments to other Deloitte offices or involvement in client projects abroad. Working in another country or office enhances our people's careers by providing them with valuable international experience, expanding their networks, and offering insights into different cultures.

Each year approximately 20,000 colleagues across Europe, Middle East, and Africa (EMEA) have the opportunity to experience our new Deloitte University (DU) campus in Paris. DU EMEA supports professional, leadership, and industry-specific training through digital, virtual, and carefully curated in-person development experiences. The leadership programmes, which focus on personal development and continuous growth, are reported as the best training experiences in our leaders' careers. DU plays a crucial role in retaining our people and attracting new talent, enhancing our brand as a network and employer. In FY25, 349 Swiss employees had the

chance to attend a programme at DU EMEA Paris.

All those newly promoted or newly hired as a manager, senior manager or director will automatically receive an invitation to enrol and attend the appropriate milestone programme for the year. We are committed to ensuring that at least 90% of all employees promoted to these positions participate in our milestone training by the end of FY26. In addition, we aim to send at least 350 people from the Swiss firm in the coming year to DU EMEA's immersive development experiences that bring to life Deloitte's strategy, purpose, and values.

We continue to offer and improve our highly rated, grade-specific Bootcamps for newly promoted staff to ensure their success in their new roles. In FY25 we offered 10 bootcamps, including two graduate bootcamps for analysts, two level 1 bootcamps for consultants, two level 2 bootcamps for senior consultants and assistant managers, two manager bootcamps for managers, and two Experienced Hire Accelerator Bootcamps for senior managers and directors. These programmes complement the grade-specific Milestone Trainings provided by DU. Additionally, we have targeted learning journeys for all grades, which will be launched in FY26.

We are committed to embedding learning into the workflow and further enabling lifelong development opportunities. Additionally, we will continue to explore innovative learning methods and ensure our approaches remain inclusive and enjoyable.



Performance and feedback

We strive to provide our people with opportunities to engage in challenging and meaningful work as they shape their careers. Our performance review process allows us to highlight achievements, share insights gained, and discuss future development areas. During our formal year-end reviews, we assess the performance of each employee, considering promotions, and bonus distribution. As part of the self-evaluation process, our people engage in open conversations with their Performance and Development Leaders (PDLs), who guide them in assessing their strengths and areas for



development. Every employee, from junior grade to partner, sets their individual performance objectives in collaboration with their personal PDL.

Our objective setting is guided by the Global Talent Standards, which outline the necessary behaviours and technical skills for various roles and seniority levels across our businesses. We communicate our performance process and timeline transparently to our people, with resources such as handbooks available on our intranet. Non-discrimination checks are conducted as part of our year-end analysis. At the conclusion of the cycle every employee who has earned a salary increase, promotion, or bonus receives a reward letter detailing their remuneration. Each employee is informed of their performance evaluation results by their PDL or partner.

We believe that candid feedback empowers our people to align their professional journeys with their personal aspirations. Throughout the year regular feedback incorporates perspectives from PDLs, peers, direct reports, and internal or external stakeholders, utilising tools such as engagement review forms, performance snapshots, formal feedback requests, and transparent, regular check-ins. Feedback training is a vital component of our employees' development, and we encourage everyone to complete one of our feedback training sessions. To further enhance our feedback culture, selected leaders across the organisation have been offered specific coaching and platforms to share best practices for providing and receiving feedback.

Diversity, equity and inclusion

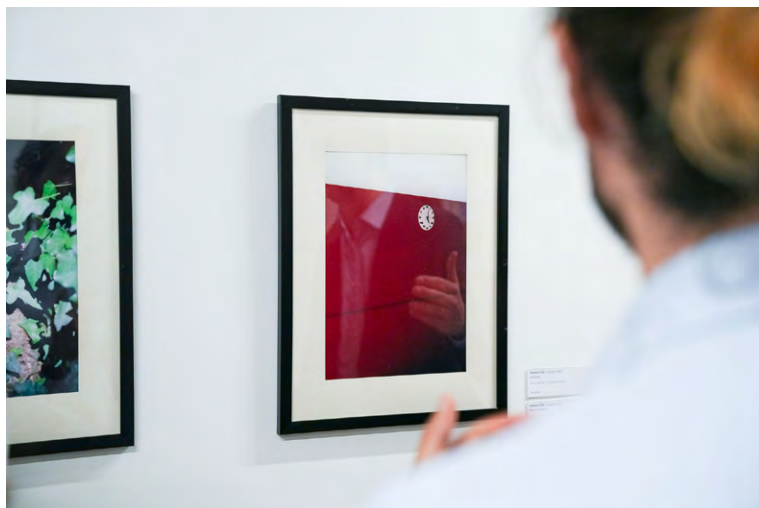
At Deloitte Switzerland we strive to cultivate a workplace culture where diversity, equity, and inclusion are valued as fundamental drivers of innovation, productivity, and business impact. Guided by our global Shared Values to foster inclusion and take care of each other, our vision is to create an inclusive workplace culture that champions diversity in all its forms, promotes greater well-being, and creates an environment where every individual feels valued, respected, and empowered to be their authentic selves. This means addressing systemic barriers and focusing on interventions that support equitable recruitment, advancement, retention, engagement, and other experiences for all our people. We provide the flexibility and support needed for personal and professional growth, fostering a psychologically safe environment where we listen, learn, and challenge ourselves to be better allies. Empowerment through Employee Resource Groups (ERG) further enhances our inclusive culture. By working together and holding each other accountable, we unlock the power of our differences, enabling our people to deliver exceptional value to clients, colleagues, and communities.

Our dedication to inclusion begins with recruitment efforts that attract top talent and ensure all applicants feel welcome at Deloitte. We use inclusive language in job advertisements and target platforms for specific audiences, such as parents or jobseekers over 50. Internally, quarterly interviewer training focuses on inclusion and unconscious bias, ensuring a fair recruitment process. Our values



are reinforced through leadership initiatives, including training, education events, and our Inclusion Champions - senior leaders who actively promote a culture of inclusion. They sponsor initiatives like our yearly Art Exhibition and Inclusion Matters newsletter, fostering a variety of perspectives and enhancing collaboration. As part of our commitment to an inclusive and supportive environment we encourage employees to voice concerns to trusted managers or anonymously through the Speak Up line. More information can be found in the [Governance section](#) of this report.

Built on a foundation of respect and inclusion for all, we focus on gender balance, LGBTQIA+ inclusion, cultural inclusion, accessibility for people with disabilities, and neurodiversity inclusion.



Gender balance

In a community composed of individuals from various educational, cultural, and professional backgrounds, we strive to achieve gender balance between women and men across our organisation. In Deloitte Switzerland, we have established ambitious goals and standards that span the entire career lifecycle – from recruitment, promotion, and succession processes to development, mentoring, sponsorship, and flexible working.

We aim to achieve a minimum of 30% female leaders, encompassing partners, directors, and senior managers, by 2027. In FY25 we reached 29.6% representation of women in the roles of partners, directors, and senior managers within our Swiss operations. At the partner level, female representation reached 19%, a 3-percentage point increase from the previous year, reflecting growth in the total number of Deloitte female Swiss partners. Previously, the share of female partners had risen from 13% in FY22 to 17% in FY23, before falling slightly to 16% in FY24. We continue to promote a wide range of initiatives to support our female talent at all levels.

Inclusive recruitment

Our gender balance efforts begin at the recruitment phase. In FY25, 47% of all new hires were female, with 50% female entry-level hires and 50% experienced hires.

This fiscal year Deloitte Switzerland has maintained progress in gender balance, with female representation at 45% of employees, consistent with FY24. We are taking significant steps to recruit more women and make Deloitte a place where they can grow

professionally and make a meaningful impact. As part of our efforts to attract a broader range of talent, we advertise all permanent positions as potentially part-time roles. This initiative aims to offer more opportunities to working parents and assist individuals seeking to re-enter the labour market.





Mentoring & development

We continuously seek new and innovative solutions to increase the number of women in managerial roles and above. In FY25, 77 women participated in mentoring and development programmes. The following are a few examples of the programmes in place to support women's development at Deloitte at every stage of their careers.

- The **Female Manager Programme** aims to empower female managers to enhance their presence and impact. By nurturing their potential and encouraging them to pursue more senior roles, this programme contributes to more balanced and inclusive leadership at Deloitte.
- **Career Conversations for Senior Managers Programme** provides a platform for female senior managers to connect with partners and engage in informal discussions about their careers and experiences, gaining valuable insights and knowledge.
- The **Director Mentorship Programme** offers additional mentoring to female directors, pairing them with partners for quarterly meetings. These regular, goal-oriented development conversations enable partners to actively support senior women in leadership by sharing their knowledge and personal and professional experiences.
- The **Female Partner Community** offers a valuable opportunity for female partners to connect on both personal and professional levels, exchange ideas, and discuss topics relevant to our firm. This community fosters a stronger sense of belonging and supports

career progression for the next generation of female leaders at Deloitte.

- **Advance Membership:** Deloitte Switzerland is proud to be a member of Advance - Gender Equality in Business, the leading business association for gender equality in Switzerland. This allows our people to participate in Advance events, skills workshops and cross-company mentorship, and receive guidance to enhance their career advancement opportunities. Advance is a non-profit association of Swiss-based companies committed to increasing the representation of women in leadership roles in Switzerland.

Pay equity

We have several measures in place to ensure fairness and gender equity in terms of remuneration and career development. In addition to internal checks and analyses, our Logib submission (a standard tool for pay equality analyses in Switzerland) in 2021 confirmed that the difference in pay between male and female employees was within the permitted tolerance (under 5% unexplained gender salary and pay gap). We are proud to have received the "We Pay Fair" certificate from the University of St. Gallen in 2024. This recognition not only reflects our commitment to fair and equal remuneration for equivalent work and equal opportunities for all our people, regardless of gender, race, or any other characteristic, but also demonstrates our dedication to going beyond mere compliance. Being within the 5% threshold means that there is minimal risk of having unexplained gender pay gaps in our organisation.





Enabling impact through our Employee Resources Groups

- Our **Women's Initiative Network (WIN)** serves as our strategic ERG, aiming to encourage women and allies at all career stages in building a network within the firm and feeling inspired and empowered. WIN organises our International Women's Day events and hosts workshops, learning & development events, and networking opportunities throughout the year. This year WIN has organised events centred around Inclusive Leadership, Financial Empowerment, and strengthening negotiation skills. By promoting awareness of gender equality and balance, WIN advocates for inclusion and focuses on building a community for women and their allies across the company and beyond.
- **Working Parents Programme:** With more than 720 working parents, comprising 29% of Deloitte's workforce, supporting new parents is crucial, particularly for women who are often the primary caregivers. Alongside our extended parental leave, we provide workshops offering practical tips and strategies to effectively manage the transition back to work. This externally run programme offers a confidential environment and a sounding board for discussing concerns and individual challenges. Additionally, we provide individual coaching for all new parents with certified external coaches and access to free online courses. Our Working Parents ERG offers a platform for all working parents to connect, discuss common challenges, and share information about resources and tools to successfully balance their careers and family lives.

LGBTQIA+ inclusion

We are dedicated to fostering an inclusive and welcoming work environment where everyone feels empowered to express their true selves, as demonstrated by our strong support for the LGBTQIA+ (lesbian, gay, bi, transgender, queer, intersex, asexual and more) community. At Deloitte Switzerland, we are committed to upholding fundamental human rights, including the right to equal treatment under the law, freedom of mobility, and other rights as outlined in the UN Declaration of Human Rights. We firmly believe that by empowering our LGBTQIA+ colleagues to be their true selves we contribute to their personal growth and overall success within Deloitte as well as in the broader societies that we engage with.

Deloitte Switzerland is proud to have been recertified with the Swiss LGBTI Label best practice standard, initially awarded in June 2022, that recognises organisations for their comprehensive and effective Inclusion strategies, specifically focusing on LGBTQIA+ inclusion. Valid for three years, this label was renewed in June 2025, reflecting a 15% increase in our total score. This recertification confirms our commitment to LGBTQIA+ inclusion and enables us to continually reflect on and strengthen our internal policies and organisational culture.

As a result of our 2022 assessment and feedback from our employees, the Gender Expression and Transgender Policy was launched in FY25. It outlines Deloitte Switzerland's commitment to enabling transgender and gender binary non-conforming employees to be their best, authentic selves. Furthermore, we offer trainings

such as "Demystifying LGBTQIA+ Inclusion" and conversation guides to help our people engage meaningfully in an inclusive way.

One of the cornerstones of our commitment is our ERG, "PROUD at Deloitte", which actively leads initiatives to foster both social and professional change and connections. The scope of PROUD extends not only to those who identify as LGBTQIA+ but also embraces allies who play a vital role in amplifying our collective efforts towards inclusion.

Through events, discussions, and forums, PROUD serves as a safe and supportive space for LGBTQIA+ employees and allies to share their experiences and insights drawn from their journey within Deloitte. During Pride Month we kicked off celebrations involving 120 participants with an opening party, followed by internal #IamRemarkable workshops aimed at empowering individuals. We then organised a Pride pre-party, leading up to our participation in the Zurich Pride Parade, where we marched to show support for the LGBTQIA+ community.

PROUD also focuses on strengthening connections with the wider community in Switzerland, particularly through the InterAlliance network, a loosely connected LGBTQIA+ network across many Swiss-based companies. This year we continued our involvement in the Swiss Intercompany Pride Month Campaign by integrating the campaign with recruiting efforts to create a more comprehensive and enduring initiative. Additionally, we were one of the first supporters of GetConnected, a student network committed to fostering and promoting LGBTQIA+ inclusion among students from various universities across Switzerland.



Driving community impact

A remarkable accomplishment was our volunteer work with Regenbogenhaus Zurich, an organisation serving as a meeting place, cultural venue, and contact point for the LGBTQIA+ community. By utilising our professional expertise and resources we empowered LGBTQIA+ community members to feel more confident in their job applications. Due to its success and value, we will continue this initiative and evolve it further, building on this collaboration.

Cultural inclusion

Currently 70 nationalities are represented at Deloitte Switzerland, with 65% of our people holding non-Swiss passports. We are committed to providing an environment where cultural inclusion is celebrated through collaboration and mutual understanding. Our Swiss Multicultural Network (MCN) aims to create an environment where cultural inclusion is celebrated and everyone feels safe from cultural discrimination at work, including but not limited to

discrimination based on ethnicity, race, nationality, and religion. MCN promotes education on different ethnicities, cultures, religious events, and customs, and invests in developing the next generation of talent at Deloitte.

The MCN hosts an annual Flagship Event to celebrate World Culture Day, featuring inspiring speakers and panel discussions. This year's Flagship event highlighted the importance of identity and understanding cultural differences, and leveraging everyone's unique identity as a toolkit to enhance personal and professional lives, building connections with colleagues, clients, and society. The panel included two members of the Leadership as well as other partners and directors across the Firm, who openly shared personal stories, helping to create a safe space for others. This brought our people together, allowing them to learn about different cultures and appreciate each other's unique stories. MCN arranges community events, and several knowledge articles were published internally during the year. Celebrations included New Year festivities throughout the year, and in spring we celebrated the end of fasting across different religious groups, such as Ramadan and Lent, in Geneva, focusing on the similarities in spiritualities and on creating connections. Knowledge articles published throughout the year explored the roots of the different New Year celebrations and Black History Month, emphasising the importance of reclaiming narratives and highlighting important Swiss figures of Black origin in politics, sports, film, and literature, both historically and today.



Neurodiversity

Embracing neurodiversity means welcoming these differences and recognising the unique strengths and advantages brought by those who think differently. Neurodiversity encompasses conditions such as Dyslexia, Dyspraxia, Dysgraphia, Dyscalculia, ADHD/ADD, Autism Spectrum Condition, and Tic Conditions like Tourette’s. Our aim is to celebrate and support individuals with these conditions. We are committed to fostering a workplace where everyone can thrive.

In 2022 we marked the establishment of the Deloitte Neurodiversity Network (DNN). This Neurodiversity ERG seeks to enhance understanding, acceptance, and career success for neurodiverse individuals at Deloitte Switzerland. This year Neurodiversity ERG’s flagship event on dyslexia emphasised the importance of inclusion and awareness, featuring personal stories and discussions that inspired attendees to support neurodiversity in the workplace. Participants discovered that neuroinclusive teams enhance communication, leverage employees’ strengths, challenge limiting assumptions, and enrich our company culture for all. By engaging with groups like the DNN our leadership can better comprehend and support neurodiversity-focused initiatives, effectively empowering their teams and business lines.

