

# Empowering innovation and impact together



# Message from the Chair and the CEO



Over the past year, global growth and recovery have proceeded at a sluggish pace, accompanied by substantial economic, social, and environmental transformations. Throughout this period, China has remained dedicated to a people-focused path of modernization. As a locally rooted, globally connected professional services firm, Deloitte China has always been at the forefront of China's reform, opening-up, and economic development. By harnessing our expertise and service capabilities, we assist in tackling the challenges presented in this new era.

This marks the fifth year Deloitte China has published its Societal Impact Report, which documents our unwavering commitment to serving our country with professionalism. Together with partners from across society, we have worked towards achieving high-quality and sustainable development, sharing our efforts and accomplishments. We hope this report inspires new ideas and innovation for a shared vision of a brighter future.

**Fostering development with openness.** We are actively engaged in public policy discussions, offering insights to support China's modernization efforts, and facilitating the cultivation of innovation ecosystems and specialized industrial clusters. By means of our "China to Global (C2G)" strategy, backed by our global network

and professional expertise, we facilitated the international expansion of more than 2,000 Chinese companies in FY2024. Simultaneously, we assisted multinational corporations in seizing nascent opportunities in the Chinese market. To connect China with the world, we established Deloitte University Asia Pacific China (DU AP China), nurturing future-ready talent and leaders.

**Seizing transformation opportunities with innovation.** Positioned at the forefront of change, we are driving Artificial Intelligence (AI) strategies, which actively aids our clients in reconstructing their business paradigms and empowers transformation spanning diverse industries. Our AI solutions, covering a wide range of business areas and key industries, led to the successful co-creation and proof of concept for dozens of innovative solutions in FY2024, helping clients achieve intelligent operations. Meanwhile, our risk assessment and management frameworks safeguard data security, personal privacy, and ethical technology use.

**Delivering long-term value with actions.** Driven by our Employee Value Proposition "Shaping future talent through impact that matters", we strive to enhance the overall talent experience. For 18 consecutive years, Deloitte China has been recognized as a Top Employer. We furthered our societal impact strategy (*WorldImpact*) with a total investment of RMB30.73 million in FY2024. Our *WorldClass* initiative bolsters China's rural revitalization strategy, empowering over 7.8 million people over the past five years. Through our Impact Every Day program, our employees contributed more than 65,800 hours to volunteer and pro bono services in FY2024. We continue to drive the *WorldClimate* initiative, working towards net-zero emissions, strengthening green operations, and providing sustainable solutions for clients and communities.

Staying true to our purpose lead to the fruition of our long-cherished aspirations. Our journey would not have been possible without the trust and support of our partners from across society. Extensive and deep collaboration has enabled us to achieve innovations and breakthroughs in sustainable development and societal impact. Deloitte China remains committed to driving societal progress, collaborating with stakeholders to shape a future built on collective effort, shared wisdom, and the power of innovation.

**Vivian Jiang**  
Deloitte China Chair

**Patrick Tsang**  
Deloitte China CEO

# Contents

## BUSINESS

Feature story	6
Embracing AI to empower digital transformation	7
Empowering clients to create sustainable value	10
Rooted locally, driving high-quality development	13

## APPENDIX

ESG highlights	56
Performance metrics	57
About the report	60
Materiality Assessment and Index	

## PEOPLE

Feature story	18
Shaping the future by making an impact that matters with a talent-driven strategy	19
Unlocking potential to develop “future-ready” talent	20
Creating a caring workplace and pursuing Wellbeing for Deloitters	22
Facilitating value realization for professional achievement and happiness	23
Igniting “HER Power” and nurturing a culture of diversity and inclusion	25

## ENVIRONMENT

Feature story	29
Addressing climate change	30
Protecting nature and biodiversity	35
Advocating a circular economy	36
Collaborating with employees and eco-partners to promote the low-carbon economy transformation	37

## SOCIETY

Feature story	43
Empowering rural communities for a better future	44
Serving society, to make and amplify positive impact	47
Prompt disaster relief response	49

## GOVERNANCE

Corporate governance	52
Risk management	53
Business ethics and integrity	54
Data privacy and security management	55



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

Deloitte's global vision is to become the most responsible and respected professional services organization, creating lasting value for our clients, people, and society. As a globally connected firm with a longstanding presence in China, we are committed to serving the country with professionalism. Our goal is to be a leading leader in professional services in China with strong responsibility and capabilities in digitalization and multidisciplinary services. We endeavor to be a trusted and influential business partner for our iconic clients and a hub for cultivating future-ready talent.

