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Building better futures

**2022 Deloitte Middle East
Impact Report**

**MAKING AN
IMPACT THAT
MATTERS**

since 1845



Message from Deloitte Middle East CEO



The Middle East region continues to advance at a rapid and impressive rate with dynamic variables continually coming into play. With it, Deloitte Middle East has continued to have a constructive role in this evolution. Our professional business service advisors proudly continue to support the needs of clients, people, and society as a whole, always with the goal of making an impact that matters.

If there is one thing 2022 has clearly taught us all, it is to keep moving and to be resilient. At Deloitte, we continue to strive to build solid connections that matter because it is through such networks that we can create successful outcomes. This belief system extends to our teams within Deloitte, our clients all over the region, as well as the local communities that surround us.

Our annual Impact Report offers a collection of stories that exemplifies our contributions throughout the Middle East region in 2022, and describes the various ways in which we have made,

and continue to make, an impact that matters to our people, clients, and communities.

Business

This has been an extraordinary year filled with various endeavors and remarkable ventures. From Deloitte and Expo 2020 Dubai joining forces... to leading a national e-invoicing solution in the KSA, this was just the beginning of many projects to be implemented and supported throughout the year. Deloitte Middle East's participation in the responsible metaverse, a high-profile Forensic team investigation into fraudulent schemes for a government entity, and the advancing cyber security agenda in the UAE, proves how our work and commitment to clients remains unparalleled. Deloitte Middle East proudly continues to offer strategic partners and clients the support and expertise required to bring about regional success.

Environmental

Throughout this past year, the world has

witnessed the visible impact of climate change. With sustainability a significant aspect of Deloitte's mission on a global scale, we continue to focus on our *WorldClimate* strategy, which drives responsible climate choices within our organization and elsewhere.

Recognizing that the need to reduce emissions is paramount, Deloitte Middle East has chosen to compensate for unabated emissions through certified carbon offsets. Our organization has started offsetting its operational and business travel emissions annually since FY2020, and all our FY2022 emissions have been offset. In addition, as part of our *WorldClimate* commitment, Deloitte Middle East adopted beehives to support the dwindling bee population, local production, and sustainable honey-making practices. Deloitte also planted mangrove trees throughout the UAE in the Tree for 50 campaign.

We also remain committed to assist in humanitarian crises when and where needed, and at Deloitte, we know that all efforts, large or small, can truly make a difference for others in need. Throughout the disastrous floods in Pakistan, Deloitte Middle East was ready to provide support and relief by donating to the Pakistan Humanitarian Crisis through UNICEF.

Social/People

Understanding how the youth of today will become the leaders of tomorrow, we invest our time, energy, and experience in students, fresh graduates, and young individuals. Programs and initiatives such as the BrightStart apprenticeship program, the Middle East NextGen CIO program, as well as the Future Coders program in collaboration with UNICEF, are just some examples of the programs we have designed to meet the needs of

the Middle East region and support the leaders of tomorrow.

Deloitte continues to provide opportunities to expose our workforce to different cultures, experiences, and perspectives. Deloitte Middle East leaders have dedicated time and resources to develop inclusion programs, such as Sponsor ME, Mentor ME, and Womentor for female employees, which will support our leadership pipeline. With the launch of HybridWorks, which offers our employees choice and flexibility, we aimed at optimizing the combination of virtual experiences and coming together with purpose through intentional in-person moments that create unique value for clients and talent alike. We continued to capitalize on Deloitte University in EMEA (Europe, Middle East and Africa) for best in-class learning and development, and also created an initiative with our Deloitte colleagues in the UK to advance

the skills of new Middle East recruits joining Audit & Assurance through our latest Skills Academy.

At Deloitte, we are always motivated to be of assistance to our clients, colleagues, and the communities that surround us. We remain supportive with innovative ideas, the latest technologies, and the knowledge required to make an impact that matters today and beyond.

This 2022 Deloitte Middle East Impact Report presents a collection of selected stories that highlight our contributions and impact within the region over the past year. I hope that you enjoy reading about our endeavors of 2022 and I look forward to embarking on more innovative missions in years to come.

Mutasem Dajani, CEO, Deloitte Middle East

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Foreseeing better futures, and implementing effective strategies, has always been at the heart of all that we do at Deloitte. Over the past year, no challenge was too big or too small; our practitioners were ready to put their expertise forward and strive to make an impact that matters. As we look into the future, our teams continue to be prepared to take on the responsibilities and challenges that come along with it.



Expo 2020: Enhancing the future through analytics and insights

Deloitte's expertise in data analytics helps drive business strategies and performance, manage and alleviate risks, and allow for organizations to meet their goals by becoming more insight and data driven. This positioned Deloitte to be a key collaborator with Expo 2020 in Dubai to map out their visitor journeys prior to the event and subsequently assist operating the 'Visitor Analytics' function during the event.

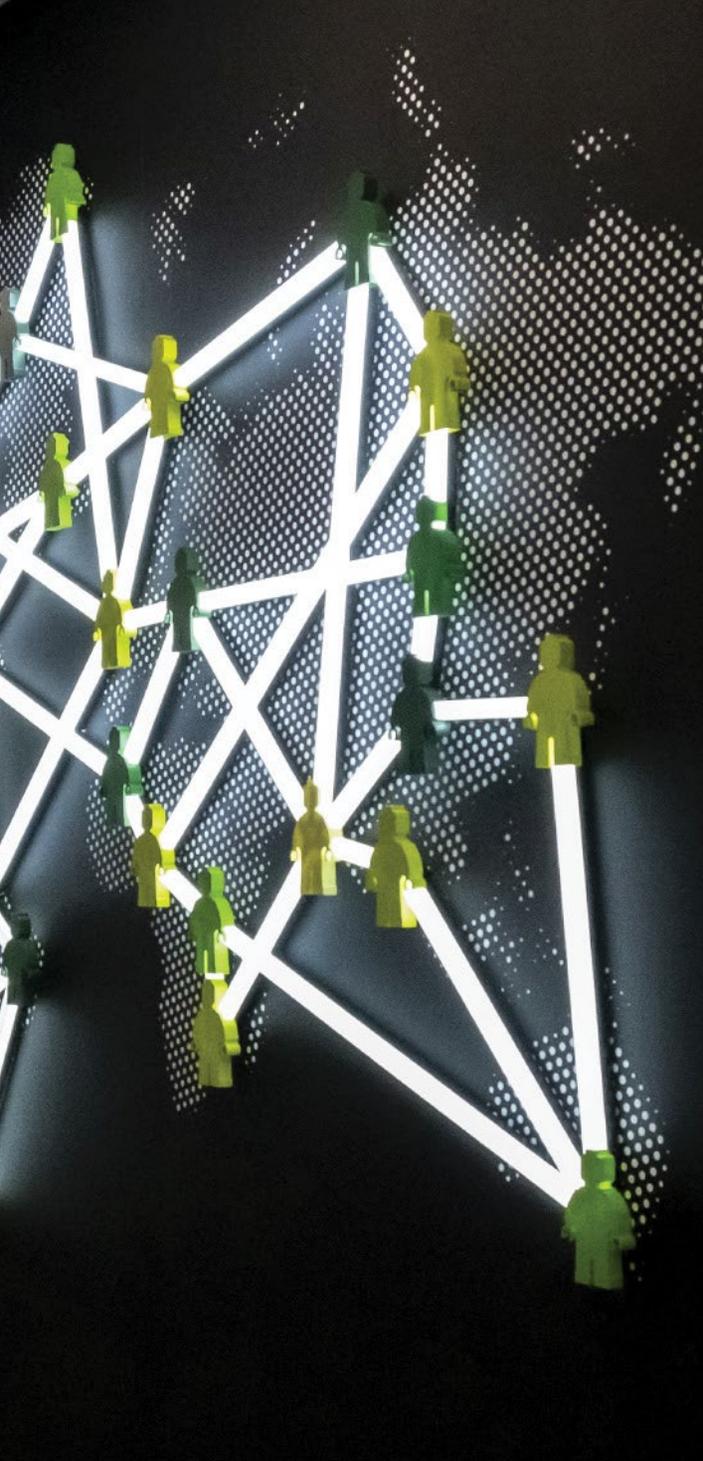
Expo 2020 Dubai was the first of its kind to take place in the Middle East, Africa, and South Asia. Hosting 192 country pavilions under the theme "Connecting Minds, Creating the Future," this outstanding event attracted more than twenty-four million visitors over its six-month duration. With the intention of offering the best visitor experiences and services to deliver 'The World's Greatest Show,' it was inevitable for data and analytics to play a key role in achieving this ambitious vision. Deloitte effectively completed its work with Expo 2020 Dubai to deliver analytics on visitor experience for

the event, aimed at enhancing the entire visitor journey and attracting more visitors throughout its duration. Through data analytics, Deloitte was able to identify and generate clear insights to propose recommendations on the user experience, all the way to departing the event and post-event satisfaction.