Workability

As a firm we continue to pursue opportunities to make our workplaces even more inclusive and accessible for all our people. This includes hiring programmes for people with disabilities, internal initiatives, and supporting people getting back into the workforce.

In 2024 we introduced DEFY, an ERG reflecting the idea of “defying the odds” and advocating for an inclusive Deloitte environment for employees with disabilities and their allies. Individuals with disabilities often face unique challenges in the workplace. The DEFY Network is devoted to transforming this narrative and ensuring that all colleagues feel appreciated and supported.

Since its launch DEFY ERG has conducted a survey to identify ways to better support colleagues with disabilities. Using the insights gained, DEFY is working with our internal teams to enhance workplace accessibility. Furthermore, DEFY is planning to focus their efforts on wider community collaboration and initiatives.

Whether our employees need assistance with specialised equipment, guidance on organising inclusive internal initiatives, or simply wish to learn more, DEFY is a go-to resource group. This initiative welcomes all employees, regardless of disability status.





Physical and mental well-being

We recognise how crucial well-being is in maintaining a positive and productive environment. We are dedicated to ensuring our people have access to the support they need to nurture a healthy mind and body. This is why we offer a comprehensive portfolio of well-being offerings and initiatives, carefully built around our holistic well-being strategy and composed of four pillars: Mental and Physical Well-being, Employee Benefits, the Employee Assistance Programme & Personne de Confiance (MOVIS), and Social Connections.

We actively support the mental and emotional well-being of our workforce through initiatives such as access to counselling services, flexible working arrangements, benefits and well-being resources. These include a firmwide initiative designed to connect colleagues across the organisation, fostering relationships and collaboration across various business lines and offices. Additionally, employees have access to an app offering support in areas such as nutrition, movement, and meditation. In FY25 we hosted webinars for our employees on topics like resilience, sleep improvement, and healthy movement. We also offer access to confidential and independent resources for addressing mental health issues, ethical concerns, or personal challenges at work or home (MOVIS). Our goal is to empower our people to feel their best, and when that's not the case, to provide the necessary support to help them regain good health.

Our services offer guidance and personal advice for childcare, family, and eldercare, strategies to navigate complex and challenging

situations, and priority access to care management offerings. Furthermore, our longstanding working parents programme provides parents with individual coaching, participation in workshops, and ongoing access to online learning resources tailored to their needs.

We recognise that strong social connections are vital to overall well-being. We support our people in building relationships not only within their immediate teams and business units but also across the entire firm. Our Social ERGs enable employees to connect through topics and activities that resonate with them, such as Deloitte football, badminton, bouldering, cycling, company triathlons, exploring Swiss cultural sites in the Romandie, our working parents' community, and even a sustainability book club. To assist each employee in finding their unique path to mental and physical health, we offer subsidised access to fitness and sports opportunities throughout Switzerland.

Our Strategic ERGs also play a crucial role in fostering social connections. Deloitte RISE, for instance, is our network of junior practitioners within Deloitte. It seeks to unite young professionals from all business units by organising events for all grades below manager. This initiative promotes the unique "ONE Deloitte" spirit and offers opportunities for individuals to learn from one another.

We are committed to providing a supportive physical environment for our people. Our offices are equipped with a wide range of amenities, including adjustable desks, stability balls, desk bikes,



mobile treadmills, and comfortable workspaces. Additionally, we offer menstrual hygiene materials, Deloitte bikes, relaxation and well-being rooms with massage chairs, breastfeeding rooms, showers, and sports lockers for all employees. To ensure optimal ergonomic and health-promoting setups, we provide comprehensive guidelines on workplace arrangements.

We prioritise the physical health of our people by ensuring comprehensive accident insurance coverage for all employees. Those working at least eight hours per week are insured by Deloitte against both occupational and non-occupational accidents, as well as occupational illnesses. Employees working less than eight hours per week are covered for occupational accidents and illnesses, including accidents occurring during their commute to work. Additionally, Deloitte covers the premiums for worldwide private insurance for



non-occupational accidents and ensures continued salary payments in the event of long-term absence due to sickness.

This comprehensive coverage safeguards our employees' mental and physical well-being, contributing to a healthier and more supportive work environment.

Work-life balance, flexible working and career breaks

We are committed to supporting our people's work-life balance by providing a range of options, allowing everyone to tailor their work-life balance to suit their needs while aligning with our clients' requirements. We understand that work-life balance is not a one-size-fits-all concept, therefore we have in place our 80% working policy which offers a flexible working model that empowers our people to define their own schedules, accommodating their families, hobbies, and passions.

Our Working Time Policy outlines the guidelines for working hours, breaks, overtime, and flexible work arrangements, ensuring compliance with Swiss labour laws while reflecting the firm's values and objectives. By establishing clear expectations for time management, this policy promotes efficiency, fairness, and employee well-being in the workplace. It helps us strike a balance between delivering exceptional client service and prioritising the welfare of our valued team members.

At Deloitte we provide flexible working conditions regarding where,

when, how, and in what capacity we work. Recent years have demonstrated that our work can be effectively performed from various locations, including client sites, Deloitte offices, remotely, or from home offices. Our Working Hybrid+ Programme further enhances this flexibility by allowing employees to work remotely from abroad, for most locations and under certain conditions, for up to 20 days within a rolling 12-month period.

Extended Parental Leave: We provide favourable conditions for new parents, whether birthing or non-birthing, as well as for adoptive parents, exceeding statutory minimum requirements. Depending on their tenure, new parents may take additional paid and unpaid leave following regular maternity or paternity leave, allowing them to focus on their parenting role for an extended period before returning to work. Under our current policy Deloitte offers birthing or principal parents (in cases of adoption of children under 14) 26 weeks of maternity leave, with 16 weeks fully paid and an additional eight weeks at 80% pay within the first year. Non-birthing parents or adopting co-parents receive four weeks of paternity leave at full pay in the first year. Recognising that parental responsibilities can be demanding in the years following birth, Deloitte provides two additional weeks of flexible parental leave, one week each in the two calendar years after returning from parental leave. In FY25, 93% of birthing parents utilised the additional maternity leave available to them.

For employees who have been with Deloitte for at least one year we offer various options for purchasing additional leave days or taking unpaid career breaks of up to six months. These policies are

designed to empower our people to make deliberate and effective workplace choices, maximising their impact for our clients, our teams, and themselves.



Security and safety

Our security and safety measures ensure good ergonomics in our workplace and prevent accidents and harm to physical and mental health.

Protecting our people at work is critical. Compliance with the regulations for occupational health and safety, as set out in the Employment Act in Switzerland, enables our people to operate safely



and with regards to the health and safety of themselves and others. We have appointed Security and Safety managers in each Swiss office.

To comply with workplace laws and regulations, all employees are asked to complete a mandatory e-learning programme on fundamental safety and security procedures.

Our intranet offers information on health and safety in Swiss offices, and these guidelines are also covered during our Welcome Day for new joiners, who must also complete a mandatory e-learning in place, covering security, safety and workplace services. When accidents occur at the workplace, we evaluate whether they might have been prevented with better safety measures. In FY25, 12 minor workplace accidents were reported, one of which led to a review of our safety measures or procedures. Our aim is to achieve zero preventable workplace accidents by FY26 and beyond by continuously improving our safety measures.

Our offices are equipped with first aid kits and defibrillators. Every year we offer first aid training to interested employees so that they know how and when to use the equipment and can assist their colleagues if needed. In FY25, 24 employees were accredited in first aid and 17 employees attended the new firefighting course. We have a Standard Operating Procedure in place in case of evacuations, describing the process in detail. An evacuation team is in place in our larger offices (Zurich, Geneva, and Basel) with trained floor

wardens. For smaller offices without the permanent presence of the Workplace Services & Real Estate department the evacuation procedure is based on knowledge sharing and communication to all staff. Evacuation training videos are available on our Intranet with regular reminders through internal communication channels.

Recognising the significant impact of comfort conditions on the health and well-being of building occupants, we have established an office comfort conditions policy. This policy aims to ensure optimal office conditions, measured through metrics such as temperature, light, sound, humidity, and CO₂ levels, to safeguard occupant health and well-being. Our facility management supplier supports this by exclusively using chemical-free and ecological cleaning products.

How do we ensure a safe work environment?

- We assess existing hazards and health problems for our employees annually and take the appropriate mitigation measures.
- We have various policies in place to ensure that our people are protected while working, including our communicable disease policy, personnel security policy, physical security policy, security policy, comfort and conditions policy, and travel risk management policy.
- We have a non-retaliation policy and encourage a speak-up culture.
- In case of mental health issues, ethical or personal problems at work or home, we offer external resources such as MOVIS

(Personne de Confiance) so that people have access to confidential and independent resources.

- We offer an external channel (Speak Up Line) where our people can share their concerns about any behaviour they believe may be inconsistent with our Shared Values or Global Principles of Business Conduct.
- Our CEO and CPO stress the importance of Respect and Inclusion in their messages to our people, and our training reinforces the importance of our five Shared Values.



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07 SOCIETY



Society



Our global community is confronted with significant issues stemming from disparities in various sectors, such as educational equity, equal opportunities, and workplace inclusion. We are committed to tackling these challenges and developing effective solutions. Our societal impact is propelled by our *WorldClass* programme, where we partner with local stakeholders, participate in community development projects, and support initiatives aimed at resolving social issues. This involvement is central to our mission of making a positive and enduring difference in the world.

Deloitte's global *WorldClass* initiative aims to transform one hundred million lives by 2030 by enhancing access to education and employment. Across the globe countless individuals are hindered from reaching their full potential. The solution lies in investing in education and skills which serve as the cornerstone of opportunity and progress, paving the way for better futures for everyone.

In Switzerland our goal is to positively affect the lives of 75,000 people by 2030. In FY24 our *WorldClass* programme benefited 22,004 futures and in FY25 over 28,900 futures by providing access to educational and employment opportunities and skills development. In FY25 more than 350 of our team members engaged in pro bono and volunteering activities. In total we have now impacted the lives of more than 73,800 individuals since 2018.

We are committed to investing in innovative methods to enhance education, digital skills development, and training opportunities, enabling everyone to thrive in the modern economy. By collaborating

with charities, schools, universities and social enterprises, we empower individuals to access education, skills, and employment opportunities, fostering brighter futures. The firm dedicates time, funding, and donations to support those who need it most. We aim to continue providing engaging and diverse volunteering opportunities for our people while developing new programmes that align with our purpose as a firm and as individuals.

Volunteering and pro bono

As a people-centric organisation we prioritise empowering individuals to acquire skills and education, whether they are employees, clients, or community members. This focus also benefits us by cultivating a highly skilled and educated potential workforce, seamlessly aligning our *WorldClass* ambition with our daily operations. At Deloitte Switzerland over 12,900 hours were dedicated to community volunteering in FY25. Each team member is entitled to eight hours of firm-funded volunteering time annually.

Following the success of the FY24 pilot, in FY25, we continued with our joint *WorldClass* and *WorldClimate* volunteering programme with Young Enterprise Switzerland (YES). This initiative involved creating sustainability education content for our volunteers to use in engaging secondary school students. The programme covered topics such as understanding sustainable development, calculating carbon footprints, and exploring solutions to enhance their impact on the planet and its people. Through this programme we impacted 651 futures in FY25.

Most of our volunteering programmes remain consistent year after year, offering innovative and diverse opportunities to our people. These include teaching primary and secondary school students, mentoring refugees, coaching entrepreneurs, and conducting skills workshops for university students. Some of these programmes are:

- Leaders in exchange, a programme that pairs five Deloitte directors and partners with experienced school principals, facilitating eye-level mentoring and knowledge-sharing. By enhancing the skills and expertise of their counterparts, our leaders make a meaningful impact not only on the principals but also on the teachers and students they interact with. Through our volunteering we impacted 2,388 futures in FY25.
- Profil, which ensures that individuals with disabilities or health issues remain employed according to their abilities or find suitable jobs or apprenticeships in the labour market. Our workshops and job application assistance reached 740 people in FY25.
- Durchstartertag, which involves our tax practitioners visiting high schools to present essential information that every graduate should know, such as what taxes are, their purposes, and how to pay them. In FY25 our team helped 274 students prepare for their next steps.
- Various refugee-focused non-profits, such as SINGA, PowerCoders, and Hospice General, assist individuals with refugee or migrant backgrounds in integrating and finding meaningful employment in Switzerland. Our volunteering efforts with these organisations impacted the futures of 248 people in FY25.



Donations

As a firm, we make donations that align with our WorldClass strategy. Our societal impact programmes enable our people to live their purpose, which is a fundamental aspect of our employee value proposition.

We offer every employee the choice between receiving a voucher on their birthday or donating double the amount to a selected non-profit organisation, with Deloitte matching the donation to amplify the impact. This year our birthday voucher donations supported the Deloitte Poland Foundation in projects that provide education and employment opportunities for Ukrainian refugees and students of all nationalities in Poland, impacting over 15,000 futures in FY25. Additionally, as a firm we donated to Kiva, an international non-profit dedicated to expanding financial access to help underserved communities thrive. Through Kiva's platform our employees directed our donation to students and entrepreneurs of their choice around the world. We also contributed to the Red Cross to support relief efforts for Depresión Aislada en Niveles Altos (DANA), a severe weather event in Spain characterised by isolated high-altitude depressions, resulting in heavy rainfall and flooding.

In Switzerland we supported organisations such as MOD-ELLE, which aims to break gender biases among elementary school students, and Regenbogenhaus Zurich, which provides a welcoming space for the LGBTQAI+ community in Zurich.



Empowering young leaders

Recognising the desire of young people to champion environmental sustainability and accelerate social impact, Deloitte Global collaborates with One Young World (OYW) to develop young professionals into future leaders. Through this partnership Deloitte

supports and inspires youth-led initiatives focused on climate action and educational equity and provides sponsorships for young professionals to attend the annual OYW Global Summit. Each year Deloitte Switzerland sends one of our young leaders to the OYW Global Summit, which in FY25 was held in Munich, Germany.



This year Deloitte Switzerland proudly continued its role as the main sponsor of the OYW Switzerland Congress in Zurich. This event aims to identify, inspire, and connect young leaders within Switzerland, bringing the global OYW experience to a national level. We sent ten of our young leaders as delegates from various businesses and office locations. Additionally, we sponsored an external awardee's attendance and sent senior leaders to conduct a workshop for delegates and participate in a panel discussion. Engaging with the theme, "Leadership and Constructive Conversations", our delegates exchanged ideas with other young leaders in Switzerland and participated in workshops designed to enhance their leadership skills and style.



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08 ENVIRONMENT

Environment



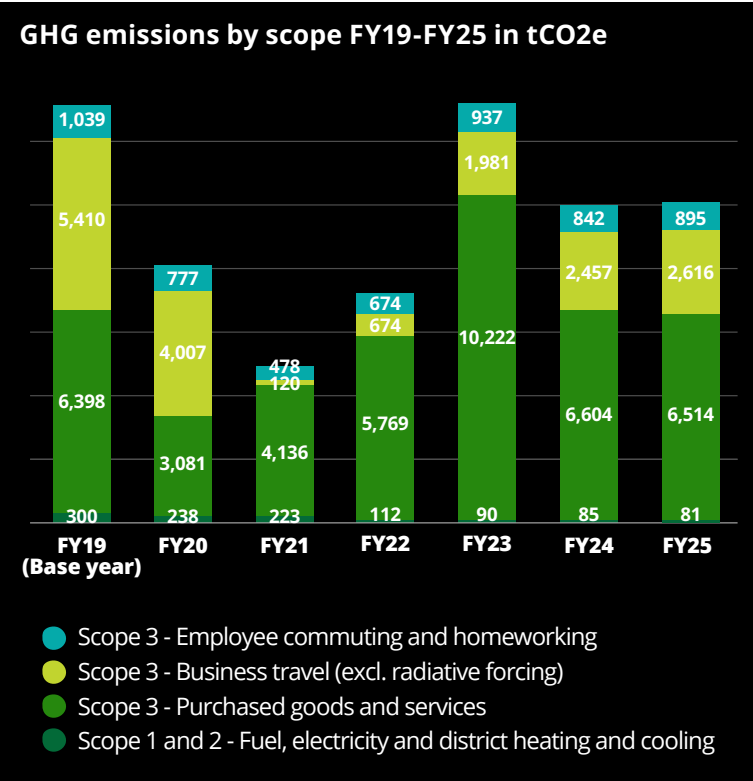
Deloitte is committed to embedding sustainability in all we do. We aim to empower our people and engage our networks to create solutions that enable the transition to a low-carbon economy.

