

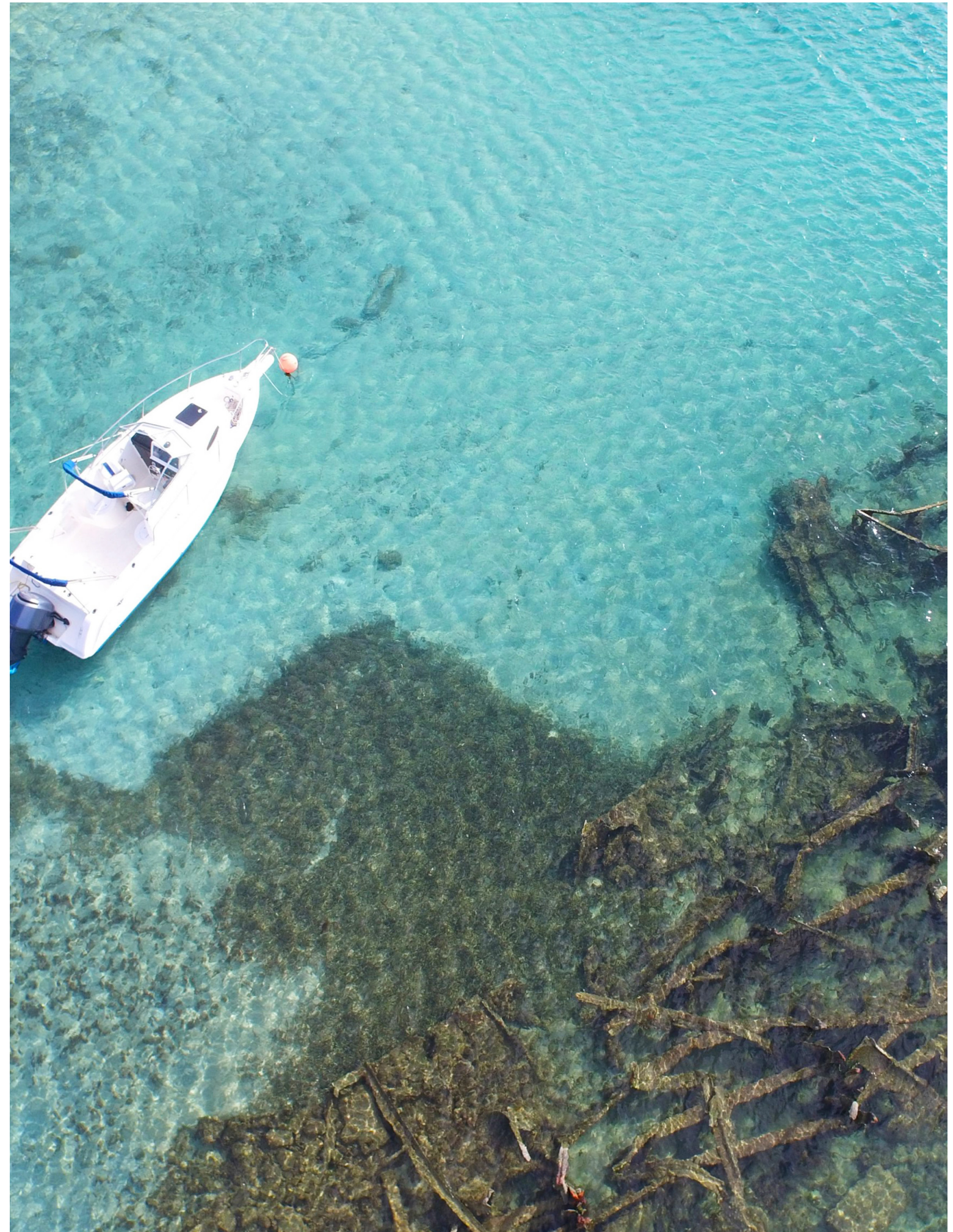


Making an impact that matters

Deloitte Bermuda:
Corporate Social Responsibility
(CSR) FY19 Report

September 2019

At Deloitte, we're driven by our clear purpose... to make an impact that matters to our clients, our people, and our communities.



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Message from the CEO

John Johnston

Deloitte Bermuda has always had at the center of its business, a social responsibility to its people and to the local community. We strive to apply our purpose in everything we do. We know that our clients want consistent, distinctive world-class service; we know that it's becoming increasingly clear around the world that they – and we – care about businesses' impact on, and interaction with, society and community.