Deloitte and Expo 2020 Dubai joined forces to deliver the goal of being the most data-driven Expo to date, and co-created the structure and capabilities of the data and insights team where analytics played a key role in achieving the goal. The capability created was crafted along the customer journey to identify touchpoints and determine what data could be captured to enhance the best experience for visitors.

Mohanaselvan Jeyapalan, Vice President, Portfolio Management Office Expo 2020 Dubai, had this to say about the Expo 2020 Data Insights programme: "Expo 2020's efforts in data availability, correlating and interrogating data to help find answers to visitors' current issues and predict future challenges enabled ephemeral decision making a requirement for our business and thereby helped achieve our objectives. As days went by, every data point told us a story on its own." Tim Parr, CEO, Consulting, Deloitte Middle East, had this to say about this successful venture: "It was





very exciting to collaborate with Expo 2020 Dubai on enhancing the visitor journey for the duration of the event. Through the data and insights team and producing AI-led daily and weekly insight reports and topic-based insights reports, we were able to generate insights and analytics that would allow an enhanced and improved visitor experience to the Expo 2020 Dubai site. Questions like how do visitors behave, what did they experience onsite, and what did they post on social media following the event, enabled tailored experiences to be created for visitors."

Scott Barlow, Director, Portfolio Management Office Expo 2020 Dubai, said: "Expo 2020's Data & Insights team were supported by Deloitte throughout the machine learning lifecycle, from calibration of our problem statements and development of data integration pipelines through to the application of advanced artificial intelligence techniques to identify opportunities to enhance and influence strategic decision-making. Driven by this support, the Data & Insights team had a robust footing to make data insights available and accessible to senior leadership during event time through reports with distilled insights and recommendations."

Building a solid foundation

The three key pillars that contributed to the success of analytics at Expo 2020 Dubai were:

- Audience – understanding the target audiences and their journeys;
- Data – mapping data capture and data collection points to the visitor journey and consolidating the various sources of data into a single repository; and
- Analytics and insights – cutting through the noise to use analytics to answer impactful questions and provide distilled insights and recommendations.

Target audiences

Expo 2020 Dubai welcomed a wide range of visitors, both domestic and international, from school children and families, to business leaders and dignitaries. It was vital to have identified these audiences and to map out their visitor journeys ahead of the event. With this in place, touchpoints where data was collected could be mapped out along the journeys, which provided insight into visitor satisfaction and behavior.

Data collection

Data was collected at different points along the visitor journeys:

- Ticket purchases which provided basic demographic data for those purchasing through B2C as well as information on ticket upgrades;
- Ticket scans which allowed for the tracking of purchase to visit lead times, visitor arrival times, and the number of visits per ticket holder;



- Visitor satisfaction which was captured daily through surveys completed by visitors;
- Social media data which allowed for the tracking of visitor sentiment and to better understand the 'buzz' created by visitors about their experience at Expo 2020 Dubai; and
- Spend data across F&B and retail.

Being able to unlock value from these various sources was dependent on making it accessible to the teams within the required refresh frequencies in order to be able to deliver insights at pace. To this end, a cloud-based data and insights platform was implemented that consolidated the various data points in both near-real time and batches. The data was then made available to analysts through curated datasets to minimize time spent on data cleaning and transformation.

Analytics and insights

Visitor analytics was focused on understanding who the visitors were, how they behaved, what they experienced onsite, what their spend behavior was onsite, and what they posted on social media about their experience; as well as how to increase visitation and repeat visitation.

Visitor satisfaction was tracked through NPS along with visitor satisfaction being rated across over 50 services and attractions across the event. The key factors of success depended on being able to provide insight at pace with which Expo 2020

Dubai leadership could use to make data driven decisions at pace. To this end, insights were provided through several mechanisms:

- Scheduled milestone reports;
- Topic-based reports such as demographic specific reports, live-event experience reports, and reports measuring the lasting impact that Expo 2020 Dubai made; and
- An on-demand help desk equipped to conduct rapid analysis to provide answers to specific questions.

Examples of topic-based reports include those that:

- Monitored visitor experience across multiple touchpoints along the visitor journey, such as attractions, pavilions, F&B, concerts, and exhibitions;
- Provided insight into the impact that Expo 2020 Dubai had on future generations;
- Provided insights to better understand the visitor journey for different demographics, which enabled tailored experiences to be created.

The data also revealed numerous interesting trends in terms of visitor behavior, such as how the ticket-purchase to visit lead times varied amongst the different nationalities. One key observation was the change in peak arrival times from October to the remaining months of the event. This change in

behavior can be attributed to 2 main factors: the cooler weather in the subsequent months, which allowed visitors to arrive earlier during the day and the amount of time required to experience Expo 2020 Dubai. As visitors returned, they realized they would need more time to explore the site and began arriving earlier and spending more time onsite. Another observation witnessed was the strong correlation between NPS and visit duration.

The success of these mechanisms can be seen by having had the NPS increase within the first two weeks of the Expo and by Expo 2020 Dubai achieving over twenty-four million visitors at a time when many countries around the world were still in lockdown or subject to travel restrictions due to the ongoing pandemic. Being able to provide distilled insights and recommendations allowed Expo 2020 Dubai leadership to swiftly take action and address visitor feedback.

Other areas of impact included F&B, where more vegan and vegetarian food options were provided to visitors as a direct result of their visitor feedback. Expo 2020 Dubai further went on to host a Vegan Food Festival.



How tech is transforming tax: e-invoicing in Saudi Arabia

Breaking new ground to build a system for the future

Deloitte Middle East has led an innovative digitalisation programme to implement a leading national e-invoicing solution in the Kingdom of Saudi Arabia (KSA). It will have a hugely positive impact on the country's government, businesses, and citizens.

As KSA moves away from a predominantly oil-based economy in a bid to generate sustainable economic growth, like most of the Gulf Corporation Council (GCC) countries, it has seen the introduction of VAT and Excise tax in 2017/2018. For KSA, rolling out a national electronic invoicing platform is the next step towards enhancing a modern and sustainable e-invoicing economy. This will support a digitalised tax and fiscal eco-system.

For our client, Zakat, Tax and Customs Authority (ZATCA) of the Kingdom of Saudi Arabia, the ambition was to connect the entire ecosystem, so buyers and suppliers could exchange e-invoices securely.

Benefiting environment and economy

With increased automation reducing paper use, digitalisation is more sustainable. But it also makes transactions more efficient – which improves the user experience, with faster payments and reduced costs. Plus, e-invoicing gives the government better insight on market conditions, enabling fairer competition and improving consumer protection, all in line with international best practices.

Improved security is another factor. This is aided by a QR code on invoices, receipts and credit notes that, once scanned, provides instant verification and speeds up clearance.