In 2024, the Science-Based Targets initiative (SBTi) validated our worldwide target to reach net-zero greenhouse gas emissions (GHG) by 2040. Our net-zero target is consistent with the Paris Agreement goal of limiting global warming to 1.5°C above pre-industrial levels. A global Net-zero Taskforce comprised of sustainability specialists and leaders from across the Deloitte network is formulating Deloitte's net-zero transition plan, which will be published in FY26.

Achieving net-zero by 2040 requires collaboration across Deloitte and with our suppliers and clients. It entails a fundamental transformation to reduce the environmental impact of Deloitte's business. This includes how we serve our clients, the technology we use to do our work, and the offices where we work.

Together, we are helping drive progress towards a more sustainable future, accelerating sustainability regulatory reporting, leveraging innovative technologies, and co-developing solutions that help accelerate the net-zero transition.

Taking decisive action on climate change and reducing carbon emissions is not only a strategic imperative for Deloitte and our clients, but also an opportunity to collaborate with leading industry groups and new initiatives to support sustainability standards and policies. By pursuing net-zero emissions, we are not only transforming our own business practices but also leading the



Note: In FY24, Deloitte revised the methodology for calculating contingent labour emissions that were previously included in purchased goods and services (PG&S) emissions. This revision improved the accuracy of the calculations and accounts for the decrease observed after FY23 and the increase in business travel related emissions. In FY25, an additional review of our GHG emissions reporting methodology required to recalculate and restate our FY24 PG&S emissions – see Notes 3 and 4 of our GHG emissions statement in the Appendix for more details.

transition to net-zero in professional services.

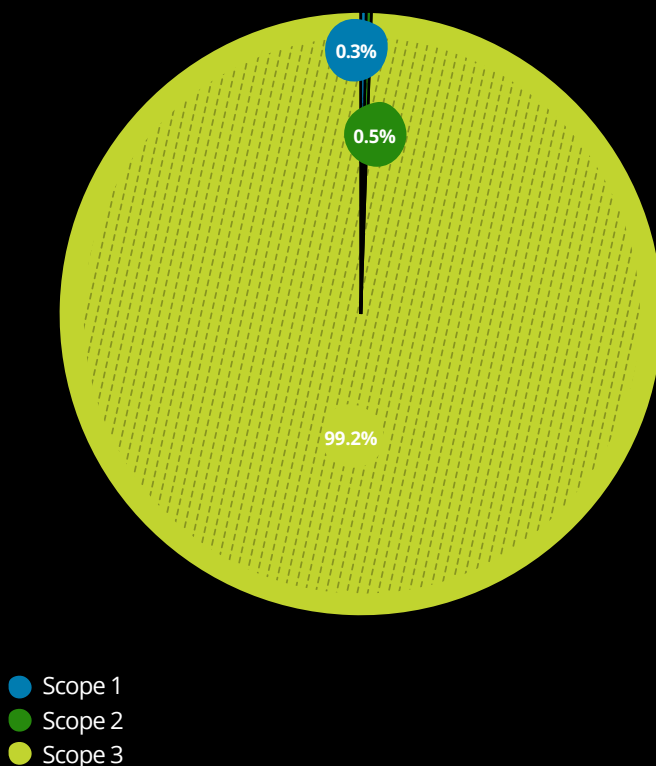
Deloitte Switzerland has developed an [Environment & Energy Policy](#) that captures our main environmental sustainability commitments, which we discuss in detail in this report. Deloitte Switzerland is responsible for local implementation of the policy as part of our *WorldClimate* programme. The policy is owned by the NSE *WorldClimate* team and reviewed and updated annually or in the event of a material change of circumstances. The policy was updated recently, in July 2025, and aligns with international standards such as ISO 14001. It includes a broader scope of emissions reduction, investment in clean-tech and nature-based decarbonisation solutions, and monitoring of our digital footprint, including the impact of our use of AI.

Climate change

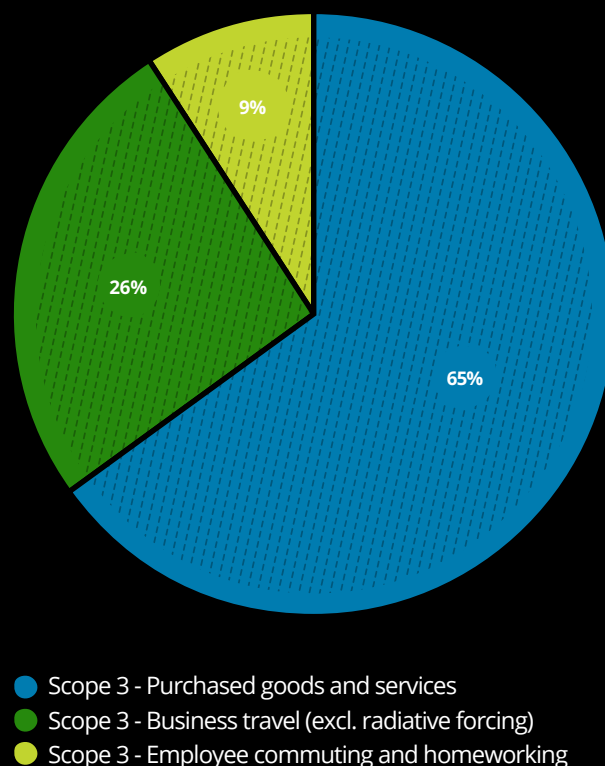
Since 2011, we have been monitoring and managing our GHG emissions as part of our ISO 14001 Environmental Management System. Our emissions are calculated at Deloitte NSE level using the operational control consolidation approach outlined in the GHG Protocol, validated by an external auditor before year-end reporting. We publicly share our greenhouse gas emissions statement ([see Appendix](#)), our [basis of reporting](#), and the [external assurance statement](#). Our emissions data is reported to Deloitte NSE and Deloitte Global, with the latter incorporating it into the Global Impact Report and submitting it to the Carbon Disclosure Project (CDP) covering all Deloitte entities including Deloitte AG and Deloitte Consulting AG.



FY25 GHG emissions by scope



FY25 Scope 3 split as %



We are dedicated to ambitious targets, aiming for a 90% reduction in absolute Scope 1, 2, and 3 GHG emissions by 2040 compared to a 2019 base year, reaching net-zero GHG emissions across our value chain by 2040. Deloitte's net-zero by 2040 goals were validated by the Science-Based Targets Initiative (SBTi) in September 2024.

Our near-term 2030 goals remain to reduce absolute Scope 1 and Scope 2 GHG emissions by 70% and reduce Scope 3 GHG emissions from business travel by 55% (previously 50%)⁷ per full-time equivalent employee (FTE) from a 2019 base year. We engaged with our suppliers aiming for 67% of them (by emissions) to have set SBTi-approved GHG reduction targets by 2025. While this goal remained valid for FY25, we did not meet it and will continue to work with suppliers to advance emissions reduction. These commitments are publicly available on the SBTi website.

Overall, our total gross emissions decreased by 45% per FTE compared to a FY19 baseline, although there was a 10% increase per FTE in FY25 compared to FY24. We have successfully reduced our total Scope 1 and 2 emissions by 73% since FY19. Scope 3 emissions, which represent 99% of our total emissions, rose by 10% per FTE in FY25 compared to FY24 but they have nonetheless declined by 44% per FTE since FY19. The graph on the left illustrates the emissions share by scope, followed by a detailed breakdown of our Scope 3 emissions.

Learn more about the definition of Scope 1, 2 and 3 emissions [here](#).

⁷ SBTi's most recent Net-Zero Standard updated the near-term target requirements and, as a result, Deloitte's near-term target needed to be updated as well when the 2040 long-term targets were submitted.



Scope 3 emissions

Supply chain

In FY25 we reviewed our GHG emissions reporting methodology with the objective of improving data quality and completeness as well as reducing our use of estimates. This led us to also recalculate and restate our FY24 purchased goods and services (PG&S) emissions data. Following this change, our supply chain represents once again our primary source of emissions, spanning various industries and regions. More details on our calculation's methodology can be found in our greenhouse gas emissions statement in the [Appendix](#).

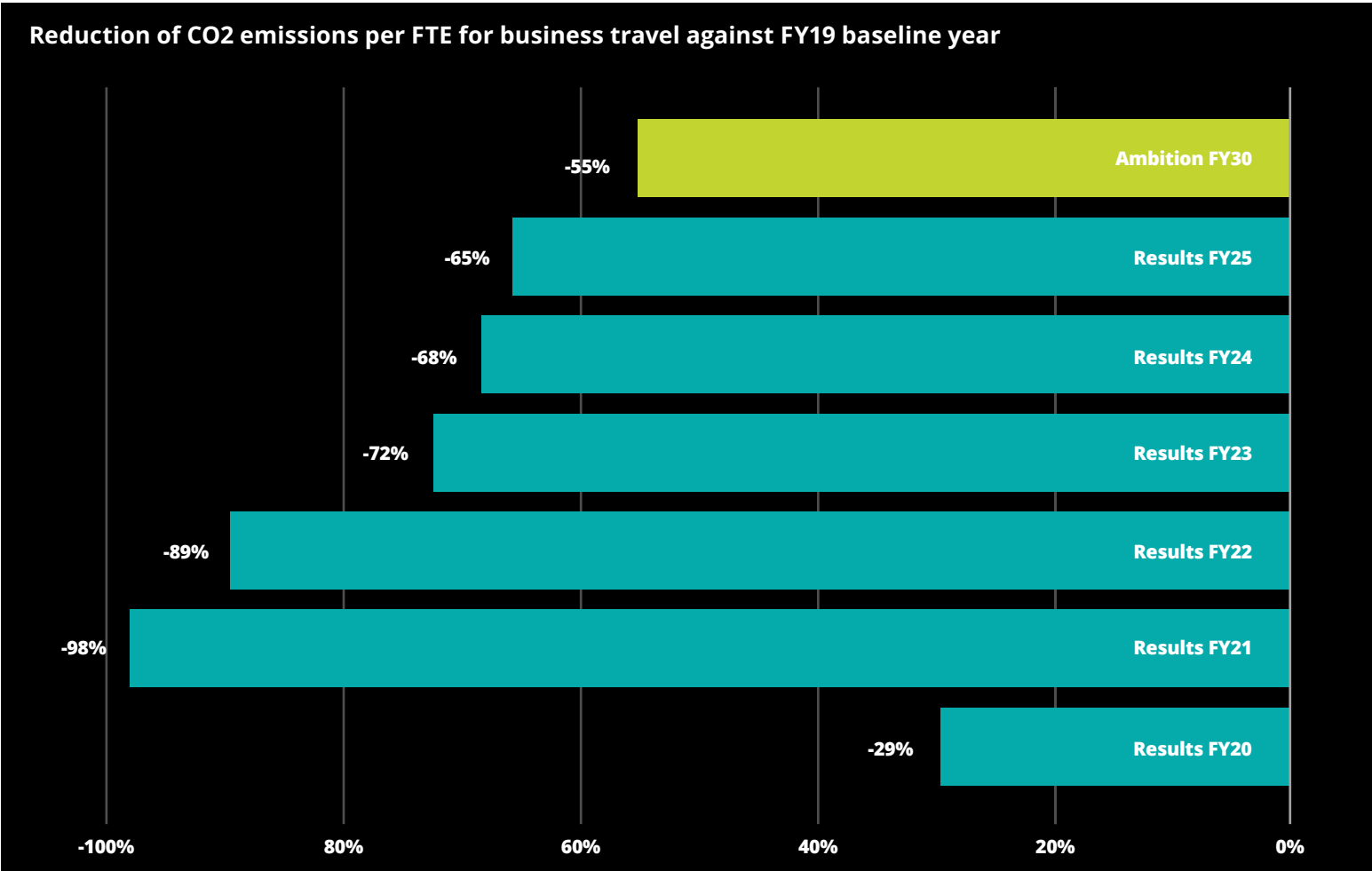
Recognising that around two thirds of our total emissions stem from PG&S, our *WorldClimate* transformation places significant emphasis on developing a more sustainable supply chain. We set a global target with the goal that 67% of our suppliers (by emissions) should adopt science-based targets (SBT) by 2025.

From FY21 to FY25, the proportion of Deloitte's suppliers with SBTs increased from 8% to 32%. This translates to 32% of our suppliers, by emissions, having set SBTs, a two percentage points increase compared to prior year. We did not meet our 2025 target, but we have taken meaningful steps to begin decarbonising our supply chain: through targeted supplier engagement efforts, we continue to influence suppliers to set net-zero targets aligned with Deloitte's ambition, collaborate with them on emissions reduction, and work

together to advance product-level emissions reporting. This is a complex area to progress and across our diverse supply chain we have experienced a wide range of readiness in suppliers' ability to set SBTs. Upon expiration of the supplier engagement target,

we expect to revisit our near-term goals for our largest sources of emissions in line with the latest guidance and standards. You can read more about our [responsible procurement strategy here](#).





Business travel

Business travel is our second largest source of emissions given that part of our business model is to meet our clients in person. Our business travel emissions, coming from both transport and hotel stays, increased by 10% in emissions per FTE in FY25 compared to FY24.

Despite this increase, our business travel emissions per FTE are still 65% lower than our FY19 base year but we recognise the need to intensify our efforts to reduce business travel emissions and ensure we meet our 2030 target of a 55% reduction per FTE.

During FY25 we analysed the emissions associated with business travel. We initiated in-depth analyses to understand employees’ travel habits and compliance with our Travel and Expenses Policy.





Travel & Expenses Policy

To tackle emissions from business travel, a robust travel policy is crucial. In March FY25, we updated our Travel & Expenses Policy, which sets the standards for business travel and expense reimbursement. This update was driven by the introduction of a new expense system and by the need to refine emissions reporting. Sustainability is central to our policy, which is why employees are encouraged to consider carefully whether travel is necessary and, if it is, to be mindful of their carbon footprint.

Our Travel & Expenses Policy prioritises sustainable choices. Train travel is preferred within Switzerland and for short international journeys. Domestic flights are not permitted (except for international connections), and economy class is standard for flights below six hours. Car use is restricted and incentivises electric or plug-in vehicles. Taxis are allowed only when public transport is not a viable option.

Following the launch of the updated policy we plan initiatives throughout FY26 to improve policy compliance, enhance booking systems, improve the expense claim user experience, and raise awareness through targeted campaigns.





Monitoring system

Our monitoring system is designed to ensure compliance with our travel policy. All employees are required to book business travel through our preferred suppliers' platforms, and their submitted expenses are reviewed accordingly. This process enables us to track emissions effectively. We publicly report our travel emissions annually and during FY25 the sustainability team has been able to monitor various metrics on the costs and emissions of business travel through several dashboards.

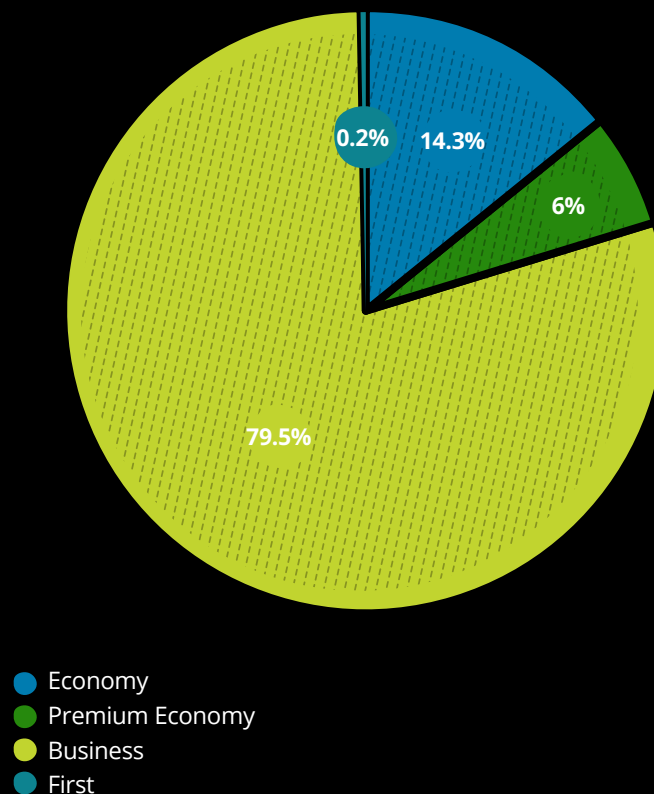
Employees can already voluntarily monitor their travel emissions using the [Travel Emissions Calculator \(TEC\)](#), which helps calculate emissions for individual journeys and specific internal or client-facing projects.