Here in Bermuda, I am always impressed by the dedication of Deloitte employees to our community. There are so many ways in which they contribute, as this report will go on to show. One of the more visible events is our IMPACT Day, when employees leave their desks, computers and phones behind for the day to volunteer. IMPACT Day is just one day of focus in a year-round commitment to community investment.

Fiscal year 2019 brought new and exciting opportunities for charitable giving; it was the first year that Deloitte Bermuda contributed 360 volunteer hours towards the Guided Math Program, providing math tutoring to Harrington Sound primary students. Every Tuesday, dedicated Deloitte volunteers attended classes with the goal to enhance students' attainment and passion for mathematics through a mastery approach to learning. In addition, staff also committed to helping eight families in need over the 2018 holiday season by creating an all-encompassing holiday experience including a \$20,000 donation from the partners at Deloitte Bermuda and its employees.

We are committed to driving societal change and working with Government, non-profit organizations and civil society to design and deliver innovative solutions that contribute to a sustainable and thriving future for all. Making an impact that matters strengthens our community along with our businesses. Most importantly, it's the right thing to do.



John Johnston
Partner, Deloitte Bermuda
Chief Executive Officer,
Caribbean and Bermuda region

Message from the Corporate Social Responsibility Partner

Rachelle Frisby

At Deloitte Bermuda, we believe in the importance of making an impact that matters in our local communities and the wider society. We each have an opportunity and a responsibility to make a difference, and by contributing to society, building confidence and trust in the market, and supporting our communities, we can make a positive, enduring impact. While this report spells out our continuous approach to Corporate Social Responsibility (CSR), it also underpins our overall approach to business.

The ways in which we give back are many. Our strategy for giving back to the community is based on our four CSR pillars, which we have chosen to prioritize: children, education, senior citizens and the environment. Our CSR Committee organizes fundraising, sporting events and charity races/walks within the broader community. Our employees donate to charitable organizations in a number of ways – through fundraising initiatives such as “Denim Days”, corporate donations, and company matching. We also have comprehensive programs in place to support the education and training of Bermuda’s young people, as outlined later in this report. In dollar-equivalency terms, the most significant contribution that we make is through pro bono work and volunteering. “Pro bono work” represents services that we, at Deloitte Bermuda, have delivered to not-for-profit organizations free at charge or at a significantly reduced rate.

We are proud to make a positive contribution to our community. Making an impact that matters is our purpose and we are committed to applying that purpose to all that we do.



Rachelle Frisby
Partner | CSR Leader
Deloitte Bermuda

A story that matters

We believe that we’re only as good as the good we do.

About Deloitte

All the facts and figures that talk to our size and diversity and years of history, as notable and important as they may be, are secondary to the truest measure of Deloitte: the impact we make in the world.

So, when people ask, “What’s different about Deloitte?” the answer resides in the many specific examples where we have helped Deloitte member firm clients, our people, and sections of society to achieve remarkable goals, solve complex problems or make meaningful progress.

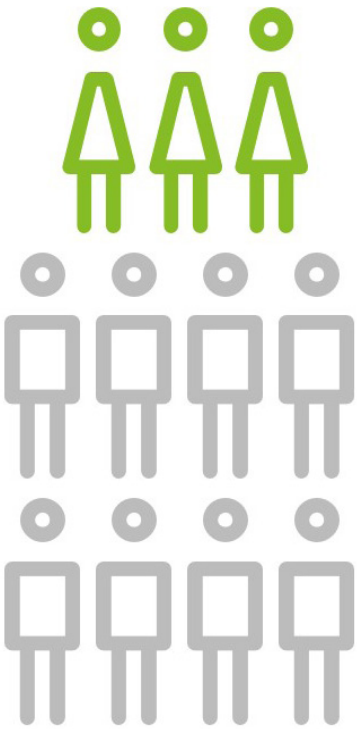
Deeper still, it’s in the beliefs, behaviors and fundamental sense of purpose that underpin all that we do.

With over 150 years of hard work and commitment to making a real difference, our organization has grown in scale and diversity—approximately 286,000 people in 153 countries and territories, providing audit, tax, legal, financial advisory, risk advisory, and consulting services—yet our shared culture remains the same.

For us, good isn’t good enough. We aim to be the best at all that we do—to help clients realize their ambitions; to make a positive difference in society; and to maximize the success of our people. This drive fuels the commitment and humanity that run deep through our every action.