“When I first saw the QR code on a coffee receipt, I was so excited – we had supported introducing technology capabilities that empower citizens and the government to easily verify the authenticity of a transaction,” says Anbreen Khan, Tax Partner, Deloitte Middle East, who was involved in the project from the outset.

E-invoicing also means the government can better monitor the movement of goods, services, and money, helping to reduce fraud and tax evasion. It can glean real-time insights on national economic performance across sectors, using invoices and VAT owed in a given period as a pulse-check. This then feeds into fiscal strategy.

Consulting Partner, Deloitte Middle East, Jamil Hamati adds, “From an economic and commercial standpoint, e-invoicing makes it easier and much more efficient for everyone to do business in a secure and digitally improved environment. It also allows the government to generate insights that can inform its fiscal strategy. For me what's important is that our team worked really closely with the technology teams at ZATCA to deliver this national scale project.”

A global milestone

Implementing a project like this on a national scale called for a range of disciplines, from tax expertise and analytics to business model design, technology design expertise, and cyber security. “It was a true global effort,” says Hamati. “We learnt from colleagues across Deloitte, including teams in North and South Europe – specifically Deloitte Central Mediterranean – as well as India, China, and South America,” he adds.

For Consulting Director, Deloitte Middle East, Philip Sinclair, the work pushed technological boundaries. “It has been amazing to implement a platform on a national scale using cutting-edge technology,” he says. “This platform will ultimately handle over five billion transactions a year.”

E-invoicing may have been a first for KSA, but it was an important milestone for Deloitte too.



"For me, it's a vision come true," continues Khan. "It's one of the most important national initiatives, and the most important national project undertaken as a tax authority since the introduction of VAT. That makes the team and I really proud to have been part of this important national infrastructure."

The Gulf Corporation Council consists of KSA, Kuwait, the United Arab Emirates, Qatar, Bahrain, and Oman.

With the pandemic, digitalisation has become ever more important for all governments around the world, so e-invoicing and real-time reporting is certainly a hot topic. Implementing this in the Middle East has been a privilege." Anbreen Khan, Tax Partner, Deloitte Middle East

Introduction to corporate tax in the United Arab Emirates

Changes in regulation and tax reform continue to be on the rise in the Middle East. On 31 January 2022, the Ministry of Finance (MoF) announced

that the United Arab Emirates (UAE) will introduce a federal corporate tax (CT) on business profits that will be effective for financial years starting on or after 1 June 2023.

The introduction of CT is intended to help the UAE achieve its strategic objectives and accelerate its development and transformation. The certainty of a competitive regime, together with the UAE's extensive network of double tax treaties, will cement the UAE's position as a leading hub for businesses and investments.

The UAE CT regime has been designed to incorporate best practices globally and minimize the compliance burden on businesses. CT will be payable on the profits of UAE businesses as reported in their financial statements prepared in accordance with international accounting standards, with minimal exceptions and adjustments.

With the announcements made, there is clarity around some of the main components of the CT regulations including, but not limited to, timing, scope, tax base, and rate. Businesses can start the thought process in terms of what the implementation phase may require. The implications can be far-reaching, and tax and finance teams should work on developing a roadmap.

As a first step, businesses should gain a good understanding of the required changes in order to be able to fully assess the implications. These changes might apply to the legal structure, business model, contracting and (transfer) pricing, accounting and profit, systems and data, and organizational structure (e.g., tax function). Tax and finance teams should be ready to start conversations with the different departments and stakeholders within the business around the anticipated impacts.

With these end goals in mind, Deloitte has developed a four-phased approach to help businesses achieve day one readiness, taking into consideration their own individual needs. Below is an overview of the various phases:

- **Phase 1:** Impact assessment - before issuance of the CT law and regulations
 - Perform a high-level qualitative/conceptual impact technical assessment based on the announcement made with a view to identify gaps as well as opportunities;
 - Such assessment will focus on tax technical and systems issues but will also touch on wider concerns; and
 - Build a preliminary roadmap for change.
- **Phase 2:** Detailed assessment, design, and planning - after issuance of the CT law and regulations



- Validate the high-level impact assessment and perform a more detailed assessment; and
- Perform a quantitative impact assessment.
- **Phase 3:** Implementation support - before CT effective date
 - Implement Enterprise Resource Planning (ERP) systems changes;
 - Implement legal structure/business model changes; and
 - Change tax operating models and implement adequate tax governance tools.
- **Phase 4:** Post-implementation support - ongoing
 - Provide ongoing tax advisory/implementation support;
 - Assist with the preparation and submission of tax returns;
 - Communicate with the tax office; and
 - Assist with the preparation of appeals.

In phase one, businesses should start performing a high-level qualitative/conceptual impact assessment based on the announcement made with a view to identify gaps, as well as opportunities.

When preparing for the transition to CT, UAE businesses must consider various factors to ensure readiness from a technology perspective. These factors include assessing the extent of integration with current business processes, the sophistication and knowledge of the existing IT architecture and

systems within the organization, and the extent of CT process automation that an organization wants to achieve.

Deloitte has created a complete set of “go to market” materials to help businesses understand the current state impacts and the extent of work required to meet the challenges of the implementation ahead. These materials include client webinars, tax alerts, a service offering brochure, a survey to gauge client readiness, FAQ’s document, and a series of articles that are issued on a monthly basis. All of these materials are accessible on the Deloitte website under Corporate Tax in the UAE.

Deloitte has already supported a number of businesses throughout their readiness phases. Based on our experience so far in the market, businesses are advised to start preparing. It is important to consider that this a marathon and not a sprint. There is a great deal to be done for every business to be able to achieve day one UAE CT compliance.

Advancing the cyber security agenda in the UAE

It is undisputable how cyber security tactics have become absolutely essential for public and private entities. As individuals, corporations, and government agencies continue to envelop the dynamic, digital world more and more, it becomes clear that cyber security must be at the top of the agenda. This is where Deloitte came into play this year with proven expertise in effective cyber risk management and technical knowledge to make an impact that matters.

This past March, Deloitte and the United Arab Emirates (UAE) Cyber Security Council (CSC) signed a Memorandum of Understanding (MoU) to engage in activities that support their cyber security agenda. This allowed Deloitte and the CSC to effectively join forces and utilize Deloitte’s expertise and experience in UAE cyber security, while also employing useful practices that are globally-recognized to support the cyber security agenda. Creating computer emergency response team (CERT) guidelines, cyber trainings, cyber security strategies, as well as establishing a child online protection framework, were just some of the innovative ways Deloitte aimed to assist. The development of such initiatives clearly leads to greater protection for citizens, corporations, and nations against cyber threats, which are more and more prevalent in our economic and geopolitical landscape of today.



Dr. Mohamed Al Kuwaiti, Head of Cyber Security for the UAE government, had this to say about the partnership with Deloitte: "Our collaboration with Deloitte is a joint effort to create and build local cyber security capabilities and talent to support the UAE 'Projects of the 50' initiative, and signals our commitment to a secure digital transformation and a knowledge economy." He also expressed: "We want to ensure that cyber security grows into a thriving and sustainable sector within the national economy for decades to come."

Collaborations such as this one with the Cyber Security Council are not only for building confidence and capability within the UAE and the rest of the Middle East, but for also doing so worldwide in order to embrace global cooperation and extend support in the fight against cyber threats.

Success in complex forensic investigations

In the multifaceted work environment of today, taking care of business has never been more dynamic. This is where Deloitte's Forensic team can be of assistance by connecting extensive technical and industry insights with cutting-edge

technology for the most complex investigations. When a particular governmental organization engaged with Deloitte's Forensic team this past year to investigate one of its key entities, it posed as yet another opportunity to prove how the team is always ready to make an impact that matters for clients, institutions, and society overall. The CEO of the organization in question had been accused of embezzling funds while other management personnel were suspected of collusion.