Employee activation

Our employee activation campaign is guided by our [Sustainable Delivery Framework \(SDF\)](#). Through our regular dedicated training sessions, we educate our employees on the decision tree for sustainable travel, and encourage them to use the TEC. We also encourage proactive discussions with clients about the TEC results, to facilitate decisions to travel less or choose alternative transportation methods in mutual agreement.

Air travel emissions split by flight class in FY25

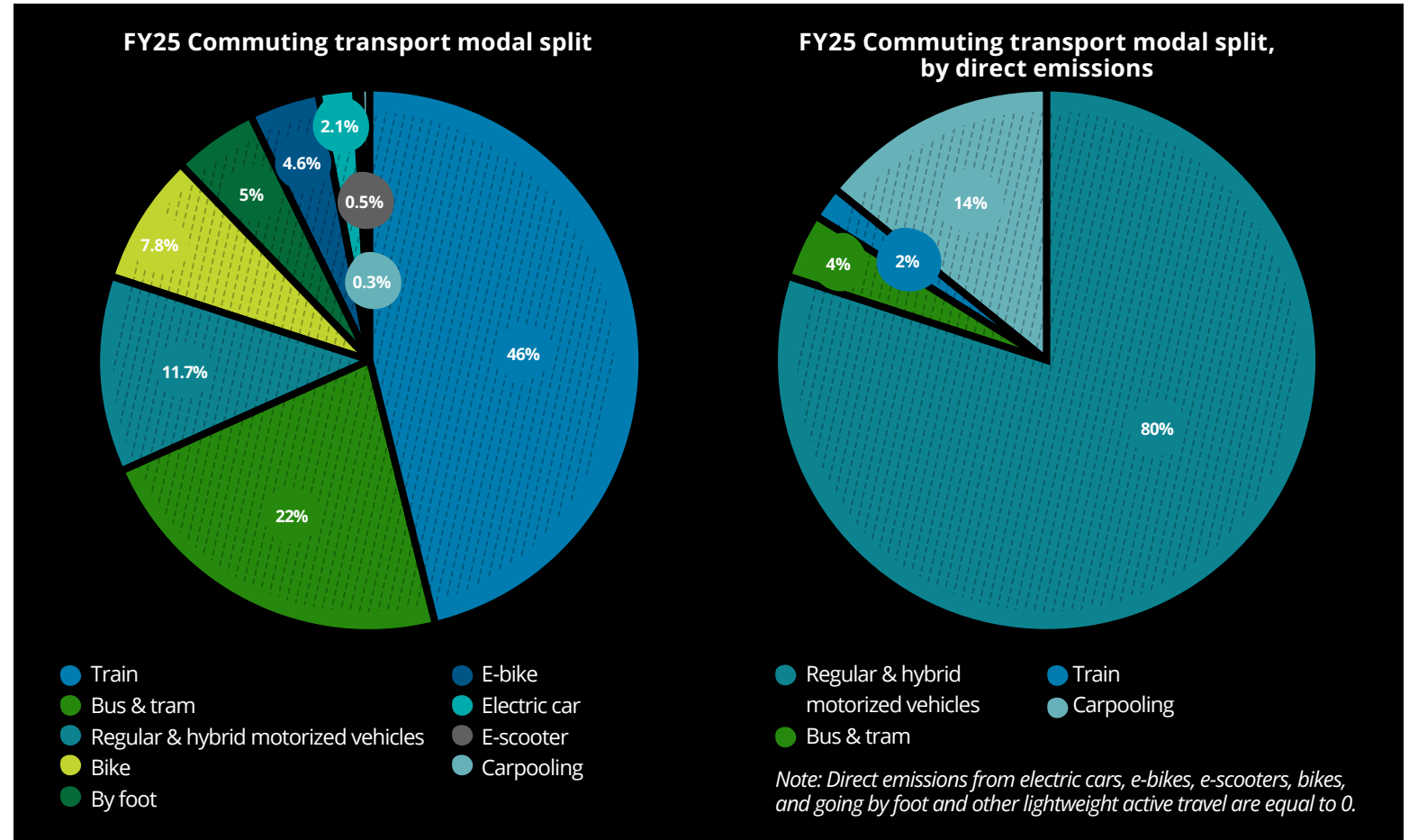




Working from home and commuting

At Deloitte we provide flexible working conditions regarding where, when, and how we work. We encourage our employees to balance in-person connections, which offer benefits for mental health and teamwork, with working from home. In addition, we advocate the most sustainable transportation modes when commuting to work. Our commuting emissions accounted for 7% of our Scope 3 emissions in FY25, while homeworking accounted for 2%. In FY25, our total homeworking and commuting emissions increased by 10% per FTE compared to FY24.

In February 2025, we conducted our second firmwide survey focused on accurately reporting our commuting and homeworking emissions. Half of our employees participated in the survey, which enabled us to enhance our data collection methods. The sample was representative of our firm's population by grade, business line, and office location. Through this survey we collected the necessary data points to significantly increase the accuracy of our emissions calculations. The increase in homeworking and commuting emissions in FY25 is partly due to improved data accuracy from our recent firmwide survey, which provided a more comprehensive and representative understanding of employee travel patterns and remote working behaviours. The survey also gave us insight into our firm's transport modal split, the results of which are shown to the right.





Last year, we carried out an analysis to identify the most sustainable transport options that are feasible for our workforce and can further decrease our commuting emissions. Alongside the continued use of public transport, which is favoured by most of our survey respondents, the findings indicated that promoting cycling to work offers the most promising potential for further reducing our commuting emissions.

At the beginning of FY25, we introduced our new commuting strategy based on the analysis results. It included a 4-month high-quality e-bike and bike-sharing subscription trial. Following a successful analysis that demonstrated the potential for reducing commuting emissions through cycling, we expanded the initiative. By the end of FY25, we launched a larger e-bike trial for approximately 100 employees in Zurich and Geneva, aiming to further encourage sustainable commuting practices and reduce our commuting emissions. In addition to these initiatives, we continue to offer the Swiss Half Fare Card to all our employees and ensure the availability of lockers, showers and Deloitte office bikes, supporting a more convenient commuting experience.

Scope 2 emissions

Within our Scope 2 emissions, those related to electricity and district heating and cooling decreased by 4% compared to FY24.

Deloitte is dedicated to minimising energy consumption by adopting sustainable practices and managing resources efficiently. This involves, among other initiatives, enhancing our utility usage, upgrading our buildings through operational improvements and investments, and optimising the size and location of our workspaces to better accommodate our hybrid operating model.

Electricity

Since 2017, the electricity that we purchase directly for our offices has been 100% sourced from renewable energy, resulting in zero emissions in our Scope 2 reporting for this category. Overall, our renewable energy meets [RE100 guidance from the Climate Group](#).

We maintain efficient operations and have installed automatic meter readers (AMRs) to provide live electricity data, enabling us to better manage daily usage. Our offices undergo continuous upgrades, including regular energy audits, installation of LED lights, and passive infrared (PIR) sensors. We set energy-efficiency standards when procuring new equipment and rely on data centre providers whose operations are carbon-neutral and use 100% renewable energy.

District heating and cooling

Where available we utilise district heating (Zurich, Basel, Bern, and Lausanne offices) and district cooling (currently only available in Basel) as these community systems are more efficient in minimising our environmental footprint. Managed by local energy suppliers, these systems use a mix of renewable and non-renewable energy sources such as waste, residual sludge, gas, biogas, and wood, achieving a highly efficient CO₂ emission factor.

Scope 1 emissions

Our Scope 1 emissions encompass our fuel combustion for the purpose of heating. These emissions have decreased by 6% compared to FY24.

Fuel combustion

Fuel combustion at our Geneva and Lugano locations is managed by our landlords, but we have formed a green partnership to enhance environmental performance. In Geneva, this collaboration includes regular meetings, data sharing, and initiatives aimed at making the buildings more sustainable. The landlord is actively working on reducing the environmental footprint through short-term energy optimisation. In the long term, the Geneva building has been officially registered to connect to the district heating network, and we are awaiting the communication of a definite timeline from the Geneva city.



Residual emissions

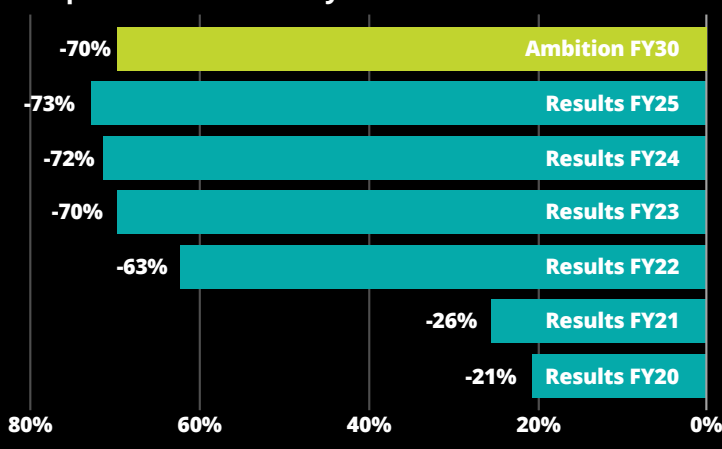
As we strive to transform our business and reduce emissions within our value chain, we recognise the importance of collaborating to decarbonise society and the economy. Deloitte NSE is using its reach, capabilities and investments to tackle climate change, protect and restore nature, and drive societal impact through best practice Beyond Value Chain Mitigation (BVCM) partnerships aligned to the latest science and emerging standards.

Since FY21, Deloitte Switzerland has purchased carbon credits to compensate for emissions we have not yet been able to eliminate. We purchase these credits from providers, who adhere to the guidance of the Integrity Council for the Voluntary Carbon Market (ICVCM) and Voluntary Carbon Markets Integrity Initiative (VCMI) and who are accredited by the International Carbon Reduction and Offset Alliance (ICROA).

Since FY23, we adopted a forward-looking approach to accelerate societal decarbonisation. In addition to the purchase of carbon credits equivalent to 50% of our total gross emissions, we support the reduction and removal of emissions beyond our value chain through direct investments that help drive the scaling up of early-stage clean-tech and nature-based solutions. This funding is channelled through a combination of pro bono support and direct cash contributions to a diverse portfolio of high-impact climate solutions and projects aimed at achieving societal net-zero. For instance, Deloitte NSE (including Deloitte Switzerland)

and Deloitte Africa have partnered with a social enterprise, The Sanergy Collaborative, to scale its circular organic waste solution, which converts human and other organic waste into sustainable fertiliser. Similarly, we have supported Carbon Gap, a philanthropy-funded non-profit organisation focused on scaling just and effective carbon dioxide removal in the European Union. In addition, we are helping The Earthshot Prize find innovative entrepreneurs, as well as creating networks and sharing our expertise to scale solutions that can contribute to a better future. We will continue to refine our approach to BVCM as part of our net-zero commitment and invest in meaningful market solutions as external guidance and leading practices evolve.

Reduction of Scope 1 and 2 emissions compared to FY19 base year



Circular economy

Waste

While waste has emerged as a non-material topic in our Double Material Assessment, we recognise its importance and are committed to continuous improvement of our waste management practices and sustainability reporting. Our waste management is integrated into our ISO 14001 Environmental Management System. We have developed a comprehensive strategy aimed at reducing waste per employee and increasing our recycling rate. This involves continuous monitoring of waste quantities, analysing waste content to improve recycling efforts, and regularly validating the licences and environmental permits of waste contractors. We actively pursue innovative ways to recycle more waste and reduce what goes to general disposal. Non-recyclable waste is incinerated to generate energy, which is a preferred alternative to landfill. Our goal is to eliminate all avoidable waste by 2030.

Our waste per FTE has decreased by 37% since FY24. It is important to note that in FY24 there was a significant paper archive reduction event which generated higher paper recycling but did not occur on the same scale in this past year. Compared to our FY19 baseline, we have achieved a 74% reduction in waste produced per FTE in FY25, and our waste production equalled 19kg per FTE. The composition of our waste is presented in the graph to the right.

Thanks to our emphasis on repurposing and recycling redundant IT equipment, Waste from Electronic and Electrical Equipment (WEEE)

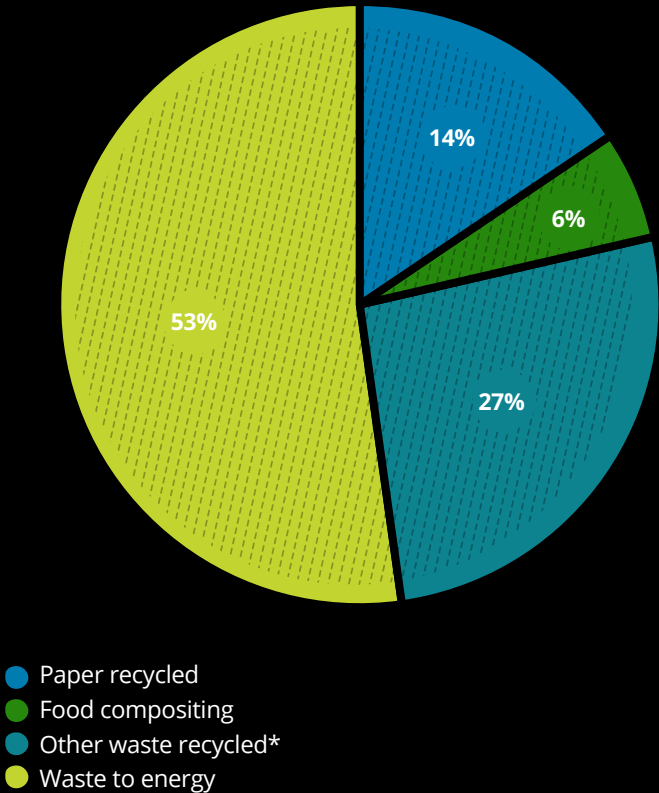


constitutes approximately 2.5% of our total waste. This achievement is due to our contract with an IT reconditioning and refurbishment company and a licensed WEEE handler who collects our used IT equipment for reuse or recycling. More information can be found in our IT hardware section [here](#).

Addressing food waste is particularly important to us as it is a significant source of global greenhouse gas emissions. Our initiatives include offering leftover food at the canteen and through the TooGoodToGo app, providing recycled takeaway boxes for leftover food at events, and using food waste to produce biogas at our Zurich office. For more information, read through our [Sustainable and healthy food section](#).

To tackle any remnants of plastic waste, we are committed to our ‘zero avoidable waste plan’, which aims at eliminating avoidable waste by 2030. This entails replacing plastic cutlery with metal, introducing sustainable alternatives to disposable cups, and using reusable glasses and bottles in meeting spaces. We also ask catering providers to use only reusable crockery and cutlery. Any remaining plastic waste is collected and recycled.

Waste production split in FY25



*Recycled plastics, aluminium, cardboard, hand paper, etc.

Resource use

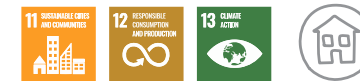
Office buildings and fit-outs⁸

We have developed a Better Buildings Framework to integrate sustainability into all aspects of our office leasing and fit-out processes. Our goal is to weave sustainability into every stage of the real estate cycle - from selecting and leasing offices to making decisions on renovations and refurbishment (fit-out) and managing the daily operations of a sustainable building. As a result, the fit-outs at our Zurich headquarters, Prime 2, have achieved Leadership in Energy and Environmental Design (LEED) Gold certification. Our primary regional offices in Geneva and Basel are located in buildings constructed according to the MINERGIE Swiss building standards.

During office relocations any suitable redundant furniture is returned to our supplier for renovation and resale in the second-hand market to enhance circularity, donated for reuse, or sold to employees with the proceeds directed to charity. For short-term and small-scale fit-outs, we collaborate with furniture suppliers to boost circularity and utilise second-life furniture pieces wherever possible.