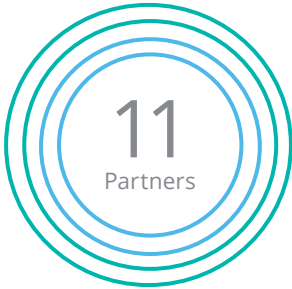
That’s what makes us truly different at Deloitte. Not how big we are, where we are, nor what services we offer. What really defines us is our drive to make an impact that matters in the world.

Leadership demographic



- 3 Female partners
- 8 Male partners

Deloitte Bermuda people FY19:



Leadership team

Meet our Deloitte Bermuda partners



John Johnston,
Chief Executive Officer



Mark Baumgartner,
Audit & Assurance



Anna Burns,
Audit & Assurance



Helder Carreiro,
Audit & Assurance



Elizabeth Cava,
Audit & Assurance



James Dockeray,
Tax



Richard Drennan,
Risk & Reputation



Rachelle Frisby,
Financial Advisory



Brett Henshilwood,
Risk Advisory



Muhammad Khan,
Audit & Assurance



Stephen Kuzyk,
Consulting



Hamilton City, Bermuda

Measuring our impact

Deloitte Bermuda affirms its commitment to reducing our carbon footprint where possible, and works towards sustainability goals.

Deloitte is committed to making a positive contribution to local communities. As a global organization whose business activities have an impact on the environment, Deloitte also has an important role to play in environmental stewardship. Through pro bono and skills-based volunteering, strategic relationships with non-profits, charitable giving and IMPACT Day initiatives, our professionals demonstrate their passion for making a positive impact in the community. We promote the highest levels of ethical behavior, advance education and culture, and advocate sustainable use of natural resources and respect for the environment.

We are proud to announce that our sustainability initiatives to date have achieved the following:



Use of plastic cutlery reduced by 90%



Approximatley 20–25% reduction in kwh usage



Estimated 20% reduction in electricity usage



All lighting replaced with LED fixtures

Understanding Deloitte's footprint

Deloitte is building an equitable and sustainable business for the long term and holding itself accountable for the “triple bottom line” of people, profit, and planet. At Deloitte, we believe we must lead the way to build a better, stronger and more sustainable world. That’s why we established global greenhouse gas reduction goals and emissions arising from Deloitte air travel during FY19 are being offset through the purchase of carbon credits. We strive to lower our carbon emissions in line with the Paris Agreement, and have set specific reduction goals for our buildings, fleet and business travel by FY25 from FY17 levels.



Deloitte’s global greenhouse gas emissions goals

36%
per unit of area reduction in our building emissions

11%
reduction in our fleet emissions

10%
per full-time equivalent reduction in travel emissions

CSR Committee

Meet our Corporate Social Responsibility Committee



LaKea Dill



Kelly Gilmour



Thelma Gombedza



Lennesha Morgan



Purity Okeyo



Llew Peniston



Mylan Simons



Chelsea Smith

Our roadmap to a bright tomorrow

The future of Bermuda as an inclusive and prosperous nation requires us to take action today to ensure the next generation has the opportunities, skills, and aspirations to become the leaders of tomorrow. For us, action starts with our corporate responsibility strategy, through which we aspire to create lasting value across four pillars:



Education
We are focused on providing opportunities for ambitious individuals and disadvantaged groups to grow and thrive in whatever career they choose. By collaborating with businesses, government, and educators, we can transform learning and enable individuals to access the skills to meet future job demands; helping the talent of tomorrow raise their aspirations and overcome barriers to education and employment.



Children
Young people are our future, and today's youth are facing challenges and upheavals that threaten their ability to progress and potentially succeed in the future. Working in innovative ways with government, non-profit organizations, and civil society, we are designing and delivering solutions that contribute to a sustainable and prosperous future for all.



Senior Citizens
We have broadened our societal focus by expanding our initiatives to support the well-being of senior citizens. Today's economic challenges leave some elderly disadvantaged, and struggling to meet daily subsistence and medical expenses. Deloitte respects human dignity and therefore reinforces its commitment to work with NGOs and other organizations that can provide much-needed assistance.



Environment
Sustainability is embedded into our operations across the firm—to us, it's part of what it means to contribute to a sustainable future for all. This includes understanding, measuring, and mitigating our impact on the environment. Our efforts focus on where we work, how we travel, what we buy and how we buy it, and how we dispose of what we use.