Initially, the client requested for Deloitte to collect data on key individuals and highlight any issues before further action was taken. Considering the sensitive nature of the investigation, the Deloitte team conducted their operations discreetly while collecting data in a forensically sound and legally defensible manner from a variety of data sources including laptops, mobile devices, emails, file servers, backups, and hard copy documents. The data collected from the various sources was forensically processed and hosted in our secure web-based document review platform.

A multi-disciplinary team of assessors reviewed the documents by applying various search terms, date ranges, and other filtering criteria to find the most relevant data. Additionally, review accelerators and analytics were applied to increase the speed and effectiveness of the review process.

The investigation revealed that the CEO had been involved in a wide range of fraudulent schemes that caused a serious amount of financial damage.

Following the successful examination, Deloitte was appointed to assist with gathering evidence so the accused could be pursued legally through the courts for damages. A number of expert reports were prepared for the client which resulted in successful prosecutions and significant financial recoveries.

With ongoing legal cases in the Middle East, US, UK, and elsewhere, we continue to support law firms with their document reviews, evidence bundling, and court disclosures, whilst always following legally defensible processes and maintaining a comprehensive audit trail.

Public sector clients have seen the benefit of conducting rigorous fraud investigations to recover public funds that have been embezzled, holding individuals accountable for their actions, and sending a loud message that the theft of public funds will not be tolerated. The fight against fraud and corruption helps reduce the wastage of public funds and strengthens public trust in government and government institutions.



Manifesting the responsible metaverse

The convergence of technical, social, and financial influences is ushering in the evolution of the metaverse. The extended reality capabilities enabling the metaverse include VR, AR, MR, Web 3.0, digital twin and simulation. The metaverse could drive a shift in consumer and enterprise behavior, change business models, be a catalyst for pioneering engagements, and alter the landscape of the future of work. Furthermore, the propensity for ambitious goals and relentless commitment towards the digital economy infers that our region is perfectly poised to be at the forefront of this global adoption.

At Deloitte Middle East, we intend to proactively engage with diverse stakeholders across the ecosystem and collectively lay the foundation of the responsible metaverse.

The amplification of transformative technologies in the open metaverse and Web 3.0 has shed light on a range of complex issues and risks which deserve immediate attention. Given the far-reaching consequences, it's imperative to draw lessons from Web 1.0 and 2.0. And while the realization

of the open metaverse vision may be years away, it's never too early to sow the seeds of trust - an essential building block of the responsible metaverse.

At Deloitte, we've embarked on the journey of building and enabling the responsible metaverse. To accomplish this with utmost security, we have identified essential considerations that need to be effectively managed to firmly build trust across the metaverse ecosystem from an early stage. These considerations include data privacy, cyber security, safety, ethics and compliance, legal ownership and IP protection, accessibility, climate impact, health and wellbeing, governance, and tax implications. Towards this end, we are driving open conversations and actively raising awareness of our internal and external stakeholders through exclusive responsible metaverse events at our Deloitte Digital Center in Riyadh and our D.Studio in Dubai. We're proactively sharing our point of view and are leading panels at prominent forums across the region with diverse stakeholder groups. These ecosystem partners include enterprises across multiple industries, policy makers, legal and tech IP firms, technology and experience design solution providers, and next generation user groups. We believe the logical next stage of these deliberations would be structured forums of diverse ecosystem stakeholders in the region and globally. These forums would be focused on

designing, defining, and bringing the metaverse ecosystem to life.

The coming of age of transformative technologies in the metaverse is enabling the creation of pervasive, immersive experiences. At Deloitte, we're committed to purposefully steering the course towards manifesting the responsible metaverse and delivering an impact that matters for our people, clients, stakeholders, and communities at large.

Environmental



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Consistently working towards a better tomorrow should come naturally, however it takes hard work and ambition to actually make a solid impact that matters. As we look back at our sustainability achievements in the past year, we see steady steps of action ennobling our mission to drive positive sustainable change. Our journey involved the engagement of various stakeholders in our WorldClimate ambitions, launching internal climate policies, embedding sustainability in the ways we work, minimizing and offsetting our unabated emissions, empowering our people with year-round sustainability learning programs and climate volunteering opportunities, creating a culture of cooperation around sustainability, and contributing to the wider ecosystem by driving eminence and foresight in the sustainability field. Below are a few picks of our sustainability stories, spotlighting our carbon reduction, care for trees, and love of bees!

Carbon reduction¹

In FY2022, Deloitte Middle East's business travel emissions totaled 2,097 tCO₂e, achieving a 71% reduction compared to the FY2019 baseline. Our employee commuting and homeworking emissions² totaled 2,255 tCO₂e achieving an 8.4% reduction compared to the FY2019 baseline. Our electricity (location-based) emissions totaled 5,740 tCO₂e, reflecting a 1.5% reduction compared to the FY2019 baseline, prior to purchasing Renewable Energy Certificates (RECs). Those latter emissions were then completely eliminated following the purchase of RECs, achieving 0 tCO₂e of electricity emissions for FY2022. Emissions from purchased goods and services³ totaled 11,797 tCO₂e, leading to gross total emissions of: 16,149 tCO₂e in

FY2022, achieving a 37.6% reduction compared to our gross total emissions in FY2019.⁴ Acknowledging that most of the reductions in emissions are globally linked to the recent pandemic and its effect on travel activities and working models - which makes it hard to assess the direct impact of our reduction initiatives - we are striving to manage the post-COVID-19 bounce back and to ensure, through our sustainability strategy and programs, that we are moving steadily towards achieving our WorldClimate emissions reduction goals.

Recognizing that the need to reduce emissions is paramount, Deloitte Middle East has chosen to compensate for unabated emissions through certified carbon offsets. Our organisation has started offsetting its operational and business travel emissions annually since FY2020, and all our FY2022 emissions have been offset.

Tree for 50

At Deloitte, we value the importance of making an impact that matters to our local communities and the planet as a whole. We strive to do this through our WorldClimate strategy, which drives responsible climate choices within our organization and beyond to do our part in helping the world achieve the goals of the Paris Agreement. Climate change is accelerating faster than we thought, and the ecosystem is an important pillar of our WorldClimate strategy to create a more sustainable future. Between November 2021 and February 2022, 155 Deloitte volunteers across the UAE participated in the Tree for 50 mangrove tree planting campaign.