Paper use

Our approach to responsible paper use begins with minimisation, achieved through our paper-light office strategy. Additionally, our office printer paper is FSC certified, 100% recycled, and manufactured using a chlorine-free process. Two key measures that have contributed to reducing office paper procurement include standard settings for black-and-white and double-sided printing,



along with secure printing, which requires employees to use their badge to print.

IT hardware

As a service organisation, we depend heavily on the performance of our IT hardware and its compatibility with software updates, necessitating a regular replacement cycle. Consequently, we have implemented a three-year replacement cycle for our laptops and have extended the mobile phone replacement cycle from two to three years. Rather than Deloitte owning the mobile devices, our mobile device programme operates on a Bring Your Own Device (BYOD) basis, whereby employees receive a voucher every three years. This voucher can be used to purchase either a new or refurbished mobile phone. We collaborate with our IT hardware supplier to refurbish our end-of-life laptops, making them available for private sale within the organisation. This initiative helps extend the lifecycle of quality devices, reduces e-waste, and provides a more eco-conscious alternative to purchasing new equipment. A comprehensive review of our peripherals and their packaging has been conducted. Many standard peripherals, such as keyboards and mice, are now manufactured using post-consumer recycled plastics and we continuously strive to increase the use of recycled materials.

8 A fit-out is the process of making an interior space suitable for occupation. A ‘hard’ fit out includes walls, joinery, appliances, flooring, data and electrical works, while a ‘soft’ fit-out typically involves furniture and furnishings.



Ecosia

Deloitte Switzerland’s default search engine is Ecosia, an ethical platform that channels 100% of its advertising revenue towards environmental initiatives, including reforestation, to help contribute to a net-zero future. It operates on solar energy and

supports local communities and biodiversity. By using Ecosia, our employees contribute daily to a meaningful cause. Its strong commitment to social responsibility, privacy, and personal data protection aligns with our values.



Events and appreciation

Events are significant contributors to our Purchased Goods and Services (PG&S) emissions and involve the use of various resources. We are committed to organising our events as sustainably as possible, recognising them as key opportunities to connect with clients and colleagues and inspire positive change. Our Deloitte Sustainable Events Guide is applied across Deloitte Switzerland, ensuring sustainability is considered in all aspects of event planning, including venue selection, accommodation, transport, catering, energy use, materials, and measurement and communication. We also encourage colleagues to evaluate whether events can be held online to support our travel reduction commitment. Additionally, our catalogue of branded promotional items follows sustainable supply chain guidelines, ensuring products are responsibly designed and have longevity.

While Deloitte maintains a strict Entertainment, Gifts, and Donations policy, we responsibly express appreciation to clients, colleagues, and future talent when appropriate. To ensure sustainable practices, we have integrated a Sustainable Appreciation Guide into our processes. This guide offers practical tips on selecting sustainable venues for meetings and stores where lasting tokens of appreciation can be purchased, reducing the risk of items ending up in landfill. Furthermore, the guide encourages showing appreciation through donations to pre-approved charities or providing non-monetary support, aligning with our *WorldClass* goals.

Sustainable and healthy food

A comprehensive food strategy was developed for our catering services in FY25. It aimed at offering and guiding employees towards more sustainable and healthier food choices that minimise environmental impact while maximising nutritional value. Our strategy focuses on sustainably sourcing food – considering its carbon emissions and ecological footprint, reducing both food and non-food waste (such as packaging), promoting healthy diets, and empowering our people to make informed decisions about sustainability and nutrition.

To implement this strategy, several initiatives were pursued. For instance, we have increased the subsidy and therefore reduced the prices of daily vegetarian options, encouraging more sustainable choices. We prioritise local and seasonal food whenever possible. To address food waste, we introduced a Friday Leftover menu, continued our partnership with TooGoodToGo, and biogas is produced from our food waste in Zurich. Additionally, we have updated our Zurich canteen menu design and wording to promote healthy and sustainable options and introduced a Climate Footprint label. The latter uses a traffic light system to rate meals from “very low” to “very high” in terms of environmental impact. Throughout FY25, we have also continued communication campaigns to educate employees on the benefits of sustainable food and their positive environmental impact.

Water consumption

As we are a professional services organisation, water consumption is not one of our significant environmental impacts. However, we acknowledge its significance as a global concern. We are implementing action plans, such as reducing flushing times and, where feasible, collecting monthly data, and tracking improvements within our ISO 14001 Environmental Management System. Our water usage per FTE equalled that of FY24 and has decreased by 43% against our FY19 baseline. In FY25 our water usage per FTE was 2.1 m³.

Our Better Buildings framework incorporates water-efficiency measures for office leasing, fit-outs, and operations. We have installed automatic meter readers (AMRs) to obtain real-time water data and enhance daily usage management. Additionally, water consumption data is reviewed regularly, enabling us to promptly address any anomalies (such as potential leaks), adjust our preventive maintenance, and identify priority areas for efficiency improvements and capital upgrades.



Environmental sustainability learning and development

By engaging and educating our employees on the impact of climate change – in relation to their work, travel, consumption, usage, and purchase decisions – we can enable them to make environmentally positive choices both at home and in the workplace, and to extend these practices through their personal networks. We raise awareness through events, training, engagement campaigns, dedicated intranet pages, stories on our corporate channels, our sustainability community, social media and newsletters.

Learning and development is thus central to our *WorldClimate* transformation; our people are the key to change. That is why we offer regular climate and sustainability training to ensure that our employees are well informed on climate change impact. We enable them to make positive environmental choices and amplify them through their personal networks.

Our commitment to sustainability education has included a global mandatory *WorldClimate* e-learning module, developed in collaboration with the WWF. This module educated our staff on our firm's near-term net-zero emissions goals and how to integrate sustainable practices into their daily routines. This training achieved a 98% completion rate upon launch and was part of the training requirements for new joiners. In FY25, we decommissioned this global training and developed a new training across NSE, focused on our 2040 net-zero targets, which will be launched in the first half of FY26. Furthermore, our learning platform continues to offer a variety of on-demand and elective climate and sustainability courses, with content available from beginner to expert levels. The NSE Sustainability Team has also integrated sustainability into the NSE Elevate Training Programme for Senior Partners, aiming to deepen their personal connection to sustainability and enhance their ability to incorporate sustainable practices into their work.

Biodiversity and ecosystems

We also take responsibility for raising our people's awareness through biodiversity learning events. For example, during our internal SSW and with the support of our Sustainability Champions, we organised nature walks in Zurich and Romandie. At both events,

guides and experts were present to educate the participants about local nature, biodiversity and conservation efforts in the region. Additionally, we participated in a nature protection day at Nature Park Thal, organised by the World Wide Fund for Nature (WWF) Switzerland. During this event, participants had the opportunity to learn about biodiversity while working alongside WWF experts to restore the habitat of stoats.





Climate Fresk workshops

Since 2023, we've been offering Climate Fresk workshops designed to educate our employees on the fundamental science of climate change. This half-day workshop aims to provide a solid understanding of the science behind climate change and aligns participants on actionable next steps. Over the past three years, we have organised 30 internal Climate Fresk workshops, providing 120 employees with essential training on climate change. Currently, we have ten in-house facilitators who can deliver the workshops, ensuring the continuous spread of this vital knowledge within our organisation and beyond. As part of our commitment to advancing climate knowledge, five Swiss facilitators were invited to lead workshops at Deloitte University EMEA. These sessions engaged over 90 international participants, fostering deeper understanding of climate-related topics and driving further action and empowerment across our global network. We also use Climate Fresk to engage our clients in meaningful discussions about sustainability.

In April 2025, we held our fourth internal Swiss Sustainability Weeks (SSW), offering diverse opportunities for employee engagement with sustainability topics. More than 250 employees participated in various activities, including workshops,

training, discussions, and immersive experiences, aimed at educating and challenging our perspectives on sustainability.

We also organise regular sustainability learning programmes throughout the year at the Global, NSE, and Swiss levels, complemented by e-learning to enhance employee skills in sustainability. For example, NSE organised a Green Skills for Green Economy training for all Sustainability Champions, covering environmental sustainability, the evolving economy, and emerging 'green' jobs and skills.

Furthermore, to encourage our employees to learn more about their environmental impact and take sustainable steps, we offer a firmwide subscription to Giki Zero. In FY25, our users participated in challenges on responsible buying and our net-zero 2040 campaign.

Additionally, our sustainability initiatives aim to not only retain talent but also attract new employees, demonstrating a robust climate response. Through these offerings we seek to enhance our appeal to prospective talent by showcasing our commitment to sustainability.





Sustainability Champions Network

According to our 2025 [Gen Z and Millennial Survey](#), environmental sustainability remains a pressing concern. Over 65% of Gen Z and 63% of millennials have reported that they have felt worried or anxious about the environment in the past month.

This highlights the significance of our Sustainability Champions Network, sponsored by our Swiss CSO, and explains its rapid growth over the years. By the end of FY25, the network had 110 members. We keep our Champions informed about our *WorldClimate* progress and achievements on a quarterly basis and they disseminate this information across all business lines. The network plays a vital role in sustainability initiatives such as Swiss Sustainability Weeks, Climate Fresk and 2Tonnes workshops, Sustainable Delivery Framework trainings, and sustainable food projects. They also inspire individuals



throughout the firm to advocate for sustainable practices both internally and with our clients.

Every business line has their own Sustainability Champion Lead within the network. They play a crucial role by acting as ambassadors who drive sustainable awareness and action across the organisation. They facilitate communication between the *WorldClimate* team and Champions, support sustainability initiatives, and collaborate with other internal networks to enhance the firm's overall impact.



Quinn Wenning

"I am proud to be leading initiatives such as Climate Fresk and 2Tonnes. Through them, we foster an environment where complex climate issues are not only understood but inspire collective action among our teams and clients."



Anna Kuzmenko

"This year I co-organised the One Young World networking lunch, where colleagues had the opportunity to connect and reflect on the topic of sustainable leadership. It's great that everyone can get involved as a Sustainability Champion, and the more you participate, the more opportunities you get to join and organise different activities!"



Paula Strubel

"Being part of Deloitte's Sustainability Champions network has been a fantastic experience. This year I supported the organisation of our sustainability week social drinks with vegan food tasting.

Watching colleagues embrace new foods and engage in discussions about sustainable consumption has been both fun and inspiring. It's a privilege to connect with like-minded individuals and champion initiatives that make a difference."



Caterina Ciani

"As a Sustainability Champion Business Lead, I have had the privilege of connecting with colleagues, broadening my understanding of our business and our progress in sustainability. I also facilitate

biannual Sustainable Delivery Framework workshops that inspire and inform our internal teams. This journey has been instrumental in my growth and learning, reinforcing my commitment to driving sustainable practices within our organisation."

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09 GOVERNANCE

Governance



Governance structure and responsibilities

Deloitte is a globally connected network of independent member firms and their respective related entities operating in more than 150 countries and territories across the world. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a private company limited by guarantee incorporated under the laws of England and Wales. DTTL, also referred to as Deloitte Global, and each of its member firms are legally separate and independent entities. DTTL coordinates the Deloitte member firms and their related entities by requiring compliance with Shared Values, policies, client service standards, and professional protocols and guidelines. The member firms are primarily organised on an individual country or regional basis, and each operates within the legal and regulatory framework of its jurisdiction(s).

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

The composition of the Board has proportional representation of Deloitte member firms and spans the full geographic reach of Deloitte's operations. Diversity – including that of gender, race and ethnicity, thought and life experience, professional background as well as skills and capabilities – is considered by member firms as they designate individuals to these positions.

The Deloitte Global Board has 17 members. Joe Ucuzoglu currently holds the position of Deloitte Global CEO, and Anna Marks is the Chair of the Deloitte Global Board of Directors. More information about the Deloitte Global Board is available [here](#).

Deloitte Switzerland belongs to Deloitte North and South Europe (NSE), the second largest member firm in the Deloitte network, with more than 75,000 people operating across 30 countries. It is led by the NSE Executive and includes representation from Growth, Businesses, Geographies and internal Functions. The NSE CEO is an

elected position. Richard Houston is currently Senior Partner and CEO of Deloitte NSE; he is based in the United Kingdom. Deloitte NSE is governed by the NSE Board. The Board membership includes representatives from all geographies, including Switzerland. The NSE Chair is an elected position; the current NSE Chair is Liesbeth Mol, based in the Netherlands. She also serves as a member of the Deloitte Global Board of Directors and chairs the Deloitte Global Purpose, Culture and Sustainability Committee. More information about Deloitte NSE leadership is available [here](#).





Reto Savoia has been leading Deloitte Switzerland as CEO since 1 June 2019. He was re-elected for another four-year term as of 1 June 2023. He is also a member of the NSE Executive. The Swiss Executive Group is dedicated to enabling exceptional services while fostering and sustaining strong, valued relationships with clients and stakeholders. The [Deloitte Transparency Report](#) provides details relating to Deloitte AG's structure and governance, which are required to ensure provision of high-quality audit-related services. Throughout FY25 the Board of Directors of Deloitte AG was chaired by Alessandro Miolo, while the Board of Directors of Deloitte Consulting AG was chaired by Veronica Melian. The Board members of each company hold responsibility for the overall supervision of their respective entities.

Environmental sustainability governance

As environmental issues are among the most pressing of our time we have a dedicated environmental sustainability governance structure in place. Deloitte Global defines the direction of our *WorldClimate* transformation programme and cascades the messaging down to the member firms. Deloitte Switzerland is part of the NSE member firm and a detailed overview of its environmental sustainability governance can be found in the 2024 [Deloitte NSE Climate-related Financial Disclosures](#), as referenced on page 7.

At Deloitte Switzerland, the Board of Directors is responsible for overseeing our *WorldClimate* transformation programme and our Chief Sustainability Officer (CSO), Liza Engel, is responsible for its execution.



Deloitte AG Board of Directors

43% women



Deloitte Consulting AG Board of Directors

25% women



Deloitte AG Management Committee

33% women



Deloitte Switzerland Executive

27% women



Deloitte Next Generation Board

54% women

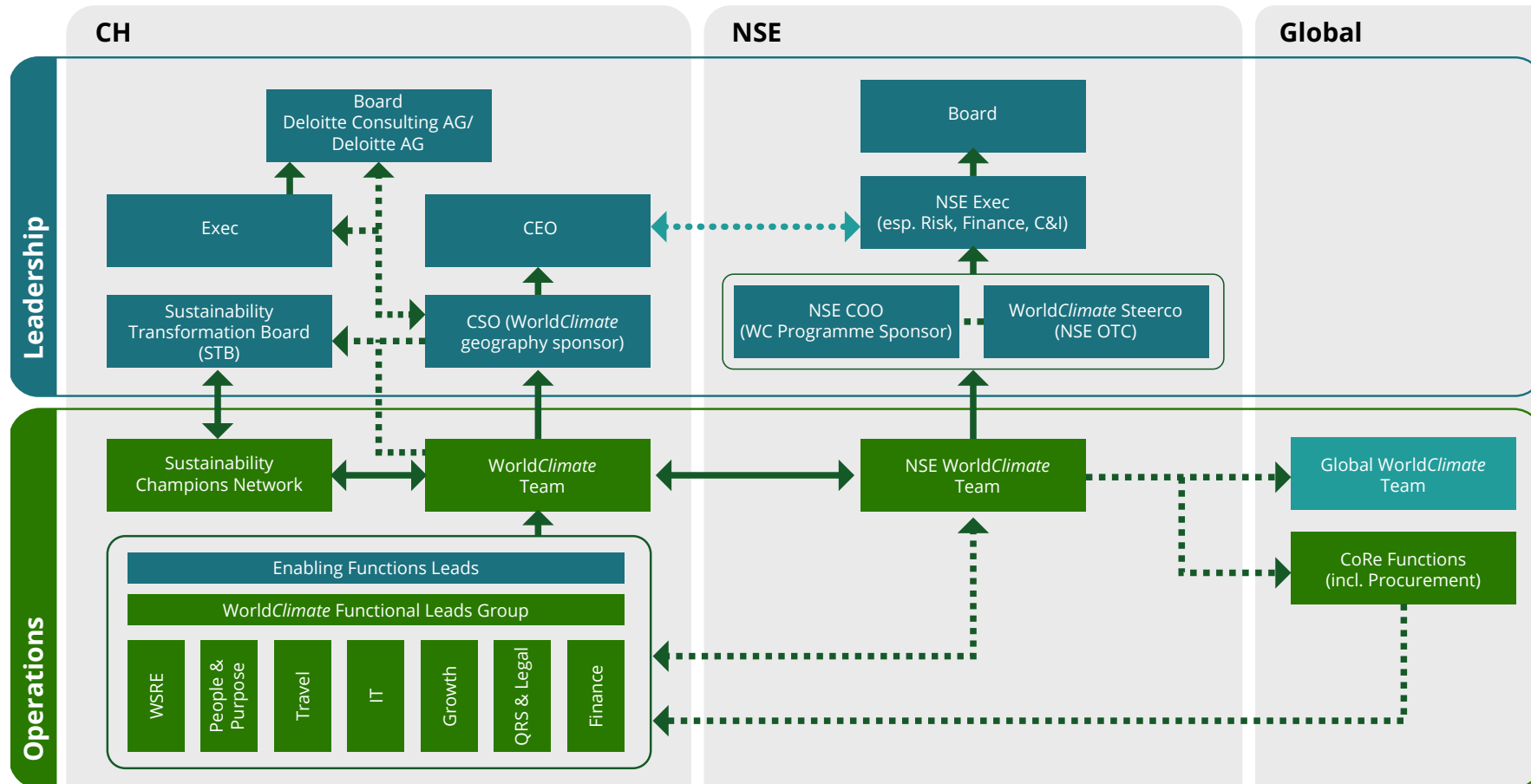
In FY25 our Sustainability Transformation Board (STB), a committee consisting of six senior leaders, was consulted by the CSO on a bi-monthly basis. The STB provides strategic guidance, influences the business and supports the embedding of sustainability into business operations.