This report highlights the corporate responsibility activities Deloitte Bermuda undertook in each of these areas during the 2019 fiscal year (FY19) - the period from June 1, 2018, to May 31, 2019.

Deloitte Bermuda FY19 pro-bono statistics



FY19 donations provided by Deloitte Bermuda



Individual Volunteer Program (IVP)

Making an impact, one person at a time
The Individual Volunteer Program (IVP) captures additional volunteer time across the Bermuda and Caribbean Countries (CBC) given to individuals to volunteer on specific Corporate Responsibility & Sustainability (CRS) projects. Employees are allowed 16 hours per fiscal year, during regular working hours (not weekends), to devote to a charitable project that is of importance to them. Individual volunteer organized projects are separate to any Firm/ Local office driven or sponsored program or time given to professional associations in representation of Deloitte.

Deloitte Bermuda's 2018 Scholarship Recipient

Deloitte Bermuda was pleased to present the 2018 Deloitte Scholarship award to **Nathanael Fubler**. The scholarship award offered Nathanael up to \$20,000 per year for a maximum of three years, it is available to Bermudians pursuing an undergraduate degree with an interest in accounting, actuarial or business related studies.



Jarita Vickers, Senior Manager in Finance and member of the scholarship selection committee, stated: "It was so refreshing to see a young student that is a Pioneer in every sense go against the norm to chart their own path. Nathanael is multitalented individual that has managed to combine his love for music and math in a unique way. He's performed extremely well in his chosen field of study and will no doubt continue to excel as he transitions to University overseas. We wish him all the best and are delighted that Deloitte could help champion his journey to success!"

Nathanael was selected by the committee from a group of high-caliber shortlisted scholarship applicants, standing out for his drive and determination to succeed, his outstanding academic achievement which reflects a passion towards his chosen area of study and his commitment to music and the performing arts. After graduating one year earlier than expected from Cedarbridge Academy due to meeting the early graduation requirements, Nathanael has decided to pursue his Bachelors of Business Administration Degree in Actuarial Science at the Georgia State University.

Nathanael commented: "Upon receiving this scholarship I was elated; I look forward to continuing this journey towards my future career as a life actuary. I will be attending Georgia State University this fall, where I will meet new people and learn new information. I aim to attain my first two actuarial exams by the time I graduate from Georgia State. Additionally, I plan on becoming an Associate of the Society of Actuaries by the time I am 24. With the Deloitte Scholarship, I am now able to start attaining these goals."

Nathanael is also musically talented and has a passion for playing the clarinet. He has preformed in multiple Cedarbridge Academy productions, participated in the Bermuda Youth Orchestra, and has had the honor of performing for the Premier in the annual Premier's Concert.

James Dockeray, Partner in Tax stated: "Deloitte is committed to developing the next generation of leaders in Bermuda and this year we are very pleased to announce Nathaniel as our 2018 Deloitte scholarship winner. He is an impressive young man and represents the best of Bermuda's future. We congratulate him on his hard work and success to date and wish him well as he continues to achieve his goals and pursue his dreams."

Deloitte Bermuda thrives for ambitious students and graduates who are keen to develop their financial services or insurance experience. Deloitte Bermuda offers meaningful work experiences, attractive benefits, continuing local and overseas training and development, educational support, sports and social events, corporate social initiatives, wellbeing programs and more. Student programs include: Highschool Work Experiences, The Deloitte Internship Program (DEEP), Co-op Placements, the Deloitte Scholarship and the Deloitte Graduate Program. These programs provide students with the opportunity to experience a broader global network, and be part of a vibrant and diverse organisation, where you get to work with forward thinking leadership and people who are committed to making a difference.

WorldClass



WorldClass - 50 million futures prepared for a world of opportunity

Deloitte is committed to empowering people to succeed in a rapidly changing global economy. As the 4th Industrial Revolution unfolds, leaders across business and government are asking themselves, “How do we prepare?”

Work and business are changing rapidly, and people are struggling to keep up. By 2030, half of the young people in the world will lack the skills needed for future jobs. Globally, millions have been left behind, unable to fulfil their aspirations and potential. They lack the education, skills, and training needed. This is causing widening inequality, declining productivity, and rising social tensions.