We serve with integrity and uphold quality. In our services, we address our clients' core challenges by focusing on key business priorities. We offer integrated professional services tailored to meet clients' specific business needs. We provide Multi-Disciplinary Model (MDM) services covering audit and tax, growth strategy, operations, supply chain management, regulatory compliance, digital transformation, AI-driven technology innovation, talent management, and organizational development. We assist local clients in growing into world-class enterprises, while empowering multinational clients to continue innovative development in China and contributing to China's high-quality development.

Deloitte China has always put our people first. We adhere to our Employee Value Proposition (EVP) – "Shaping future talent through impact that matters." We enhance Deloitte's talent career journey by prioritizing the four dimensions of the EVP: development, caring, happiness, and inclusion. We are dedicated to developing a comprehensive professional talent system that enables professionals to be future-ready and embrace AI technologies. Furthermore, we uphold the values of equity, teamwork, diversity, and inclusion by cultivating an inclusive workplace culture, supporting employee mental health, and advancing women in leadership.

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

# Business



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



The global and Chinese economies are gradually recovering. [Emerging trends in macroeconomics, industry landscapes, technological advancements, and capital markets](#) create [new growth opportunities](#) and [increasing uncertainties](#), including addressing climate change, social inequality, and technology ethics.

As a [globally connected firm with deep roots locally](#), Deloitte China provides integrated professional services and embraces responsibility by leveraging its [expertise, insights, and digital innovation capabilities](#) to help partners address complex challenges, [promote sustainable economic and social development](#), and [set a benchmark for responsible development](#) in the professional services industry.



### **2,000+ Enterprises / 96 Countries**

Assisted more than 2,000 Chinese enterprises in expanding their operations to 96 countries worldwide.

### **300 Digital Assets / 100 Original Assets**

Owens about 300 Deloitte IP digital assets, including nearly 100 original active assets.

### **32 Representatives**

32 Deloitte China executives serve as deputies or members on NPC or CPPCC National Committees and the People's Congresses or CPPCC Committees across 11 provinces and municipalities, contributing proposals on topics such as the digital economy, green transformation, and business environment.

### **Science & Technology Award**

Received the Third Prize for Scientific and Technological Progress of the Wu Wen Jun AI Science & Technology Award 2023.

### **Excellent Research Award**

Won the State-owned Assets Supervision and Administration Commission's Excellent Research Award.

# Feature story: braving the wind and waves to help Chinese enterprises chart a global sustainability blueprint

Amid the wave of globalization, Chinese enterprises are expanding globally at an unprecedented pace. Yet, the journey abroad is not without hurdles. Addressing challenges such as international market uncertainties, stricter compliance requirements, intense competition, and the ability to adapt to local cultures is crucial. As a professional service organization, it is our mission to assist clients in overcoming these obstacles and ensure a smooth and successful journey overseas.

A leading Chinese electronic equipment manufacturer, with a sales network spanning over 100 countries and regions, exemplifies this journey. While expanding its cross-border e-commerce business, the company also diversified by establishing a subsidiary focused on clean energy investments, contributing to the global green transformation. The company actively engaged in local education, healthcare, and internet development to fulfill its social responsibilities. However, its overseas expansion came with challenges, including compliance with sustainable development regulations, pressure to decarbonize the supply chain, brand building needs, and better integration of its products and businesses into local communities.