Day-to-day operations are conducted by the Internal Sustainability & *WorldClimate* team, consisting of five employees (4 FTE), and the *WorldClimate* Functional Leads Group, a group of employees leading in key operational areas such as HR, IT and workplace services. The CSO, STB and the Internal Sustainability & *WorldClimate* team are in close contact with the Sustainability Champions Network and their dedicated Champions Business Leads, who often support projects and are updated on our firm's progress on a quarterly basis.



CH/NSE/Global WorldClimate Governance Structure

→ Accountability - - - → Consultation ... → Information





Junior representation

The Next Generation Board (NGB) continues to play a pivotal role within our firm, ensuring the infusion of fresh perspectives and sustained impact. The Next Generation board comprises 13 members. The board represents diverse business lines, with members from Audit & Assurance, Tax and Legal, Strategy, Risk & Transactions Advisory, Technology & Transformation, and the Enabling Functions. The selection process prioritises gender and business line balance. Board members can have a maximum tenure of two financial years. The NGB actively engages in in-depth discussions on current and potential future challenges, such as adoption of Gen AI, employee well-being and benefits, retention of female employees, sustainability and other governance matters. It also proactively develops concrete ideas and solutions while also setting priorities and defining specific areas of focus. With a predominant representation of Gen Z and millennial employees, the NGB serves as a platform for empowering the younger generations, enabling them to exert an influence on our working environment and business operations. Members of the NGB act as ambassadors, disseminating information to their respective business lines and gathering bottom-up feedback to effectively prioritise pressing topics. Furthermore, NGB members engage with the Executive Group, serving as an extended sounding board for the firm's leadership.

Objective setting for partners and employees

We understand that effective governance starts with leadership and cascades through the organisation. For this reason, since FY23

all employees have been required to include sustainability-related targets in their annual performance objectives.

Our sustainability commitment focuses on two areas: how we operate and the services we provide to our clients.

- For operations, we set objectives related to reducing travel emissions, responsible procurement and organising events using our Sustainable Events Guide.

- For client services, we provide employees with sustainability training – including the use of the Sustainable Delivery Framework – to enable them to discuss with clients how to make projects more sustainable, especially by considering project delivery practices and minimising emissions from business travel. We encourage partners to discuss our sustainability commitment and emission reduction targets to ensure that we do not increase our own and our clients' carbon footprint.





Ethics and integrity

Ethics and integrity remain the cornerstones of our governance principles, and our Global Code of Conduct outlines the behaviours expected of all our people and stakeholders. To uphold our ethical standards, each Deloitte member firm appoints an Ethics Officer who follows our Global Ethics Policy and Ethics Officer Playbook.

We have policies and procedures in place to address ethical concerns or potential conflicts of interest, such as our NSE Anti-Bribery and Corruption Policy, NSE Trade Controls Policy, NSE Anti-Money Laundering Policy, Business Continuity Management Policy, Familial and Personal Relationships Policy, and our Entertainment, Gifts & Donations Policy. Any identified or suspected failure to comply with these policies will be investigated and, if appropriate, disciplinary action up to and including dismissal may be taken. We also provide regular ethics training to our people that include concrete case scenarios, empowering them to navigate difficult situations and challenges they may face, to exemplify our policies.

Fostering a culture of integrity

We cultivate a culture of integrity, which is supported by programmes such as online courses, case discussions and communications campaigns. As part of their mandatory training upon joining Deloitte we provide all new hires with ethics and anti-corruption and bribery education that includes examples and scenarios. Additionally, our people are required to participate in ethics training upon being promoted to manager level and every two years thereafter.

At Deloitte, we have an anti-discrimination and anti-harassment policy (including discrimination on the grounds of sex, gender identity or sexual orientation, and sexual harassment). All Deloitte people are required to undergo anti-discrimination and anti-harassment training upon joining the firm and every two years thereafter. Additionally, we have a familial and intimate personal relationships policy to ensure that working relationships are objective, fair, and free from conflicts of interest.

Our Deloitte people confirm annually that they have read and understood our policies and are adhering to them. We run detailed review programmes to assess and monitor compliance with the Code of Conduct, and to enhance Deloitte's ethics programmes. To evaluate the effectiveness of ethics programmes throughout Deloitte we conduct an annual ethics survey, to which 32% of employees contributed in 2024. Perceptions about Deloitte's ethical culture indicate trust in the ethics programme and some highlights from the 2024 Ethics survey include:

- In Switzerland 96% understand it is their responsibility to report conduct which they perceive to be unethical.
- 89% feel prepared to respond to ethical issues.
- 94% feel encouraged to consult with others if they are unclear which course of action they should take when faced with an ethical dilemma.





Promoting our speak up culture

We believe that no one should have to face a challenging situation alone. In the event of an ethical concern we encourage our people to consult directly with Ethics or Talent teams; colleagues, line managers, or leaders; or to use the third-party helpline, Deloitte Speak Up.

We provide multiple avenues for reporting situations that are inconsistent with our Shared Values, business principles of conduct, policies, and the law. We are committed to maintaining confidentiality when addressing concerns, allowing our people to have an open dialogue with us and report any issues they may have.

What happens if a concern is raised?

Regardless of the reporting method or the seniority of the individual under investigation, all incidents referred to the Ethics team are taken at face value and are investigated. The Ethics Office collaborates with our Talent colleagues as needed. The number of incidents reported to the Ethics Office has increased annually, reflecting our people's growing confidence in their ability to speak up and our commitment to non-retaliation. Detailed numbers can be found in the [Appendix](#).

Our dedication to responsible business

Further to our internal commitments, programmes, and approaches – and in support of the principles of Deloitte's Global Code – our Commitment to Responsible Business Practices and Human Rights Statement codify Deloitte's long-held beliefs and principles around these key areas:

- [Deloitte's Commitment to Responsible Business Practices](#) is rooted in our Purpose – more than 175 years of making an impact that matters for our clients, people, and society. It outlines the responsible business principles we believe in and the commitments we have made. These are embedded in our policies and inform our decision-making.
- [Deloitte's Human Rights Statement](#) is underpinned by our Shared Values that set the expectations we have for our people. We believe all people are born free and equal in dignity and rights, and we are committed to respecting and advancing human rights within our organisation.

We have further affirmed these commitments through being a founding member of the United Nations Global Compact (UNGC) and an early signatory to the World Economic Forum's Partnering Against Corruption Initiative (PACI). Deloitte also supports the principles and standards for responsible business conduct espoused in several international instruments, including the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, OECD Anti-bribery Convention, and UN Guiding Principles on Business and Human Rights.

Abiding by the United Nations Guiding Principles on Business and Human Rights, we focus on our business and operations, including our global supply chains, to identify and evaluate potential human rights impacts as part of our rigorous human rights' due diligence process. Adhering to this process we have conducted a thorough evaluation and established that the professional services industry carries a lower risk of child, forced, or compulsory labour incidents

within our direct operations compared to many other industries. We are not aware of any instances of child, forced or compulsory labour in our direct operations. Furthermore, we respect the right of employees to freedom of association, including the ability to form a union. This underscores our dedication to upholding ethical practices and the safeguarding of human rights throughout our operations and beyond.



Risks and opportunities

The principal risks and uncertainties of the Swiss Firm are set out and managed through the Enterprise Risk Framework (ERF). This sets out the Swiss leadership's assessment of the risks facing the Swiss firm – specifically those that could impact on our ability to meet our public interest obligations and deliver our strategy, and those that could impact our reputation and resilience.

How we manage our principal risks

As in previous years, the principal feature of the ERF is an ongoing dialogue between the Enterprise Risk & Monitoring (ERM) team who facilitate the operation of the ERF, and risk owner teams to ensure early identification and escalation of any matters requiring consideration by the risk owner and/or the Firm's Chief Risk Officer (CRO). This is complemented by meetings, particularly for the firm's most significant risks, between the CRO and/or the ERM team, and each risk owner. The exposure to each risk, including the operating effectiveness of controls, is assessed, emerging issues are discussed and additional mitigating actions, if required, are agreed during these meetings.

This process ensures that the firm maintains an up-to-date view of the status of its principal risks and is better able to respond to emerging risks. The CRO formally reports on the ERF to Swiss leadership twice yearly to ensure that the risk profile accurately reflects the risk exposures and that appropriate mitigating actions are in place. The ERF dashboard assesses the firm's enterprise risks

over a 12-18 month time horizon based on the strategic choices the firm is making as well as the external factors driving risk. In this way the discussion of risk is more directly framed in the context of the firm's risk appetite and clearly focused on the complex and challenging matters impacting the firm and on those risks with a higher residual exposure.

How we are preparing for the future

In FY26 the external environment, including emerging regulation, will continue to impact on our choices. Other themes for consideration as part of the ongoing updating of the ERF include the consequential impacts of transforming and executing changes to our operating model, with exposure heightened by technological change and our AI aspirations, and the continued focus on culture and behaviours across the profession. Climate change also remains an important consideration for the firm and our clients, with an accelerated emissions reduction timeline to meet Deloitte's 2040 net-zero target.

In line with our commitment to transparency, we adhere to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and publish yearly a Global TCFD report covering the entire Deloitte network. Deloitte NSE reports under the UK Government's Climate-related Financial Disclosure (CFD) Regulations and published [its latest CFD report](#) in December 2024 for the financial year ended 31 May 2024.





Guardrails on clients we work with

Our dedication to sustainability goes beyond our organisation and its direct activities, encompassing our entire value chain. The Public Interest Review Group (PIRG) convenes regularly to assess proposed engagements with high public interest characteristics that could impact the firm's reputation or be of public concern. In instances where an entity's risk profile does not align with our expected risk appetite and public interest, we would not seek engagement.

The PIRG reviews several matters presenting one or more characteristics, for example:

- geopolitical considerations
- the use of Deloitte's brand
- potential conflicts of interest
- concerns regarding potential clients' ownership
- structure and/or leadership integrity.

The PIRG has implemented guardrails across various subject matter areas, with plans for continual evolution in line with both the external environment and our internal risk appetite. Our holistic approach to responsible business practices encompasses the following considerations:

- alignment of the entity's business practices/behaviour with our Shared Values
- contribution to building trust between business and society

- impact on our Deloitte people
- alignment with existing Deloitte commitments and current/future Deloitte relationships.

During FY25 one Swiss matter was brought to the PIRG for a formal consultation, and it proceeded subject to conditions. The PIRG continues to develop new and update existing guardrails in several areas, related, for example, to our specific services, sectors and ethics to support consideration of questions of public interest.

Confidentiality, privacy and cybersecurity

We are committed to ensuring that the security, privacy and confidentiality of the data we use or store is consistent with our legal, regulatory, professional, ethical and contractual obligations. Maintaining security around personal data, client and other sensitive or confidential information is essential to our firm, and our people are expected to always safeguard such information. We have implemented an Information Security Management System supported by a comprehensive Security Policy Framework. The suite of policies communicated to our practitioners includes documents such as the: Business Continuity Management Policy; Compliance and Auditing Policy; Confidentiality, Privacy and Security Handbook; Data Privacy Policy; Document Retention Policy; Incident and Crisis Management Policy; Information Classification and Handling Policy; Logical Access Control Policy; Personnel Security Policy; Physical Security Policy; Security Policy; Systems Management Policy; and Travel Risk Management Policy.

Our data protection framework ingredients

We manage and deliver a portfolio of cybersecurity services that help to secure our firm's overall environment and protect confidential and personal information. These security services use industry-leading technology controls and safeguards that enable us to protect data and maintain a cohesive worldwide cyber programme, delivering a consistent high-quality security service across our network.

Our cybersecurity policies and standards have been aligned with ISO 27001 and are independently certified annually to meet the legal, regulatory and contractual requirements of our international client base.





Data privacy

As a firm we need to collect and use personal data, including information about our personnel, clients, suppliers, or other third parties. Data privacy is about managing how we collect, store and process personal data while adhering to regulatory obligations and protecting the rights of individuals. Deloitte Switzerland has a Data Protection Officer and a dedicated Data Privacy Team responsible for ensuring the firm is compliant with relevant data protection legislation and contractual obligations.

The principles of Privacy by Design and Privacy by Default are seamlessly integrated into our systems, ensuring that the protection of personal data is as essential as system functionality and that AI tools are correctly designed and can be deployed in a way that is consistent with our legal, regulatory and contractual requirements.

Data is also safeguarded through a recorded privacy risk management process for business and technology change, in which privacy risks are assessed, mitigated, evidenced and monitored. Where the privacy risk is high, this process will also produce the required Data Protection Impact Assessment (DPIA) documentation.

We also have suitable processes and mechanisms in place to effectively manage potential personal data breaches, report them, assess the risks, and mitigate their impact.

A well-articulated data processing strategy

Our data protection framework is based on the principles of the EU General Data Protection Regulation (GDPR) and the Swiss Federal Act on Data Protection (FADP). To ensure fair and transparent processing of personal data, the firm shall provide sufficient information to individuals about how we process their personal data, regardless of the format or channel through which we collect the data. We follow these principles:

- processing personal data takes place only when we have a lawful basis for doing so, and in fair ways that individuals would reasonably expect
- we process personal data for the purpose for which it was originally collected and not further, for new, incompatible purposes
- the processing of personal data is limited to the minimum required to fulfil a specific business activity and maintain the accuracy of the personal data we process, and, where required, keep it up to date
- we apply appropriate retention periods so that personal data is not stored for longer than necessary
- we perform international transfers of personal data using appropriate safeguards, in accordance with data protection legislation.

Training and awareness programme

Data protection and information security management are core elements of our culture. Our people are regularly instructed about information security risks, policies, procedures and best practices, and are trained so that they have a clear understanding of what is expected of them. Deloitte's Cyber Culture plan raises awareness about data security risks and what our people must do to protect Deloitte and client data.





Responsible Procurement

Our responsible procurement framework comprises various governance mechanisms to drive sustainability within our procurement activities and across our supply chain. In addition to our global near-term commitment to have 67% of our suppliers (by emissions) signed up to Science Based Targets ([read more here](#)), other key aspects include our Global Supplier Code of Conduct, sustainability-related supplier assessments, contract clauses, training for procurement professionals and suppliers, and, most recently, implementation of the NSE Responsible Procurement Policy which transparently communicates minimum environmental, social and governance (ESG) requirements and additional criteria for current and prospective suppliers. The framework is primarily driven by a dedicated Sustainable Procurement team within Deloitte Global and then implemented by multi-disciplinary teams of procurement, sustainability and business stakeholders within each local member firm.

Supplier Code of Conduct

[Deloitte's Supplier Code of Conduct](#) ("Supplier Code") outlines our expectation that suppliers support our commitment to doing not only what is good for business, but also what is good for society. The Supplier Code focuses on human rights by requiring suppliers to treat workers with dignity and respect and not subject them to demeaning conditions. This includes prohibiting child and forced labour. In Switzerland suppliers are required to sign the Supplier

Code as part of the Terms and Conditions for each new and renewed purchase order and contract.