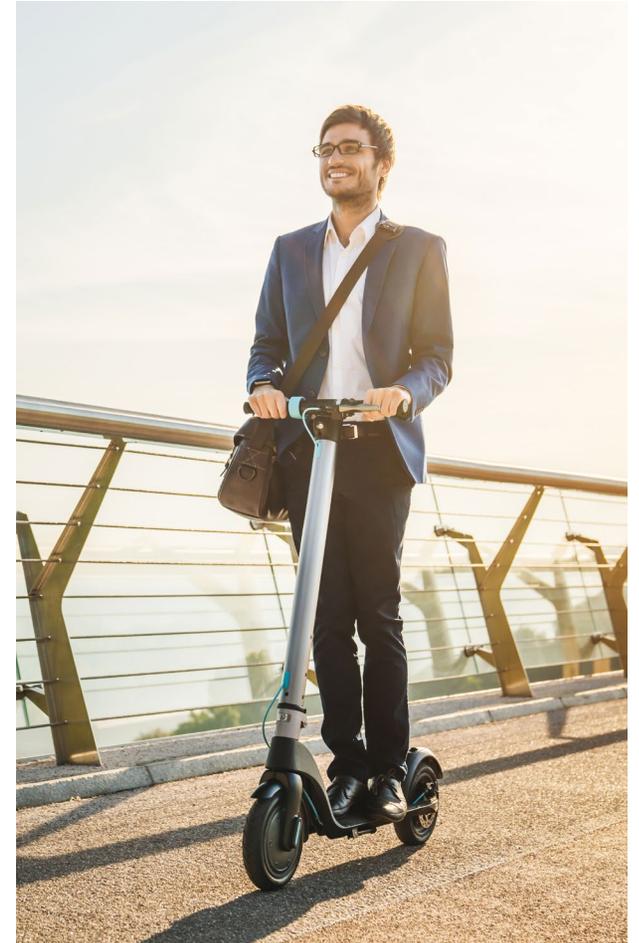


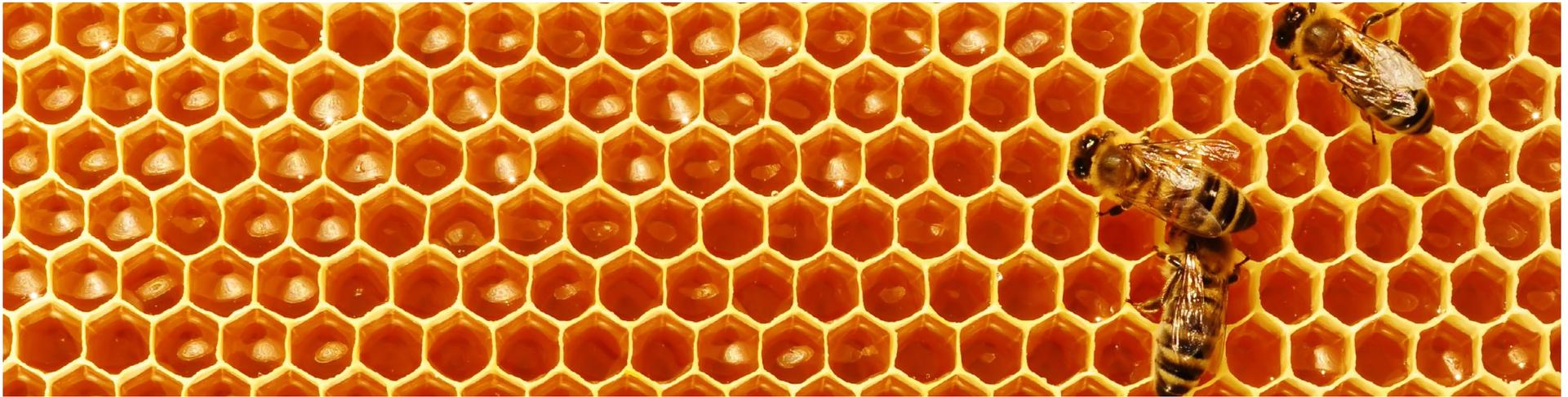
The campaign was part of the UAE's Ministry of Interior AQDAR Khalifa Empowerment Program, and its main goal was to plant 50,000 mangrove trees through multiple plantation events in the UAE in celebration of the country's Golden Jubilee. Providing a sustainable environment and infrastructure is one of the six pillars of the UAE National Agenda. The country has introduced various marine conservation programs, including mangrove tree planting and coral restoration, and is working continuously to increase the size of marine protected areas. Our volunteers participated in the rehabilitation project of Al Zorah Nature Reserve of Ajman. Each group attended an educational workshop and planted one mangrove tree per volunteer.

Mangroves are essential components of this coastal environment and provide a sustainable ecosystem. They help protect the coastline of the UAE, serve as breeding grounds for marine life and

birds, and are also considered to be the "lungs" of the country by absorbing the CO₂ that is released from pollution and industrial development. With an area of over 150 square kilometres, the UAE enjoys the most extensive mangrove coverage in the region.

The effort of the Deloitte team in the Tree for 50 campaign contributed towards enhancing environmental sustainability and supporting nationwide efforts in the restoration of the ecosystem helping to successfully tackle the human-induced destruction of mangroves. To double the impact, for every mangrove planted in the UAE, a mangrove is also planted in Africa.





Adopting beehives for the sake of sustainability

Climate change is not a choice. It's bee-llions of them!

The number of bees around the world has been on the decline for quite a few years due to several factors. From habitat devastation and deadly mites, to the obvious issue of climate change, these tiny creatures are unquestionably in need of some much-needed support. And not only do bees

provide the world with honey, pollen, and beeswax, they also aid in the production of almost 75% of the plants that yield 90% of food globally! So, in the end, bumble bees are truly invaluable to us all.

In response to this critical global issue, and as part of Deloitte's *WorldClimate* commitment to drive responsible climate choices beyond our organization, Deloitte Middle East adopted actual beehives in support of bee preservation, local production, and sustainable honey-making practices.

To kick-start this initiative, a group of Deloitte colleagues organized a visit to the apiary to witness

first-hand the amazing environment of these busy bees, learning the basics of beekeeping and bee behaviour with a team of professional beekeepers. From improving the food production of billions of farmers worldwide, to sustaining the ecosystem and providing countless medicinal benefits, bees are amazing creatures that play a vital role in preserving our world. Deloitte is proud to be a part of this project and continues to support such initiatives that truly make an impact that matters to the environment.

Social



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Global challenges remain to transpire; it is an undisputable sign of the times. For this reason, Deloitte has been adamant this past year in confirming its commitment to helping others and making a consistent impact that matters. With ingenuity and resilience our teams have worked diligently to support shaping better futures in the evolving and dynamic work environment of today.



Inspiring leaders of the future

For over 10 years, the Deloitte Chief Information Officer (CIO) Program has globally showcased Deloitte's commitment to serving our clients by enabling CIOs to stay ahead of the curve whilst facing new challenges and growing demand.

In May, we officially launched Deloitte's flagship Middle East NextGen CIO program in Riyadh. The program included 6 aspiring CIOs from key industry sectors, namely public, private, TMT, and FSI clients in the region. The main aim of the program was to help our clients develop their next generation of leading CIOs.

This exciting leadership development program has been designed exclusively for aspiring CIOs and focuses on building the qualities essential to all facets of the role, such as transitioning to become a CIO, CIO-CFO relationship, digital transformation, cyber security, and managing relationships with the board. The program managed to enlighten participants with an in-depth CIO's perspective on how their journey has evolved over the span of 30 years. One of our NextGen CIO program participants stated: *"We all have faced similar*

challenges in our organizations. However, this program has transformed our understanding of how we can evolve to be better leaders of the future."

The program was designed to run for several days with 10+ intense in-person sessions followed by insight sessions focusing on Deloitte's flagship publications. The program speakers included Deloitte leaders as well as leading senior speakers including board members, CEOs, and CIOs who shared their experiences with C-suite executives and management roles. The sessions enhanced the participants' knowledge and understanding of some of the key elements required to fulfill and execute the role of a CIO in today's evolving and dynamic work environment.

The NextGen CIO program continues to contribute to the success stories of this region by bringing together larger groups of aspiring CIOs who will enable our clients to rise and serve their organizations better.

Empowerment for employability

Empowering youth with the skills they need to succeed and thrive in a challenging world just



makes sense. This is why Deloitte Middle East joined forces with UNICEF this past year to empower less privileged youth, university students, dropouts, and/or unemployed graduates, with digital upskilling through a coding bootcamp called Future Coders. Because in the end, we know that education can transform weakness into strength, and essentially, boost confidence and the power to flourish in an ever-competitive world.

With the increase in demand for coding and web development services across the region, as well as globally, this bootcamp was designed to address this need by boosting this demographic's employability through coding and soft skill training. The bootcamps are delivered in person and online aiming to address the current challenges imposed by the economic crisis in Lebanon; the online aspect aids in tackling high transportation costs so students from all around the country can benefit from this valuable opportunity.