Deloitte China designed solutions tailored to the client's current situation, using a structured approach to enhance its Environmental, Social, and Governance (ESG) management across three key areas:

<b>Set strategy</b>	We helped the company clarify a top-down ESG management framework, develop ESG strategic plans, and outline clear directions and action steps. By embedding ESG principles throughout its business operations and value creation processes, we supported the company's pursuit of long-term sustainable growth.
<b>Focus on implementation</b>	Leveraging our extensive practices and experience, we guided company departments in executing the ESG strategy with professional, targeted advice. For instance, we helped the client identify ESG risks in cross-border e-commerce and crafted risk assessment tools and screening processes tailored to its products and industry features, paving the way for refined management.
<b>Communicate achievements</b>	In today's era of information overload, many "going-global" enterprises work hard but communicate little. We aided the client in systematizing and highlighting its leading ESG practices. By preparing ESG reports, we enabled the company to share its efforts and achievements with overseas consumers, communities, and other stakeholders.

Deloitte China stands ready to partner with our clients to navigate challenges together, turn them into growth opportunities, propel Chinese enterprises towards international success, and inject innovative momentum into the global green transformation and high-quality development of Chinese enterprises.



# Embracing AI to empower digital transformation

At Deloitte China, innovation is a core element of our overall strategy. We focus on expanding and applying digital technologies, leveraging AI to empower client business transformation and growth. We are also advancing the research, promotion, and ecosystem collaboration of generative AI within the firm.

## AI empowerment

AI is set to revolutionize the way we work. Deloitte China collaborates with our clients, partners, and employees to spearhead a new era of intelligent collaboration. Together, we are charting a course for AI-powered business growth and future development.

### Deloitte China's AI strategy

In 2024, Deloitte China officially launched its AI Strategy Implementation Plan to promote the comprehensive application of AI in our product and service systems, operating models, talent development, and infrastructure. Our goal is to position Deloitte China as an "AI-driven professional services firm" and the most trusted transformation partner for clients in the age of AI.

Four work modules drive the AI strategy implementation plan:



**Stanley Dai**  
**Deloitte China Deputy CEO,**  
**Chief Strategy Officer, and PMO Lead**  
**of Deloitte China's AI Council**

Deloitte China has made the integration of AI a strategic priority. Positioned at the forefront of this industry transformation, we are committed to investing in and exploring AI applications across industries. By collaborating closely with leading AI companies in the ecosystem, we help clients reshape their business models, create lasting value, and empower Chinese enterprises to achieve digital transformation and upgrading.

### Responsible AI

AI advancement unlocks potential and opens a world of possibilities. However, effective quality and risk management are crucial to fully maximizing the value of AI solutions and ensuring that teams and clients develop and use AI systems in a secure, compliant, and responsible manner.

For AI compliance and risk management, Deloitte China has established a risk assessment and management process for generative AI. This process ensures that every step, from Proof of Concept (PoC) to real-world application, meets safety and compliance requirements. For identified risks, we develop and implement specific mitigation measures, such as technical improvements and process optimizations. Additionally, we have established an emergency response mechanism to promptly address incidents such as data breaches or security events, minimizing impact.

### AI-driven innovation

We continue to advance AI-driven service system innovation and fully leverage AI to boost our clients' competitiveness. Internally, we promote the adoption of AI-powered solutions to boost operational efficiency, enabling our clients to maintain a leading edge during transformative times.

#### Empowering client services

Deloitte China collaborates with clients across various industries to research AI use cases and develop AI solutions for vertical domains within our entire spectrum of business areas and key industries. We have successfully co-created and validated dozens of AI innovation solutions with clients in industries such as insurance and pharmaceuticals, accelerating the implementation and value creation of AI products.

#### Streamlining operation

Deloitte China has developed AI-based solutions for a national property insurance company, addressing sales and underwriting needs. The sales customer service assistant powered by AI can instantly capture customer intentions, provide precise answers to frequently asked questions, and suggest recommended phrases, ensuring smooth and efficient communication. The underwriting assistant is designed to identify risk points and generate preliminary risk assessment drafts, significantly reducing underwriting time and enhancing work efficiency.