NSE Responsible Procurement Policy

In FY25 we launched the new [NSE Responsible Procurement Policy](#) which covers aspects such as human rights, anti-bribery and corruption, compliance with environmental laws, conservation of natural resources, extension of product lifespans, use of renewable

energy, reporting of a greenhouse gas (GHG) emissions inventory and completion of the Carbon Disclosure Project (CDP) Climate Change questionnaire. The policy stipulates governance measures such as receiving regular updates from suppliers, agreeing improvement plans or undertaking review of supplier compliance. We aim for at least 50% of our Swiss targeted suppliers to have agreed to the NSE Responsible Procurement Policy by 2030.





Sustainability supplier assessment

All suppliers responding to requests for proposals (RFPs) conducted by Deloitte Global are required to complete the Deloitte Global RFP questionnaire. The RFP questionnaire includes questions on environmental, social (specifically Diversity, Equity & Inclusion (DEI) and supplier diversity) and governance topics. The RFP questionnaire also asks suppliers to confirm their adherence to the International Labour Organisation (ILO) Principles with respect to human rights and conditions of employment, and public reporting on their efforts to eliminate slavery, forced labour and child labour in their operations and supply chain.

In addition, in Switzerland in FY25 we have introduced ESG checks as part of the Adverse Media screening process which allows the Third-Party Risk Management (TPRM) team to assess the ESG risks of strategic suppliers as well as suppliers with a High or Significant Inherent Risk Rating.

Sustainability contract clauses

In addition to the Supplier Code, each new or renewed contract managed by our global procurement function includes 8 sustainability specific clauses. The standard clauses cover greenhouse gases, science-based targets (SBTs), renewable energy, water management, labour and human rights, reporting and engagement with the supplier's sustainability function upon request in order to discuss sustainability actions in their operations and supply chain.

Furthermore, each new or renewed contract managed by Deloitte Switzerland references Deloitte policies, including but not limited to the Deloitte Supplier Code of Conduct and Deloitte NSE Responsible Procurement Policy. By signing the contract our suppliers are required to observe Deloitte policies in all material respects.

Supplier, Procurement team and buyers training

As we implement the global responsible procurement strategy, specific actions are taken at the regional and national levels. During FY25, the NSE WorldClimate team and CoRe Procurement team ran a training course for around 300 buyers across Deloitte NSE, including Deloitte Switzerland. The training focused on the implementation of the NSE Responsible Procurement Policy, including steps buyers across the firm should take at each stage of the procurement process.

The CoRe Sustainable Procurement team has also been progressing with the supplier engagement strategy, including the supplier segmentation using Scope 3 data and definition of an engagement model by priority group. The engagement strategy will be implemented jointly by the procurement team, the WorldClimate team, and contract owners across the firm.

Pensions

Our pension investments matter to our people, to society and to the natural environment as they define the value of our future retirement benefits and, if invested responsibly, can contribute to a more sustainable future.

We have various employee occupational pension schemes, in line with statutory provisions. All staff employed are insured in a defined contribution plan through a semi-autonomous pension scheme provided by Profond Vorsorgeeinrichtung, Zurich ("Profond"), our new pension provider since 1 January 2025.

As a member of [Inrate's Responsible Shareholder Group](#), Profond has been engaged in an active dialogue with companies since 2022 to improve their climate strategy and increase transparency with respect to their climate risks. In this way Profond says it remains committed to effective change and supports companies on their path to sustainability. [Read more about sustainability at Profound.](#)

For staff other than equity partners we cover between 55% and 71% of the contribution payments, which range from 11% to 25% of the insured salary in total, depending on the selected plan, age group and compensation level/insured salary. Occupational pensions, consisting of age, death and disability coverage, are an important part of the benefits we provide to our staff, who are represented by elected members in the pension committees.

Trust and transparency

Accreditations

Our sustainable development endeavours have been acknowledged through the attainment of the following accreditations in FY25:



Deloitte Switzerland has increased its EcoVadis rating from a Silver in 2024 to a Platinum medal in February 2025, recognising our overall efforts to social and environmentally responsible business practices. EcoVadis provides evidence-based assessments of companies’ non-financial management systems and impacts, covering the environment, labour, ethics and procurement. An increase of 16 points against last year’s score places us in the top 1% of all companies assessed globally.



Deloitte Global confirmed its A- rating from the Carbon Disclosure Project (CDP) which helps organisations measure and manage their environmental impacts and disclose them to stakeholders. This CDP rating covers all Deloitte member firms, including both legal entities of Deloitte Switzerland. The CDP is recognised as one of the leading global platforms for environmental disclosure, with thousands of companies, cities, and regions reporting their environmental data through its platform annually.



All our Swiss offices, with the exception of Bern where we have only 1% of our employees, are ISO 14001 certified, the internationally recognised standard for environmental management systems, which provides a framework to continually improve environmental performance. Deloitte undergoes surveillance audits annually, with a recertification audit every three years.



All our Swiss offices are ISO 27001 certified, which provides companies with guidance for establishing, implementing, maintaining and continually improving an information security management system. Deloitte undergoes an annual re-assessment audit.



All our Swiss offices are ISO 22301 certified, the international standard for Business Continuity Management Systems, a framework that protects against, reduces the likelihood of, and ensures recovery from disruptive incidents. Here, too, Deloitte undergoes an annual re-assessment audit.



ISO 9001

Our legal entity Deloitte Consulting AG has been newly certified ISO 9001, the international standard for quality management systems, which provides a framework for organisations to ensure they meet customer and other stakeholder needs within statutory and regulatory requirements related to a product or service.



Deloitte Switzerland received the “We Pay Fair” label, awarded by the University of St. Gallen in May 2024. This label shows that the salary analysis result is within the tolerance value of 5% (official Swiss federal value). This means that our salaries are in line with the principle of “equal pay for work of equal value”.



Deloitte Switzerland received for the second time the LGBTI label, rewarding companies who promote equal rights for LGBTI people within their organisation. Our label is valid until June 2028 and must be renewed every three years.



In September 2021 our headquarters in Zurich was certified LEED Gold, the most widely used green building rating system to create healthy, efficient and cost-saving buildings. This certification is permanently valid.





Tax and audit transparency

At Deloitte transparency is fundamental to building trust and delivering impact. Our tax and audit practices are central to this responsibility, supporting sustainable economic growth, reducing inequalities, and strengthening confidence in financial systems.

Tax transparency

At Deloitte we believe that tax systems can play a significant role in addressing the defining challenges of our time, including supporting sustainable economic growth and tackling inequality and climate change. Through our work with clients and the taxes we pay and collect, we have a considerable part to play. The [Deloitte Tax Transparency Report](#) illustrates the tax principles that lie at the core of our approach and outlines the details of our tax contribution.

Audit transparency

Independent, high-quality audits are essential for healthy capital markets and stakeholder trust. At Deloitte Switzerland, we are committed to audit quality, integrity, and transparency. Our [Deloitte Transparency Report](#) outlines how we safeguard independence, apply rigorous quality controls, and continuously invest in innovation and digital tools to strengthen audit reliability. By holding ourselves to the highest professional standards, we help provide confidence in the financial information that underpins business and society.





Networks, sponsorships and collaborations

No person or organisation can address global or international issues regarding our climate, environment and society alone. We therefore collaborate with our clients, alliance partners, NGOs, academia, industry groups, suppliers, and others to make an impact that matters.

Apart from the investment we make to deliver on client assignments that have considerable environmental and social impact, we are using our networks to develop cross-sector alliances through which we can ensure sustainable development of our economies and societies.

Following our Sponsorship of the AI for Good Global Summit in May 2024 we collaborated with the International Telecommunication Union (ITU) on two publications. The [AI for Good Snapshot](#) highlighted the most important announcements, innovations and key takeaways from the 2024 summit and was released on 4 July 2024, at the World AI Conference in Shanghai, China.

We also co-authored the [AI for Good Impact Report 2024](#) which explores AI's role in advancing the UN Sustainable Development Goals (SDGs). It analyses trends, regulations, challenges, and highlights AI's impact and use cases across each of the 17 SDGs. It provides recommendations for policymakers, NGOs, and industry leaders to guide the adoption and scaling of safe, responsible, and ethical AI initiatives. The report was published on 18 October 2025,

at the AI for Good Impact India Summit in Delhi, India.

Deloitte has proudly been a [Silver sponsor of Building Bridges](#) for the past two years. This event aims to accelerate the transition to a global economic model aligned with the SDGs through collaboration and innovation in sustainable finance. At the 2024 event our colleagues contributed to panels discussing topics such as [AI's role in achieving the SDGs](#), [how AI and technology can help achieve a sustainable future](#), and [success stories coming from green FinTech](#).

Deloitte sponsored Intelligent Health for the third consecutive year, with the 2024 focus on how AI is transforming health and patient care. We delivered two impactful sessions: a keynote titled "[From Innovation to Impact: Redefining patient aftercare with generative AI](#)," and a workshop on "The art of scaling AI use cases," which explored the key building blocks to shape scalable and secure AI applications.

We continued providing technical support to the World Business Council for Sustainable Development (WBCSD) as part of their circular impact analysis workstream. This is one of four workstreams supporting the development of their Global Circularity Protocol, a unified global framework that promotes cross-sector collaboration, capital allocation, and informed policy development. In particular, we have been giving strategic guidance on target-setting and measuring to enhance the effectiveness of circularity initiatives. In FY25, the [Global Circularity Protocol for Business Landscape Analysis](#) was published in July 2024, followed by the [Global Circularity Protocol for Business Impact Analysis](#) in September 2024.

In August 2024 we began our collaboration with ESG4Boards, an initiative aiming to enhance sustainability expertise within Swiss companies, particularly within boards of directors. Our joint efforts, in the form of events and whitepapers, underscore a shared commitment to promote sustainable governance among Swiss companies and our goal of helping Swiss organisations thrive through responsible business practices.

We also continued our membership with: Swissscleantech, a cross-sector trade association aiming for a carbon-neutral Switzerland, sustainable energy, and climate-friendly business models; the UN Global Compact Network Switzerland and Liechtenstein, a voluntary initiative focused on promoting responsible business practices; and we collaborate on various initiatives with Swissmem, Switzerland's leading association for SMEs and large companies in the technology-oriented sectors.

All Deloitte Global networks, sponsorships and collaborations can be found in the FY25 Deloitte Global Impact Report.

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Appendix



Abbreviation list

Abbreviation	Meaning
A&A	Audit & Assurance
AI	Artificial Intelligence
AMR	Automatic Meter Reader
BVCM	Beyond Value Chain Mitigation
CDP	Carbon Disclosure Project
CFO	Chief Financial Officer
CEO	Chief Executive Officer
CFD	Climate-related Financial Disclosures
CRO	Chief Risk Officer
CSO	Chief Sustainability Officer
CSRD	Corporate Sustainability Reporting Directive
DEI	Diversity, Equity & Inclusion
DMA	Double Materiality Assessment
DTTL	Deloitte Touche Tohmatsu Limited
ERF	Enterprise Risk Framework
ERM	Enterprise Risk & Monitoring
ESRS	European Sustainability Reporting Standards
FTE	Full-Time Equivalent (employee)

Abbreviation	Meaning
FY	Financial Year
GHG	Greenhouse Gas Emissions
ILO	International Labour Organisation
ICROA	International Carbon Reduction and Offset Alliance
ICVCM	Integrity Council for the Voluntary Carbon Market
IRO	Impacts, Risks & Opportunities
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual or Ally, plus other sexual orientations and gender identities
LEED	Leadership in Energy and Environmental Design
L&D	Learning and Development
MCN	Swiss Multicultural Network
MDM	Multidisciplinary Business Model
NGB	Next Generation Board
NGO	Non-Governmental Organisation
NSE	North and South Europe
OYW	One Young World

Abbreviation	Meaning
OECD	Organisation for Economic Co-operation and Development
PG&S	Purchased Goods and Services
PIRG	Public Interest Review Group
PDL	Performance Development Leader
RFP	Request for Proposal
SBT	Science-Based Targets
SBTi	Science-Based Targets Initiative
SDG	UN Sustainable Development Goal
SDF	Sustainable Delivery Framework
SME	Small and Medium-sized Enterprise
SR&TA	Strategy, Risk & Transactions Advisory
TEC	Travel Emissions Calculator
TCFD	Task Force on Climate-related Financial Disclosures
T&L	Tax & Legal
T&T	Technology & Transformation
WIN	Women's Initiative Network
WWF	Worldwide Fund for Nature



Financial

Revenue

	FY23	FY24	FY25
Total revenue Deloitte Switzerland (CHF)	597.2m	622.9m	585.6m
Revenue growth (%)	9.2	4.3	-6.0

Revenue breakdown by business (new storefront) ¹	FY24 (CHF)	FY25 (CHF)
Audit & Assurance	134.8m	137.1m
Tax & Legal	96.8m	98.7m
Advisory (Technology & Transformation and Strategy, Risk & Transactions Advisory)	391.3m	349.8m

Revenue breakdown by industry	FY23 (CHF)	FY24 (CHF)	FY25
Financial Services	170m	198.2m	184.0m
Life Sciences & Health Care	149.9m	146.0m	111.7m
Energy, Resources & Industrials	94.2m	102.1m	96.3m
Consumer	111.4m	118.8m	119.3m
Government & Public Services	35.9m	19.4m	28.7m
Technology, Media & Telecommunications	21m	21.7m	28.9m
Other	14.9m	16.6m	16.7m

1 Our renewed storefront, effective from 1 October 2024, includes Audit & Assurance (A&A), Tax & Legal (T&L), Strategy, Risk & Transactions Advisory (SR&TA), and Technology & Transformation (T&T). We were able to reconcile financial data for the previous year, but not for earlier periods.



Taxes & Subsidies

	FY23 (CHF)	FY24 (CHF)	FY25 (CHF)
Total Swiss tax administered ²	241m	255m	250m

Redistribution of the CO ₂ levy ³	2023	2024	2025 ⁴
Deloitte AG	143k	173	
Deloitte Consulting AG	92k	117	
DT Management AG	3k	0	
Total per calendar year	238k	290	

2 Total tax administered refers to the sum of taxes borne and taxes collected. Taxes borne refer to the taxes Deloitte is directly responsible for and which impact the after-tax profit, including corporate income taxes, other sales taxes, capital taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company. Taxes collected refer to the total amount of taxes that a company collects from third parties on behalf of the government or tax authorities and remits to the appropriate authorities. These taxes do not have an effect on Deloitte's financial results, however Deloitte bears the administrative cost and risk of calculation error.

3 The CO₂ levy by the Swiss government aims to promote the economical use of fossil fuels. It was levied for the first time in 2008. Since 2022 the rate of the levy has been at CHF 120 per tonne of CO₂. This results in an annual revenue of about CHF 1,2 billion. Part of this revenue is distributed to companies. For more information see here (<https://www.bafu.admin.ch/bafu/en/home/topics/climate/info-specialists/reduction-measures/co2-levy/redistribution.html>).