Deloitte Middle East, in collaboration with UNICEF, encouraged 130 young women and men in Lebanon between the ages of 18-25 (of which 50% were female) to join the Future Coders career program over the duration of 6 months. Upon program completion, the graduates are able to acquire 10 foundations of computer science courses, up to 6 intensive full-stack web development bootcamp courses, and soft skills mentoring, aiming to increase their chance for

job opportunities and potential careers in the Lebanese market and abroad. This will not only allow them to earn a potentially higher income and enable them to thrive on all levels, but also strengthen their resilience in the local deteriorating socio-economic conditions.

UNICEF will be delivering the results along with SE Factory, which has been running coding bootcamp programs to empower low-income youth through digital upskilling by building both coding skills and soft skills to boost their chances for employment.

This program is in line with Deloitte global WorldClass ambition to empower 100 million futures by 2030. The intention is to fully prepare young Lebanese people for a world of opportunities by equipping them with the armour they need to survive in modern society. Investing in this demographic is a positive way to reach out and help in creating futures that matter. At Deloitte, we know that investing in education and skills is always the answer.

Investing in the next Saudi generation

Here at Deloitte, investing in the next generation has always been a priority of ours. And since existing educational institutions – schools, colleges,

and universities – are struggling to equip young people with the skills needed for the evolving economy and careers that span different digital eras, we at Deloitte decided to design, develop, and launch a solution to bring the future of work into today.

Our pioneering BrightStart program marked the start of our exciting journey to “reinvent” how we invest in young Saudi talent. Ambitious and innovative high-school graduates were asked to join our business as apprentices for a four-year program and immerse themselves within the digital ecosystem delivered by our world-class consultancy service line in the Kingdom of Saudi Arabia.

This unique earn-while-you-learn opportunity allows high-achieving high-school graduates to acquire outstanding professional training by working on real-world projects 3 to 4 days each week, all while pursuing a bachelor's degree. In this way, the program reimagines the education to employment pathway and combines the best of both worlds: a degree and real-world experience!

Since its launch in 2020, the firm has employed three cohorts of BrightStart, totaling 49 apprenticeships across our five consulting portfolios. Many apprentices have obtained internationally-recognized professional qualifications from industry leaders, such as



AWS and SAP. It's successes like these that clarify why the program is increasingly gaining external recognition from reputable entities, such as the Misk Foundation and the Saudi British Joint Business Council.

Moreover, as an organization committed to diversity and inclusion, we at Deloitte make a considerable effort to ensure this opportunity is open to the broadest cross-section of Saudi youth as possible. This is reflected by the fact that 58% of our latest acceptances are female and 54% come from cities and villages outside of the country's capital, Riyadh.

Overall, we see our BrightStart program as a powerful way to contribute meaningfully to KSA's Vision 2030 agenda and we are excited to see where this journey of youth investment will take our firm and the wider future of work and talent ecosystem in Saudi.

Support for Pakistan

When the news broke out about the catastrophic floods in Pakistan, resulting in millions of people displaced and homes and major infrastructure destroyed, Deloitte was ready to provide support and assistance to this humanitarian crisis at hand.

Consequently, Deloitte donated to the Pakistan Humanitarian Crisis through UNICEF, a donation that will impact 5,000 children.

Deloitte's contribution was directed towards education relief in the form of recreational/ educational kits, which essentially help to support psychosocial activities for children who are always the most vulnerable and require the utmost support in such humanitarian crises.

A child's right to education is highly at risk during emergency situations and the transitional phase thereafter. In the end, education isn't simply a basic human right, it is an instrumental strategy to support recovery. The re-establishment of education not only protects a child's fundamental right to education, but also plays a vital role in normalizing their environment, which in turn aids them to overcome the psychosocial impact of such disasters.

These educational kits, supported by Deloitte, were designed to enable UNICEF and its implementation partners to immediately create activities for children in Pakistan who have been devastatingly affected. These educational and recreational activities were created for both children and adolescents; they involve games and sport activities to support the release of energy and anxiety through physical play. They also promote

the development of important life-skills such as teamwork, cooperation, negotiation, empathy, and anger and stress management in addition to the building of networks and trusting relationships.

Internal initiatives by Deloitte Middle East professionals across the Kingdom of Saudi Arabia, United Arab Emirates, and Qatar have also been part of the Pakistan Floods Relief support campaigns. Clothing, linens, and shoes were gathered internally, and professionals donated these items on their own behalf for this worthy cause.



Our people

Elevating our society with purpose-driven strategic initiatives

At Deloitte, we are committed to making a meaningful impact in the communities we live in. We believe human connection can help create innovative solutions and have a lasting effect on pressing issues. Understanding the impact on our society is key to addressing climate change and building cohesive communities that contribute to effective and purpose-driven economies. By harnessing the collective power of our firm, we aim to achieve lasting social impact for the greater good.

Aligning with the DME commitment to empowering 200,000 youth through education and entrepreneurial skill-building by 2030, mentoring at Deloitte has a strategic focus on making an impact that matters and represents the firm's commitment to growing our leadership pipeline, contributing to women's advancement, supporting succession planning, and upskilling to ensure a future-ready

workforce. With over 90 nationalities, Deloitte ME continues to provide opportunities to expose our workforce to different cultures, experiences, and perspectives.

At DME, we have a dedicated Purpose, Culture and Inclusion team that works to provide our people with the best working practices that prioritize wellbeing and foster an inclusive and thriving culture valuing diversity. By putting our people at the forefront of our efforts, we focus on developing inclusion programs such as AllyME, our DME Allyship Program, SponsorME, Mentor ME, and Womentor to name a few.

One of the most recently launched initiatives is AllyME. Building inclusion and support for all people aims to drive positive change toward enabling diverse and underrepresented groups to feel heard and perform at their best. Through the AllyME initiatives and our allyship advocates, our firm continues to set the standards for inclusion, respect, and allyship.

DME also launched a formal sponsorship program named SponsorME which aims to accelerate and increase the pipeline of women for promotion

to partner levels and leadership roles. The sponsorship program is integral to the DME gender strategy, and it is a commitment to advocate and create advancement opportunities for high performing individuals. It's not just talking to people about their careers; it's about leaning in and providing the critical client and project experiences, exposure to other influential leaders, and advocacy that will accelerate a sponsoree's career.

In addition, MentorME is a mentoring program designed to develop top performing leaders, and Womentor is particularly designed for Deloitte women to further advance in their careers and assume leadership positions. This year's Mentor ME program cohort demonstrated an increase of more than 100% of mentee participation compared to last year across the program, and from a gender-lens, we have made a continuous effort in making an impact that matters through progressing our diversity ambitions and our commitment to gender balance within the firm.

Cynthia Corby, Audit & Assurance Partner at Deloitte, continues to drive the gender diversity agenda with the ACCA Women in Finance platform, promoting gender balance with an increased

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emphasis on mentoring programs for female talent.

Further supporting the agenda, we have ensured that all of our female talent have had the opportunity to grow within their role through the power of mentoring with an increase of 27% in women's mentee representation in just 5 years.

Correspondingly, mentoring programs have been a strategic focus in creating a positive impact on our society. The D-180 is our flagship virtual mentoring program, which was launched in April 2020 as part of our response effort to COVID-19. D-180 provides youth across the Middle East and Cyprus with informal mentoring and extra-curricular learning opportunities. Through D-180, Deloitte professionals are paired with mentees to support them on their skill-building and employability journeys. Mentors expose the mentees to the world of work, support them in setting and reaching goals for entering the market, and act as soundboards to mentees' challenges. The length of the relationship is 6 months, and to date, we have mentored 350+ youth and are about to launch a series of new cohorts.

In addition to the above, we have launched several other programs to create a further impact on our society. Through the Digital Youth Program (DYP) we aim to bridge the digital divide by

offering laptops to students, schools, women entrepreneurs, and small and mid-size enterprises (SMEs). Laptops going to students are uploaded with e-learning software that allows them to learn math, science, and language for grades 1 to 12. We have impacted more than 4,500 people during the past 5 years.