To prepare the millions of people at risk of being left behind from the Fourth Industrial Revolution, Deloitte is helping to identify and develop the key skills needed for the future. Our work developing leading-edge business solutions, bringing fresh perspectives to clients, and training the next generation of business leaders is an important first step.

Deloitte is also going one step further by taking action through WorldClass – an organization-wide societal initiative that aligns Deloitte’s local efforts around a global ambition to prepare 50 million futures for a world of opportunity by 2030.

Through WorldClass, we are applying our core skills, experience, and global reach to empower more people through education, skills development, and access to opportunity. This bold ambition exemplifies how we live our purpose, making an impact that matters, by addressing complex global challenges in society.

We are committing our most valued asset—our more than 286,000 professionals in firms around the globe—to creating opportunities for those left behind. By collaborating with businesses, government, and educators, together we can transform learning and enable individuals to access the skills they really need to meet future job demands.

Through WorldClass we will prepare 50 million futures for a world of opportunity. We will make an impact that matters.

Providing math tutoring to students

Deloitte Bermuda and Harrington Sound Primary School



“WorldClass aspires to increase commitment and investment in education, skills development and access to opportunities locally and globally. It represents an exciting and bold ambition, and we are honored to have been able to work with Harrington Sound Primary to make an impact that matters.”

During the academic year, Deloitte volunteers attended classes each Tuesday to support the Mastery in Mathematics project. The purpose of this new initiative has been to improve students’ attainment and enjoyment in mathematics through a mastery approach to learning.

Mastery in Mathematics involves teaching through a combination of concrete objects, pictorial representations and abstract forms which is typically associated with mathematics. The children then learn through reasoning and problem solving tasks before moving on to new topics, resulting in pupils feeling confident in their learning and retaining this knowledge over the longer term.

Mrs. Cindy Weeks, Acting Principal at Harrington Sound Primary School commented: “The mathematics initiative that we embarked upon this school year has been well worth the investment. We recognized the need to improve Mathematics comprehension school-wide, and we set about to make this happen. The opportunity for our students to have regular tutelage with Deloitte Ltd. volunteers has been invaluable.”

Elizabeth Cava, Partner in Audit & Assurance at Deloitte Ltd., stated: “The Harrington Sound Guided Math Program aligns with our global WorldClass societal impact initiative, through which Deloitte worldwide is committed to preparing fifty million futures for a world of opportunity by 2030.”



Firm wide sponsorship

End-To-End Platinum Sponsor

A proud participant for the 3rd consecutive year



Deloitte Bermuda participated as the Platinum Sponsor for the AXA End-To-End event held on Saturday, May 4, 2019. This was the third year in a row that Deloitte participated in the fundraising event, having previously hosted a waterstop next to the Somerset Bridge. The Deloitte waterstop has always brought delight to the End-To-End participants – even winning the People’s Choice Awards in their inaugural year. Participants can rest, refill and recharge before continuing on for the final leg of their journey, all while listening to the energizing beats from the DJ booth.



John Johnston, Chief Executive Officer, Bermuda and Caribbean Region stated, “We are delighted to be the Platinum Sponsor for the AXA End-to-End. This sponsorship provides us with the opportunity to express our commitment to making a positive contribution in the communities where we live and work. The charities that have been selected by the End-to-End over the years align with Deloitte’s Corporate Social Responsibility pillars – children, education, elderly, and environment. This event brings out the best in Bermuda, and Deloitte professionals put their passion, determination, and skills to use for the benefit of others.”



Anne Mello, chairwoman of the End-to-End Charitable Trust, commented, “We are delighted to welcome Deloitte as our Platinum Sponsor of the upcoming AXA End-to-End event. As one of the most highly regarded companies in Bermuda, Deloitte’s support brings the event needed funds, enhanced community recognition and an active corporate team of participants.”

This year, Deloitte adopted a Star Wars theme at the Somerset Bridge in celebration of the event being held on May 4th – Star Wars Day. The water stop featured inflatable storm troopers and volunteers dressed as characters from the famous film series.



Deloitte Bermuda and the Family Centre

Deloitte Bermuda donates \$20,000 to eight families

Eight families in need received an all-encompassing holiday experience with the help of a significant donation to the Family Centre from the partners and employees at Deloitte Bermuda.

The partners' \$20,000 donation was used to purchase electricity, gas, and grocery vouchers, as well as supplement holiday hampers. In order to provide a full festive experience, the funds were also used to purchase a tree, decorations, and a holiday meal for each family.