#### Making business analytics more intelligent and leaner

Deloitte China has implemented an AI-based "Bold Move" solution for a multinational pharmaceutical company. This solution covers three





scenarios: accurately predicting nationwide epidemic trends and peak periods; profiling patients who prefer specialist consultations; and establishing a multi-channel Health Care Professional (HCP) content recommendation and effectiveness analysis system. These capabilities enabled more accurate market trends forecasting, HCP behavior analysis, and intelligent, precise business insights.

**Enhancing operation efficiency**

Deloitte China integrates AI tools and technologies across internal operations to enhance efficiency and empower all employees. We have launched our self-developed generative AI-powered chatbot and intelligent report generator to connect intellectual and professional resources, making an impact with more efficient workflows.

**D.ChatGen, the Generative AI chatbot**

D.ChatGen is a locally deployed AI-assisted platform developed by Deloitte China based on pre-trained models. It features a built-in conversation assistant that provides appropriate responses and support to user inquiries and requests. In addition, the platform includes a document assistant, translation assistant, coding helper, and voice-to-text capabilities, streamlining workflows and offering a one-stop solution to empower Deloitte China employees.



More than **220,000** conversations completed as of the end of May 2024



Assisted Deloitte China employees to improve efficiency by approximately **30%**

**AI ecosystem collaboration**

We are continuously expanding our AI ecosystem alliances and coverage, working with Alibaba Cloud, Huawei Cloud, NVIDIA, Amazon Web Services (AWS), and Zhipu, as well as universities and other institutions, to develop innovative, intelligent solutions that reflect Deloitte's unique approach.

**Generative AI alliance**

In November 2023, Deloitte China and AWS announced the establishment of a Generative AI Joint Lab in Beijing. The two organizations will combine their resources to collaborate on developing generative AI solutions in strategic consulting, security and compliance, and application innovation.

In April 2024, in collaboration with AWS, Deloitte China unveiled three generative AI solutions: an intelligent data insights assistant, a knowledge base Q&A solution, and a large language model operation management platform. These solutions empower business personnel to independently gain insights from data analytics without coding, facilitating informed decision-making and enhancing work efficiency.

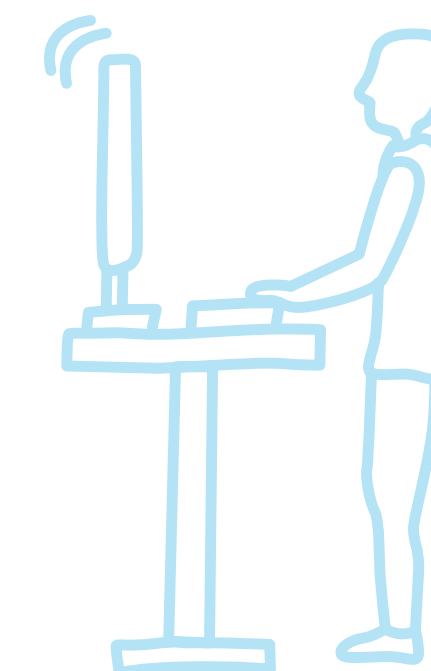
**Commercializing achievements**

Deloitte China continually explores cutting-edge AI technologies. We draw upon our extensive expertise in technology and innovation and collaborate with academic and research institutions on an ongoing basis to facilitate the conversion of relevant achievements into practical applications that drive economic value.

**Deloitte China was honoured with Third Prize for Scientific and Technological Progress in the Wu Wen Jun AI Science & Technology Award 2023**

In March 2024, after multiple rounds of competition and selection, Deloitte China co-won the Third Prize for Scientific and Technological Progress in the Wu Wen Jun AI Science & Technology Award 2023 for the "Key Technologies and Applications of Multimodal Empathy Interaction System" project led by Zhejiang Lab in collaboration with Shanghai International Studies University.

Known as the "highest honour in China's intelligent science and technology", this award underscores Deloitte China's foresight and outstanding contributions to AI innovations.