The Deloitte Accelerator for Social Innovation (DASI) aims to help address the region's social challenges by empowering and supporting small and medium-sized social enterprises to grow and scale their impact. We offer two winners a pack of pro-bono advisory services valued at over \$US100,000 in addition to providing them with mentorship, networking, and skills development opportunities.

Additionally, in our aim to centralize, the center of excellence within the Audit & Assurance function is a key initiative that supports the upskilling of fresh graduates and university students in coding and data analytics, as well as other documentation and testing requirements via the Shared Service Center. The center has created over 20 internships in FY22 and is continuing to evolve. As the future of audit evolves, so does our business to ensure that we are future-ready.

Following this, the mobility program has allowed professionals the opportunity to transfer (based on availability) to any member firm, and in return,

enhance their learning and experience. In line with our commitment to gender diversity and building skills, we have several female interns who have come on board after a career break, successfully securing full-time positions in the team; we also have several employees on the ACCA Program scheme, which is a qualification that enables you to become a Chartered Certified Accountant, further supporting our commitment to creating job opportunities and upskilling.

Globalization and demographic changes are reshaping the way organizations around the world interact with the talent market. One of our goals is to continuously ensure we identify and retain "high-potential" talent, particularly among nationals. Jazla Hamad, Deloitte's first Emirati woman Partner, continues to drive the nationalization agenda as a key focus area, especially in our capital markets. The Sri Lankan secondee program and Jordan resource group have collectively made a positive impact on resource management, further creating job opportunities and cross exposure to employees across member firms. In our commitment to developing work practices that support agility, we have in place several agile working programs such as HybridWorks, flexible work arrangements, part-time work arrangements, purchase of additional annual leave, and sabbatical leave. Making space for the different facets of our lives enhances the well-being of our employees and families, and society at large.



Taking on the commitment to drive purpose, which is at the heart of everything we do, our Deloitte Middle East Purpose Council was founded to continue to foster a positive impact on our people, clients, and wider society.

In a class of their own

Our Skills Academy is laying foundations for a career in Audit & Assurance

For many young people, starting a career can seem daunting. But a successful initiative in the UK and Middle East is easing the transition for new recruits joining Audit & Assurance.

The Skills Academy is designed to give everyone the same experience and the best start possible. This year, hundreds of new joiners have been through the programme, helping them to develop the capabilities, confidence and contacts to flourish in their career.

Competencies and consistency

The academy programme provides participants with a high-quality springboard into a career in Audit, giving them the opportunity to work on live projects while learning a consistent set of core competencies.

After it launched as a pilot in the UK in 2018, the

initiative proved so successful that it was extended to all new joiners across Audit, and a second programme was introduced in the Middle East in 2020.

This year alone, over 600 participants have been through the UK academy and 160 through the Middle East – including interns, graduates, our BrightStart apprentices, and students on industrial work placements.

A valuable steppingstone

Umar Patel is among our alumni. He took part in the UK initiative in November 2021 after joining our BrightStart scheme, an earn-while-you-learn apprentice programme for school leavers, and the academy proved a great steppingstone to the working world.

“There were so many new people to meet and new things to learn and taking part in the Skills Academy helped to build my confidence,” he says.

“You develop skills like communication and how to use certain software and programmes. Having that knowledge is priceless.”

It also provided a networking opportunity that will benefit Umar throughout his career. “Getting to know people is a big part of working at Deloitte and, through the Skills Academy, you meet others in the same boat and feel supported. I still talk to

people from my rotation, which has been great.”

Putting learning into practice

In the UK, cohorts complete a three-week rotation, guided by a dedicated team leader, with a mix of virtual and in-person working.

“A key aspect of the Skills Academy is preparing participants to work on live projects. We task them with either live work or case studies – meaning they can quickly put what they’ve learnt into practice,” explains Taisheen Anver Khan, who drove the UK roll out.

For Deloitte Middle East, which covers 15 countries, the programme targets permanent hires and interns, and the rotations are around eight weeks.

“For us, the Skills Academy is a haven where everyone is taught in the same way. There are no cultural barriers or hierarchies, and people are given the space and time to learn. Also, rather than just training, it’s providing real, practical experience,” says Vinod Ganwani, who leads the initiative in the Middle East.

Everyone benefits

Ultimately, everyone benefits: the individuals and the teams they go on to work in. It’s also proving a hit among colleagues who sign up as cohort team leaders.

“Feedback shows they enjoy their role because



it's so different from their day job," says Taisheen. "Over the course of the programme, they see how participants develop and get a real feeling of satisfaction. They love that aspect of it."

Skills Academy participants have also been overwhelmingly positive, with around 90 per cent of the UK participants agreeing it's been valuable for them.

For Taisheen, there's a sense of pride in watching the Skills Academy develop. "I've been part of this for a number of years now, and you get so emotionally invested," she explains. "I'm delighted to see the impact it has had on so many people."

"Rather than 15 associates joining separately, and managers teaching the same thing in different ways, why not bring them together? It improves consistency and creates an environment where they can support one another." Vinod Ganwani, Senior Manager, Audit & Assurance, Deloitte Middle East

Embracing the benefits of hybrid working

The working environment over the past two years has seen a profound paradigm shift. Even with

technological advances, societal changes in Europe and North America, and the encouragement of greater flexibility in the way we work, it still didn't lead to the mass migration from office to home as many advocates had expected. It took a global pandemic for businesses and governments to rapidly adapt to the changing circumstances to ensure business continuity, which has shaped the workplace of today and the future.

The global adaption of flexible working, in many instances, has become the norm; and it is unlikely that the requirement to be at a desk permanently will ever return. According to a study by Stanford University, the blend of remote and office-based working has a benefit that is equivalent to an 8% pay increase, with organizations such as JP Morgan Chase announcing that they expect 40% of their colleagues will now work in a flexible manner.

Deloitte Middle East has equally embraced the benefits of flexible working with the launch of HybridWorks in December 2021. HybridWorks is a framework of what flexible working is and how it is to be applied. It provides flexibility and choice about when, where, and how our colleagues work in line with our business needs, whilst creating an optimal environment for colleagues and clients, enabling our business to thrive, and continuing to make an impact that matters. In essence, HybridWorks is a combination of virtual

working experiences and coming together through intentional in-person moments that matter.

A reflection of our next normal

The rapid change to working remotely has demonstrated that Deloitte Middle East was still able to deliver effectively for our clients, and by 2021, it was evident that colleagues had taken the initiative in determining what worked best for them and for our clients.

Before the formal introduction of HybridWorks, Audit & Assurance had updated the Team Pledge. And while this was originally a covenant to each other to uphold our commitment to the public interest and foster a unique talent experience by embracing a number of non-negotiable principles, this has been enhanced to reflect the next normal.

In summary, these principles are:

1. Working in our next normal;
2. Raising our hand;
3. Continuous learning and professional development;
4. Living our on-the-job coaching model; and
5. Quality is our top priority.

Specifically, on our next normal, Deloitte Middle East colleagues have committed to building wellbeing norms within their team channels. The



aspiration is to ensure we commit within our teams to protect our collective wellbeing and impose boundaries between work and personal life. As an example, this could involve blocking time in their calendar when needed to focus on a personal commitment.

Principles also remain flexible

Although this is a model that provides a framework, it is a principle-based approach, and all colleagues are to apply their own judgement depending on the situation at hand. So essentially, we are also flexible in our flexibility approach.

HybridWorks is driven by four key principles:

1. **People-centric:** Prioritizing “moments that matter” and understanding our people’s expectations and needs for their growth, development, and optimal talent experience;
2. **Client focused:** Co-locating with our clients as determined by their preferences while factoring in the requirements of our work, quality measures, and the needs of our people;
3. **Powered by inclusion and wellbeing:** Offering flexibility and trust which are central to an environment where everyone can be successful;
4. **Driven to achieve climate goals:** Aligning with our goals under *WorldClimate* to reduce carbon emissions spent on travelling and commuting.