Employees grouped together into eight teams, with each one being assigned a wish list of gifts and items requested by a special family, and raised an additional \$3,000.

John Johnston, Chief Executive Officer, Bermuda and Caribbean Region stated, "Deloitte Bermuda has always had at the center of its business, a social responsibility to its people and to the local community. "I am pleased to present this charitable donation on behalf of all the partners and staff at Deloitte Bermuda, and hope that it will help to bring a little more holiday cheer to the families in need during this festive season."

Dr. Sandy DeSilva, Director of Services stated, "Through our annual 'Adopt a Family' initiative, Deloitte generously adopted eight specially chosen Counselling client families in significant financial need during this holiday season. Becoming known as the "Deloitte families", their needs and holiday wishes

were shared with Deloitte, who did not hesitate to respond with utmost care and compassion. It was abundantly clear that they wanted these families to have a bright holiday full of joy and hope. The families are overjoyed to receive such unconditional support from the Deloitte team – no words can really describe the gratitude of the Family Centre and the "Deloitte families".

"This kindness rebuilds spirit and the hope for families that they can be treated with respect and dignity no matter what the circumstance. Through this support, Deloitte has changed the lives of eight families this holiday season. I want to extend my personal thanks to the Deloitte partners and all of the staff who played a role in this very special project!"

Deloitte Bermuda and Support Public Schools Bermuda (SPS)

Over \$110K worth of school supplies donated over the last 14 months

In February, Deloitte Bermuda purchased \$7,500 worth of school supplies through Support Public Schools Bermuda (SPS). The purchase went towards school equipment, supplies and educational field trips as needed to ensure a better-quality education. Supplies purchased were added to the \$110,238 worth of school supplies that have been purchased to date for 18 public primary schools since being launched by SPS in June 2018. This initiative has helped P2 and P3 classes, reaching 770 students.

Rachelle Frisby, Partner & Chair of the Corporate Social Responsibility [CSR] Committee stated: "The community-action project falls underneath two of Deloitte's four CSR pillars – education and children. Deloitte Bermuda's support of SPS also aligns with Deloitte's WorldClass global initiative to empower 50 million people by 2030; helping them to access education, skills, and opportunities they need to find meaningful work in the new world economy.

"WorldClass supports the goals focused on inclusive and equitable education and lifelong learning, and sustained economic growth and decent work for all. This initiative exemplifies how we live our Purpose – making an impact that matters – by ensuring that all children have the supplies and opportunities necessary to sustain a consistent and high-quality learning experience".



IMPACT Day



Deloitte staff making an impact across Bermuda

Impact Day is a proud Deloitte tradition. It’s the firm’s national day of service, in which our people in offices across the Caribbean and Bermuda region volunteer their time, professional skills and talents to benefit communities.

Impact Day is the company's annual celebration of its commitment to community involvement on the island. Member firms around the world host IMPACT Days, where Deloitte professionals spend the day volunteering. It provides an opportunity to put their passion, determination, and skills to use for the benefit of their communities - from developing strategic plans for social enterprises, to hosting skills-building workshops for not-for-profit leaders, providing skills-development programs and mentoring to young people, serving as Board members for charitable and civic organizations, and contributing to charitable giving initiatives run locally by Deloitte member firms.

93 staff contributed towards this initiative by spending an entire working day away

from the office and heading to four locations around the island. The Bermuda National Trust, the Adult Education School, the Habitat for Humanity and the Eliza DoLittle Society all benefitted from Deloitte's voluntary assistance.

Volunteers at the Bermuda National Trust met at Scaur Lodge Nature Reserve, Sandys, and helped remove invasive plant species and cleared walking paths. Lawrence Doughty, conservation officer at the Bermuda National Trust, said: “Everybody was amazing at getting stuck in and clearing a beautiful trail down to the waterfront, as well as removed several invasive trees and plants that were encroaching on endemics (cedars, olivewoods and palmettoes). To wrap up the day, everyone cleared the area of litter, starting from the nature reserve and leading all the way down to the public dock at Ely's Harbour. It was a very productive and enjoyable day.”

At the Adult Education School, Deloitte team members took part in projects that included upgrading the student lounge to create a free library space, and building inspirational bulletin boards for the students. The group worked in the computer room, organising and assembling new computer monitors for students and conducted inventory checks of books and supplies — among other projects.