4 The information was not available in time for inclusion in the report.



Our People

Talent

Employees, by office	FY23 (no.)	FY24 (no.)	FY25 (no.)
Zurich	2,046	2,031	1,843
Geneva	446	452	420
Basel	107	103	98
Lausanne	71	75	74
Bern	25	29	30
Lugano	22	30	36
Total headcount	2,717	2,720	2,501

Employees, by service ¹	FY23 (no.)	FY24 (no.)	FY25 (no.)
Advisory	1,567	1,526	1,306
Audit & Assurance	536	556	548
Tax & Legal	359	360	377
Enabling Functions	255	278	270
Total headcount	2,717	2,720	2,501

1 Changes compared to the FY24 Impact Report are due to changes in our organisational structure (Storefront)



New employee hires, by office	FY23 (no.)	FY24 (no.)	FY25 (no.)
Zurich	666	427	286
Geneva	176	113	83
Basel	26	13	7
Lausanne	19	15	7
Bern	9	16	14
Lugano	4	10	8
Total new employee hires	900	594	405

New employee hires, by service ¹	FY23 (no.)	FY24 (no.)	FY25 (no.)
Advisory	525	302	180
Audit & Assurance	218	142	105
Tax & Legal	101	94	84
Enabling Functions	56	56	36
Total new employee hires	900	594	405

Turnover rate	FY23 (%)	FY24 (%)	FY25 (%)
	22	22	24

1 Changes compared to the FY24 Impact Report are due to changes in our organisational structure (Storefront)



Number of nationalities	FY23 (no.)	FY24 (no.)	FY25 (no.)
	72	70	70

Gender equality

Employees by employment contract, by gender ²	FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	2025 Female (%)	2025 Male (%)
Permanent employees	2,585	44	56	2,626	44	56	2,409	45	55
Temporary employees	132	43	57	94	47	53	92	47	53
Total employees	2,717	44	56	2,720	45	55	2,501	45	55

Employees by workload type, by gender	FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	Female (%)	Male (%)
Full-time employees	2,441	40	60	2,444	41	59	2,249	41	59
Part-time employees	276	75	25	276	74	26	252	75	25
Total employees	2,717	44	56	2,720	45	55	2,501	45	55

2 Changes compared to the FY24 Impact Report are due to an updated definition of temporary vs. permanent employees



Employees by employee category, by gender	FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	Female (%)	Male (%)
Administrative staff	84	89	11	78	87	13	68	85	15
Up to manager	1,956	47	53	1,930	49	51	1,760	49	51
Director & senior manager	534	32	68	559	32	68	520	33	67
Partners	143	17	83	153	16	84	153	19	81
Total headcount	2,717	44	56	2,720	45	55	2,501	45	55

Total number and rate of new employee hires, by gender	FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	Female (%)	Male (%)
Entry level hires	403	48	52	280	48	52	184	52	48
Experienced hires	497	49	51	314	46	54	405	47	53
Total hires	900	49	51	594	47	53	221	43	57

Hiring rate, by gender	FY23 (%)	Female (%)	Male (%)	FY24 (%)	Female (%)	Male (%)	FY25 (%)	Female (%)	Male (%)
Total hiring rate	33	37	30	22	23	21	16	16	17

Number of women who participated in mentoring and development programme	FY23 (no.)	FY24 (no.)	FY25 (no.)
	50	110	106



Employees, by workload type, by grade, by gender		FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	2025 Female (%)	2025 Male (%)
Full Time	Administrative staff	66	86	12	61	85	15	48	83	17
Part Time	Administrative staff	18	100	0	17	94	6	20	90	10
Full Time	Up to manager	1,774	44	56	1,746	46	54	1,602	46	54
Part Time	Up to manager	182	76	24	184	76	24	158	78	22
Full Time	Director & senior manager	462	27	73	489	27	73	450	28	72
Part Time	Director & senior manager	72	67	33	70	66	34	70	66	34
Full Time	Partners	139	15	85	148	14	86	149	17	83
Part Time	Partners	4	75	25	5	6	40	4	75	25

Turnover rate, by gender	FY23 (%)	FY24 (%)	FY25 (%)
Female	22	22	25
Male	23	22	24

% of employees promoted in the FY for each gender, controlling for the amount of male and female employees	FY23 (%)	Female (%)	Male (%)	FY24 (%)	Female (%)	Male (%)	FY25 (%)	Female (%)	Male (%)
	28	29	27	24	25	23	21	22	20



Employees that took parental leave, as a share of total employees, by gender	FY23 (%)	Female (%)	Male (%)	FY24 (%)	Female (%)	Male (%)	FY25 (%)	Female (%)	Male (%)
	7	7	7	8	9	6	8	9	7

Maternity and paternity leave Deloitte vs. legally required	FY24 (%)	FY25 (%)
% birthing parents who took maternity leave	100	100
% of birthing parents who took advantage of the additional leave we offer our people	95	93
% of male employees with newborns in the first half of FY who took paternity leave	93	88

Age diversity

Employees by employee category, by age group	FY23 (no.)	<30 (%)	30-50 (%)	>50 (%)	FY24 (no.)	<30 (%)	30-50 (%)	>50 (%)	FY25 (no.)	<30 (%)	30-50 (%)	>50 (%)
Administrative staff	84	30	57	13	78	29	58	13	68	29	54	16
Up to manager	1,956	48	50	2	1,930	46	52	2	1,760	44	54	2
Director & senior manager	534	0	88	12	559	0	87	13	520	0	87	13
Partners	143	0	60	40	153	0	61	39	153	0	58	42
Total employees	2,717	35	58	7	2,720	33	60	7	2,501	32	61	7



Turnover rate, by age group (<30, 30-50, >50)	FY23 (%)	FY24 (%)	FY25 (%)
< 30	25	28	25
30 - 50	21	19	25
> 50	16	17	20

Learning and development

% apprentices/trainees offered a job after apprenticeship/traineeship	FY23 (%)	FY24 (%)	FY25 (%)
	25	26	29

Learning hours ^{3,4}	FY24 (no.)	FY25 (no.)
Firmwide	129,101	120,241
Per employee	39.7	39.1

Average learning hours per employee, by age group (<30, 30-50, >50) ^{3,4}	FY24 (no.)	FY25 (no.)
< 30	56.3	61.2
30 - 50	27.9	25.2
> 50	10	11

3 Changes compared to the FY24 Impact Report are due an update of our learning hour tracking definition to also cover paid study leave

4 The average learning hours per employee are calculated by dividing the total learning hours by the number of employees who were active for at least one month during the financial year



Average learning hours per employee, by employee category ^{3,4}	FY24 (no.)	FY25 (no.)
Administrative staff	7	5
Up to manager	46.3	45.6
Director & senior manager	19.2	20.8
Partners	20	21
Average learning hours per employee, by gender ^{3,4}	FY24 (no.)	FY25 (no.)
Female	40.6	39.7
Male	39	38.7

3 Changes compared to the FY24 Impact Report are due an update of our learning hour tracking definition to also cover paid study leave

4 The average learning hours per employee are calculated by dividing the total learning hours by the number of employees who were active for at least one month during the financial year



Societal impact

Community investments		FY23 (CHF)	FY24 (CHF)	FY25 (CHF)
Charitable contributions	Cash	263k	246k	285k
In kind	Pro-bono/low-bono	220k	238k	200K
Time	Traditional volunteering	44k	40k	14K
	Skills-based volunteering	424k	487k	620K
Programme management cost (functional staff cost and programme management expenses)		394k	444k	750K
Total		1,346k	1,455k	1,869K

Skill-based volunteering	FY23	FY24	FY25
Total futures impacted as part of WorldClass programme	10,084	22,004	28,927
Employee participation (no.)	528	411	353
Staff hours (hours)	7,081	8,988	12,951



Environment

This greenhouse gas (GHG) emissions statement has been prepared following GHG Protocol guidance, using an operational control consolidation approach. The full methodology is detailed in the Deloitte [NSE Basis of Reporting](#).

Disclosures relate to Deloitte Switzerland. Limited assurance has been provided by BDO LLP at a consolidated NSE level over all reported metrics (*except for those asterisked). This includes consideration of the underlying country data in

Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland and the UK. Please refer to the accompanying assurance statement.

Swiss Progress toward sustainability goals against FY19 baseline	FY24	FY25
Reduce total emissions 90% by 2040	-28%	-23%
Reduce Scopes 1&2 emissions 70% by 2030	-72%	-73%
Reduce business travel emissions 55%/ FTE by 2030	-68%	-65%
100% purchased electricity from renewables by 2030	100%	100%
67% of global suppliers have set SBTs by 2025 ^{1*}	30%	32%



Greenhouse Gas Emissions (tCO ₂ e)	FY19 (Baseline Year)	FY23	FY24	FY25
Scope 1	290	42	35	33
Fuel combustion	290	42	35	33
Vehicle fleet (Internal Combustion Engine)	0	0	0	0
Scope 2	10	48	50	48
Electricity (market-based) ²	6	0	0	0
Electricity (location-based) ²	41	64	57	49
District heating and cooling	4	48	50	48
Vehicle fleet (Electric; market-based) ²	0	0	0	0
Total Scopes 1 & 2 Emissions	300	90	85	81
Scope 3	12,847	13,140	9,442	10,025
Upstream scope 3 emissions				
Business travel (excl. radiative forcing)	5,410	1,981	2,457	2,616
Purchased goods and services ³	6,398 ⁴	10,222	6,143 ⁴	6,514
Employee commuting and homeworking ⁵	1,039	937	842	895
Downstream scope 3 emissions	Not applicable or material			
Total Gross Emissions	13,147	13,230	9,527	10,106
Certified Emission Reductions (CERs) ⁶	4,499	3,007	2,556	5,053
Intensity Metrics (tCO₂/ FTE)				
Scopes 1 & 2 emissions per FTE	0.16	0.04	0.03	0.03
Business Travel emissions per FTE	2.84	0.79	0.90	0.99
Operational (Scopes 1, 2 and Travel) emissions per FTE	2.99	0.83	0.93	1.02
Scope 3 emissions per FTE	6.73	5.24	3.45	3.79
Total Gross Emissions per FTE	6.89	5.27	3.48	3.82



Other Metrics	FY19 (Baseline Year)	FY23	FY24	FY25
Full-Time Equivalents (FTE) ⁷	1,908	2,509	2,737	2,648
Floor Area (m ²)	20,883	19,745	20,030	20,124
Transport Energy Consumption (kWh)	1,160,356	587,015	727,593	603,094
Owned Vehicles, Internal Combustion Engine	0	0	0	0
Owned Vehicles, Electric	0	0	0	0
% electric/ plug-in hybrid vehicles in fleet	0%	0%	0%	0%
Reimbursed Mileage & Car Rentals	1,160,356	587,015	727,593	603,094
Building Energy Consumption (kWh)	3,182,718	3,119,925	2,692,387	2,388,239
Building Energy Efficiency (kWh/m²)*	152	158	134	119
Gas	1,576,405	227,623	191,680	179,852
Electricity from buildings	1,459,713	2,584,066	2,198,427	1,916,623
Electricity from buildings ⁸	1,289,574	2,584,066	2,198,427	1,916,623
% electricity from renewables	88%	100%	100%	100%
District Cooling	146,601	32,415	29,079	29,326
District Heating	0	275,821	273,200	262,439
Total Energy Consumption (kWh)	4,343,075	3,706,940	3,419,979	2,991,334
Water Usage (m3)	7,129	5,810	5,768	5,600
Non-hazardous Waste Production (tonnes)	140	55	85	51
Recycled (%)	50%	43%	67%	47%
Diverted from Landfill (%)	100%	100%	100%	100%



1 Our supply chain target relates to global suppliers and is tracked at a global level, where our core Procurement function sits. All our global member firms contribute to progress against this target.

2 In line with GHG Protocol guidance, we publish purchased electricity emissions using both a location- and market-based methodology. The location-based method involves using an average national, regional or subnational emission factor that relates to the local grid from which electricity is drawn, whereas the market-based method involves deriving emissions factors from contractual instruments, allowing for a zero emission factor to be applied to portions of electricity consumption that is matched to a renewable energy source, resulting in lower emissions compared to the location-based method. Our net zero goals use a market-based methodology for purchased electricity; this figure is the one used in the emissions inventory with the location-based figure alongside for comparative purposes.

Within Deloitte NSE, all electricity has either been purchased on REGO/REC-backed green tariffs, or covered by the purchase of Energy Attribute Certificates (EACs). Under the market-based method this means our electricity consumption is reported as zero-emissions.

3 PG&S emissions shown here are based largely on procurement spend data (72% of emissions). To account for procurement on Global contracts, additional emissions are extrapolated from Global spend (12% of emissions). A small proportion is based on actual emissions data submitted to CDP. We apply a number of assumptions to the spend data, including how we allocate spend into procurement categories, the CDP emission factors we apply to each procurement category, how we treat our suppliers' reported Scope 3 emissions, and the factors used for extrapolation.

Since FY19 we have made periodic changes to our methodology with the objective of improving data quality & completeness and reducing our use of estimates. Not all changes can be applied retrospectively and this limits the comparability of current year reported emissions against the baseline year.

We will continue to review our approach to PG&S emissions reporting in the future, investing in supporting systems, processes and controls. When this leads to a material change in a reported figure, we will explain the change and the reasoning for it, and either restate figures or report the variance compared to the previous methodology, as appropriate.

4 As part of the annual review mentioned in footnote 3 above, we have recalculated and restated our prior period FY24 PG&S emissions data. We do not expect there to be a material impact on FY19 (our baseline year), however we propose to revisit all PG&S data in FY26.

5 Activity data on commuting and homeworking was sourced from surveys in 12 NSE geographies in FY25. Sample sizes of these surveys were deemed to be sufficient to extrapolate out to the full FTE population of each geography. The commuting and homeworking calculation depends on this extrapolation and on other assumptions. We will refine these assumptions and improve the methodology moving forwards as guidelines develop.

6 In line with SBTi guidance, since FY24 we have voluntarily purchased CERs ('carbon credits') equivalent to 50% of our total gross emissions; we are additionally providing direct investment and skills-based support to projects that will drive the net zero transition outside of our value chain. The recalculation of FY24 PG&S emissions will result in a difference between 50% of our total gross emissions and the CERs purchased in FY24. As part of our Beyond Value Chain Mitigation (BVCm) strategy we are evolving our approach to compensate for emissions and will keep future investments under review accordingly.

7 For consistency across NSE, the Full-Time Equivalents (FTE) data used for intensity metrics is sourced from NSE internal management reporting. These FTE amounts vary slightly to those reported in NSE and geography statutory financial statements, depending on country-specific reporting requirements.

8 Where possible, we procure and claim renewable energy in accordance with the Climate Group's RE100 Technical Criteria. In certain markets where procuring renewable electricity is challenging or is not possible, we may procure renewable electricity from a neighbouring market. This allows us to demonstrate commitment to our renewable electricity target and signal market demand. As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported here and within Deloitte's RE100 reports. We anticipate increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.



Governance

Diversity of governance bodies

Diversity of governance bodies, by gender	FY23 (no.)	Female (%)	Male (%)	FY24 (no.)	Female (%)	Male (%)	FY25 (no.)	Female (%)	Male (%)
Deloitte AG - Board of Directors	6	50	50	7	43	57	7	43	57
Swiss Executive	17	29	71	14	29	71	11	27	73
Deloitte AG - Management Committee	3	33	67	3	33	67	3	33	67
Deloitte Consulting AG - Board of Directors	4	25	75	4	25	75	4	25	75

Diversity of governance bodies, by age		FY23 (%)	FY24 (%)	FY25 (%)
Deloitte AG - Board of Directors	<30	0	0	0
	30-50	33	29	29
	>50	67	71	71
Swiss Executive	<30	0	0	0
	30-50	41	36	18
	>50	59	64	82
Deloitte AG - Management Committee	<30	0	0	0
	30-50	33	0	0
	>50	67	100	100
Deloitte Consulting AG - Board of Directors	<30	0	0	0
	30-50	0	0	0
	>50	100	100	100



Ethics & Risk

Ethics	FY23	FY24	FY25
Number of ethics cases raised	32	34	27
Rate of ethics cases raised per 100 people	1.18	1.25	1.08
% of respondents who agreed with the statement "Deloitte is an ethical place to work"	97%	95%	91%

Breakdown of ethics cases raised by top 5 issues					
FY23	FY23 (%)	FY24	FY24 (%)	FY25	FY25 (%)
Respect & Fair treatment	34	Respect & Fair treatment	56	Disrespectful treatment	59
Harassment (incl. sexual harassment)	25	Retaliation	12	Harassment (incl. sexual harassment)	15
Inquiry (An inquiry is a simple question about process, whereas most matters, specifically complaints, are likely to be classified as allegations – regardless of severity)	6	Time and expense reporting	6	Inquiry (An inquiry is a simple question about process, whereas most matters, specifically complaints, are likely to be classified as allegations – regardless of severity)	15
Discrimination	6	Discrimination	9	Discrimination	11
Other	9	Other	6		



Anti-corruption	FY23	FY24	FY25
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant	0	0	0
Total percentage of employees that have received training on anti-corruption	100%	100%	100%
Total number of confirmed incidents of corruption.* *Quantitative target: 0 cases in FY26	0	0	0
Total percentage of employees that the organisation's anti-corruption policies and procedures have been communicated to	100%	100%	100%
Total percentage of governance body members that have received training on anti-corruption	100%	100%	100%
Total percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to	100%	100%	100%
Total percentage of operations assessed for risks related to corruption	100%	100%	100%
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0



Sustainable Procurement

Sustainable Procurement	FY23	FY24	FY25
% of targeted suppliers with SBTi targets	20	30	32
% of targeted suppliers which signed our Global Supplier Code of Conduct as part of our Terms and Conditions	100	100	100
% of local procurement professionals that have completed sustainability training	50	100	100



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