The optimization of remote working experiences and coming together through intentional in-person moments is the key benefit of our approach to flexible working. We promote being intentional about meeting in person for moments that matter for client services, innovation, connecting, and collaborating with clients and teams, while facilitating personal growth, development, and wellbeing.

Exercising good judgement always

The success of HybridWorks is about having mature and pragmatic conversations and determining when it’s best to come together for those moments that matter. Underpinning the four key principles, there are also six dimensions that have helped our colleagues to apply their best judgement when it comes to utilizing the principle that suits their particular scenario:

1. **Promoting flexibility:** Making the call based on information whether to work at home, the office, or client site;
2. **Fostering collaboration:** It can be challenging to work virtually but with the right technology and approach, there is guidance available to help optimize in these situations;
3. **Nurturing personal development:** Learning does not need to take place in a physical classroom or office; much of our learning is virtual. Colleagues can take control of when, where, and how to drive development;

4. **Applying client rhythms:** Collaborating with clients and understanding what works best for them;
5. **Wellbeing & Inclusion:** The pandemic has made this an acute issue and many colleagues have faced challenges in looking after their and the wellbeing of family, friends, and colleagues; and
6. **Driving sustainable behaviours:** Thinking about our own footprint with regards to the planet, e.g., questioning whether we need to drive to the office and if working remotely will suffice.

Governance



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Our shared values guide the way we behave to make a positive, enduring impact.



Every day we challenge ourselves to do what matters most— for clients, for our people, and for society.

We inspire our talented professionals to deliver outstanding value to clients, providing an exceptional career experience, and an inclusive and collaborative culture.

We contribute to society, building confidence and trust in the market, upholding the integrity of organizations, and supporting our communities.

At the heart of everything we do is a set of Shared Values. These values serve as the basis for the decisions we make and the actions we take, enabling us to deliver impact where it matters most for Deloitte clients, our people, and society.



Lead the way

With our unmatched scale, scope, skill, and service excellence, Deloitte is not only leading the profession, but reinventing it for the future. And we are putting those same attributes to work in our communities, creating opportunity and leading the way to a better, stronger and more sustainable world.



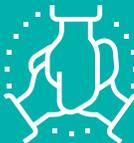
Serve with integrity

By acting ethically and with integrity and serving as role models in our communities, Deloitte has earned the trust of clients, regulators and the public. Upholding that trust is our single most important responsibility - the reason we do what is right, always.



Take care of each other

Deloitte's culture is grounded in the understanding that "we are all in this together." We look out for one another and prioritize 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. We are committed to empowering all people to grow and achieve, accelerating diversity in leadership.



Collaborate for measurable impact

We approach our work with a collaborative mindset, teaming across businesses, geographies, and skill sets to deliver a tangible, measurable, and attributable impact. We measure our success not only by metric, but by the strength of the relationships we build, the level of innovation we bring to solving problems, and the company we keep as we deliver the best of Deloitte to the world.

About Deloitte Middle East

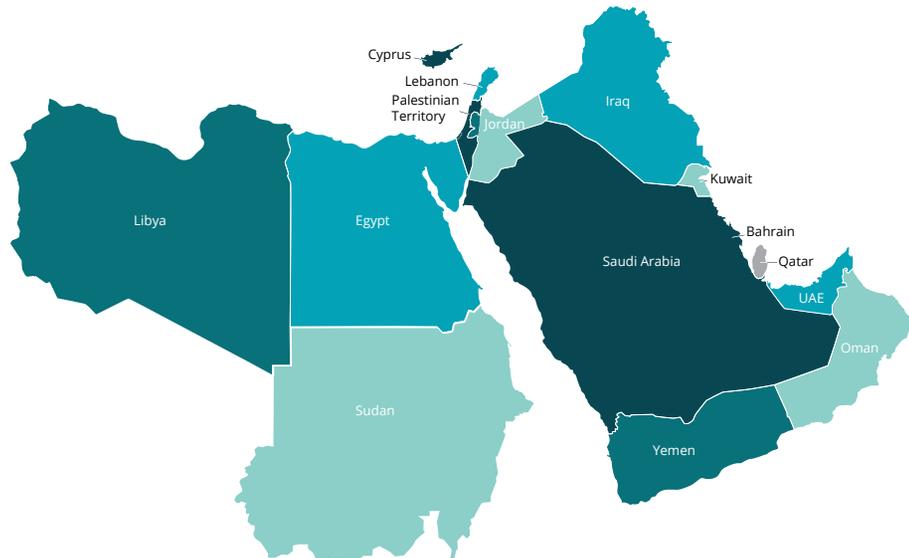
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We have served as trusted advisors for clients over the past 96 years.

Deloitte is the world's largest leading professional services firm, providing audit and assurance, tax, consulting, financial, and risk advisory services to public and private clients spanning multiple industries.

Deloitte clients are able to benefit from experts that are well aware of the environment, culture, and the specific industries they are operating in.

Our 5,900+ professionals serve the Levant region and wider GCC across 15 countries



 5,900+ Professionals

 39% Women

 105 Nationalities

 15 Countries

 29 Offices

**Footnotes:**

¹ The FY2022 GHG Emissions Basis of Reporting - Deloitte North & South Europe is available here: <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/about-deloitte/deloitte-uk-annual-review-2022-ghg-emissions-basis-of-reporting.pdf>

² FY2022 is the first year we have calculated and reported emissions from employee commuting and homeworking. Before the Covid-19 pandemic, employee commuting and homeworking was deemed to be outside of our operational control and therefore not reported. Covid-19 has had significant implications for working patterns and consequently a hybrid working model was embedded in FY2022. This means we consider commuting and homeworking now to be a fundamental part of our operating model and we will purchase offsets/ CERs to cover this new emissions category from FY2022 onwards. For transparency and comparability, we have retrospectively calculated emissions in this category and reflected this in the gross and net emissions totals for FY2019 - FY2021. Due to limitations on actual data, it should be noted that the majority of the commuting and working from home calculation rests on assumptions. We will refine these assumptions and improve the methodology moving forward.

³ The PG&S methodology is based on procurement spend data for 3 Deloitte North South Europe geographies (including UK as the largest). This spend data is the basis for 59% of emissions, with the rest extrapolated. We apply a number of assumptions to the spend data, including how we allocate spend into procurement categories, how we treat our suppliers' reported Scope 3 emissions, the CDP sector emission factors we apply to each spend category, and the

extrapolation factors. We continually review our approach to reduce the risks inherent in these assumptions and the impacts of year-on-year fluctuations. Between FY2021 and FY2022 we changed some of these assumptions. For FY2022, we have changed the extrapolation factor from region-specific to a single global factor, reflecting that we do not believe emissions per unit of product are materially different from region to region in a global supply chain. We have also improved how we allocate spend per procurement category, and revised which CDP sector emissions factors we apply to our procurement categories. For transparency, we have estimated that our FY2021 PG&S emissions would have been 7,957 tonnes using the revised FY2022 methodology; a variance of -13.3%. We will continue to review our approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of our disclosures. When these enhancements lead to a material change in a reported figure, we are committed to explaining the nature of the change, our reasoning for its appropriateness, and the percentage variance compared to previous methodologies.

⁴ Limited assurance was provided by BDO LLP at a consolidated Deloitte 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, Netherlands, Norway, Sweden, Switzerland, and the UK plus Jersey, Guernsey, Isle of Man, and Gibraltar.

Links:

<https://www.nytimes.com/2019/12/04/climate/climate-change-acceleration.html>

<https://www.fastcompany.com/impact/why-does-the-marine-ecosystem-matter-to-the-uae/>



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