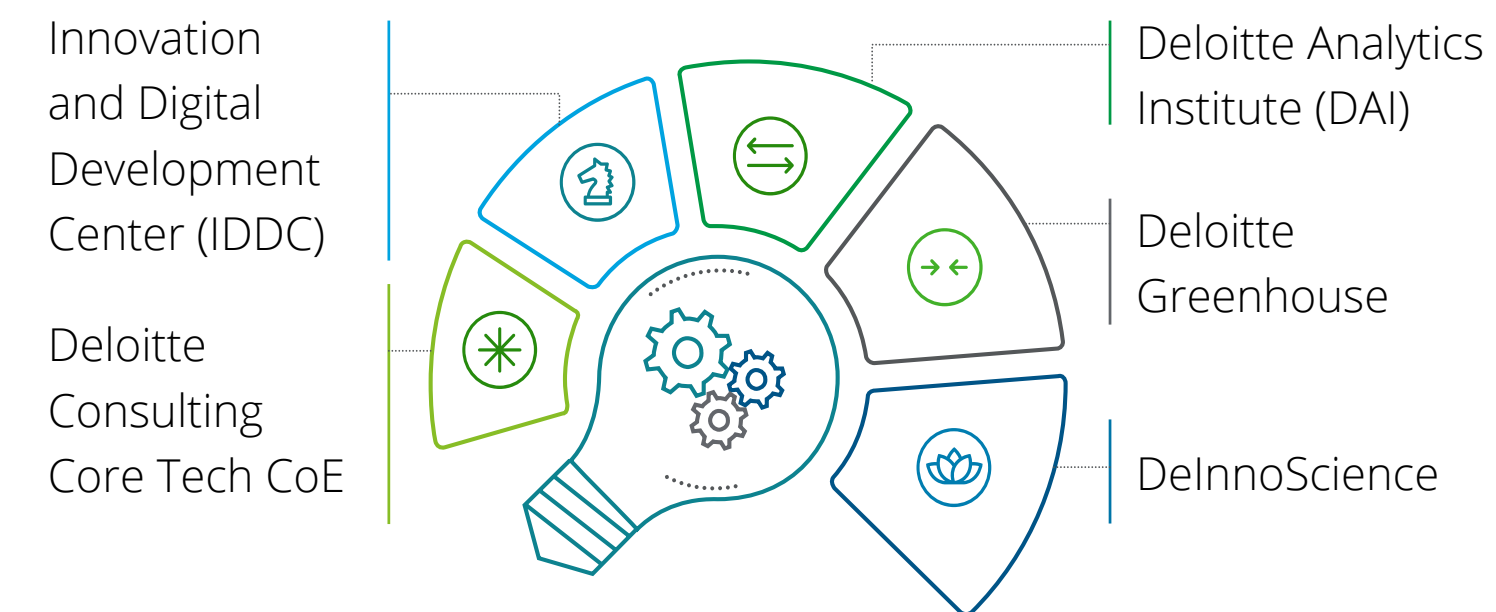
## Driving digital innovation

Deloitte China has long recognized that data is the foundation and engine of modern business development. We have made data strategy a core focus at the firm level, leveraging data-driven thinking to empower businesses and unlock the value of their data assets.

### Deloitte China Data Strategy Implementation 2.0

To further accelerate the implementation of digital innovation, Deloitte China launched its Data Strategy Implementation 2.0 initiative in FY2022. In FY2024, this initiative continued to focus on two key areas: AI-powered solution innovation and data asset management.

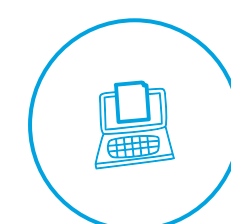
Deloitte China has established several teams focused on innovation and technology, developing algorithms, tools, systems, and platforms that address the industry's evolving needs, and providing clients with digital innovation products and solutions.



## Digital innovation assets

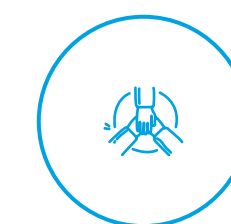
As information technology advancement accelerates, businesses face an ever-increasing need for digital innovation and transformation. Deloitte China offers businesses new opportunities and advantages through the continuous innovation of digital assets.