One of the larger Deloitte groups worked with Sheelagh Cooper, managing director at Habitat for Humanity, to remove branches, rocks and dead foliage at the old Pembroke Rest Home. This is a large project, and once the outside space was cleared team members swept and scrubbed the floors throughout the building, cleaned the large kitchen and scraped paint off the back patio. Ms Cooper said: “Habitat is hugely grateful to the employees of Deloitte who volunteered their time to assist with the repairs and clean up to the Pembroke Habitat site. It was amazing to watch as they took command of the site; clearing brush during the morning and then in the afternoon moving inside the building and transforming many of the rooms and turning a disused kitchen into a sight to behold!”





“Being able to take a day out from our day-to-day work to make a difference with the local community selected charities is one of the highlights of our year. Our activities have a tangible impact for all to see and allow our practitioners to make a real difference in the community”

David Woodcock,
Senior Manager

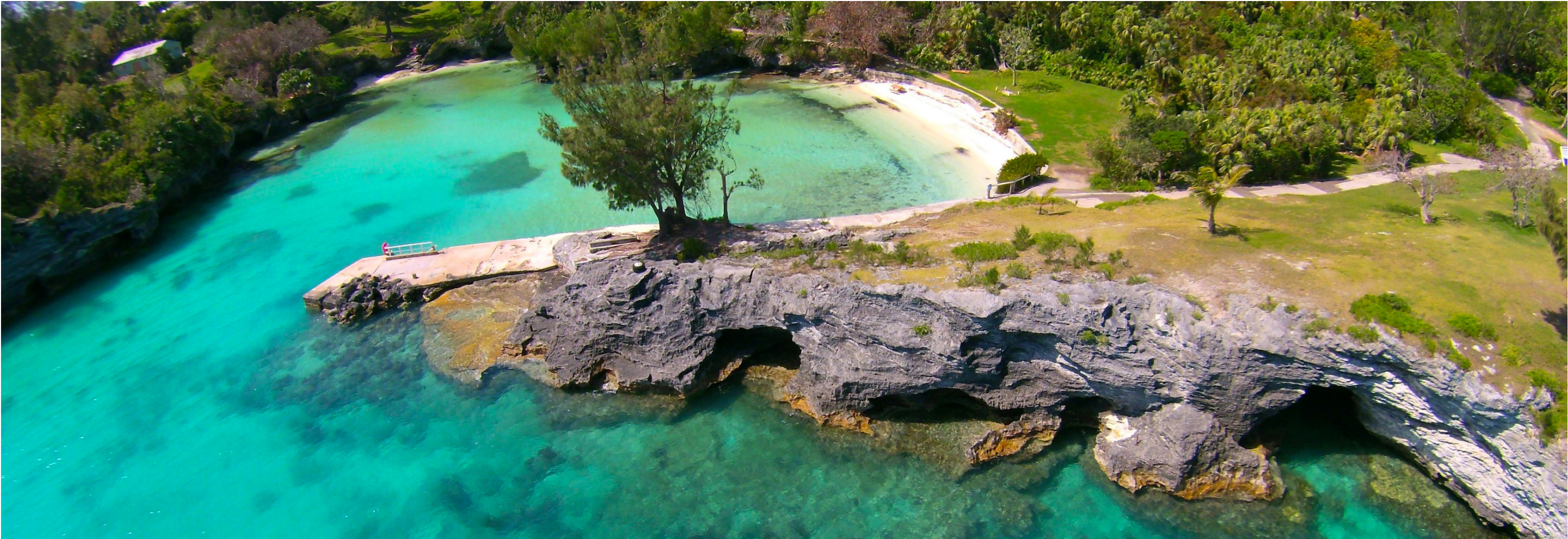




“Impact Day is a year-round celebration of Deloitte’s commitment to community investment. However, contrary to what the name may suggest, Impact Day is not just one day, and activities surrounding it take different forms and occur at various times throughout the year in Bermuda and around the world.”

**Rachelle Frisby, Partner
Co-Chair - CSR Committee**





Clarence Cove, Bermuda

Conclusion

Looking back at the initiatives we launched and the impact our people have made through Deloitte’s corporate responsibility mandate over the past year, we feel proud of our progress. But we also recognize it is just that—progress toward a bright future for all, not the end of the journey.

There is always more we can do to prepare for a better Tomorrow, Together. And we look forward to a new year of harnessing the talent, skills, and passion of our people to make an impact that matters to our firm, our clients, and society.

Contacts



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