### Deloitte China's key digital innovation assets



#### Smart Data, the intelligent data management platform

As an intelligent enterprise data asset management platform, Smart Data streamlines data applications by establishing an intelligent data asset catalog. This platform **lays the foundation for enterprise data governance and enhances the efficiency of digital transformation.**



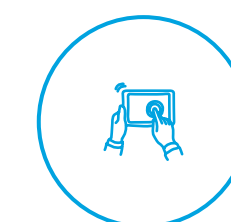
#### DeFiNE17, the financial standards conversion engine

DeFiNE17 provides efficient and reliable IFRS17 solutions for insurance companies, **quickly meeting the measurement and financial reporting requirements under the new standards.** Deloitte China possesses dual certifications for proprietary IP rights and IT application innovation for this product. DeFiNE17 offers a one-stop process for measurement, user guidance, and visual charts to facilitate accurate data insights.



#### D.SPOT, the intelligent compliance inspection solution

Covering the entire lifecycle of-before, during, and after the event, D.SPOT meets the needs of multiple departments, adapts to multi-channel event modes, supports compliance checks for industries such as pharmaceuticals and automotive retail, and **provides enterprises with a one-stop intelligent management service for meetings and event risks.**



#### DHR, Digital HR operations and decision-making platform

Based on the core human resources system, DHR customizes digital solutions to **integrate data processes, enhance enterprise human resources work efficiency, reduce training costs, and support the implementation of the digital HR strategy.**



# Empowering clients to create sustainable value

Deloitte China positively impacts society through the services we provide to our clients every day. We collaborate closely with our clients to address a range of complex challenges, including the impact of globalization, the rapid advancement of digital technology, and the pursuit of more sustainable and equitable operations. Together, we strive to build a trusted and prosperous world.

For more information on Deloitte China's services and a list of offices, please scan the QR code:



## Supporting businesses in seizing global opportunities

Driven by national strategies, capital flows, and the restructuring of the global industrial chain, Chinese enterprises are accelerating their pace of international expansion. The focus of these efforts has evolved from identifying markets, technology, and resources to more diversified goals such as global supply chain integration and brand building.

Deloitte China introduced the C2G Development Strategy in FY2024 to assist Chinese companies in capitalizing on new global opportunities. Leveraging our global network and professional teams, we provide customized solutions and strategic support. We offer our clients a diverse range of end-to-end solutions for going global. Our services encompass the entire process, from business model design to

implementation, operational framework conceptualization to execution, fiscal and tax policy interpretation to practical application, organizational and control structure design to implementation, and digital design to execution. Additionally, we facilitate capital market financing. Deloitte China supports the "Chinese capital, experience, and capabilities" to go global.

For instance, a publicly traded Chinese pharmaceutical company that covers new drug research and development, manufacturing, and sales has achieved significant research and development results in China with its self-developed products and owns mature intellectual property patents. However, when planning to establish an operating company in the United States, the company encountered complexities related to overseas business taxation and the impact of the foreign structure on tax benefits. Deloitte China proposed an IP transaction arrangement to ensure the effective use of intellectual property in the overseas company and maximize tax benefits. Furthermore, we provided investment structure and capital inflow solutions aligned with the company's business model. This enabled the client to successfully establish an operating company in the United States, facilitating the global sharing of innovative achievements.



### Deloitte released the "New Dawn of China to Global Whitepaper", which provides a boost to Chinese enterprises as they embark on a new journey to globalization

In FY2024, the Deloitte C2G team, in collaboration with Yicai Research Institute, released the "New Dawn of China to Global Whitepaper" during the China International Fair for Trade in Services held in Beijing. As the industry's inaugural comprehensive research and insight report focusing on Chinese enterprises going global, the whitepaper features Deloitte's expertise in globalization, unique "cross-border operation capability maturity model", and case studies of successful internationalization. It shares Deloitte's extensive experience and profound insights in helping Chinese enterprises enhance their global management capabilities. By May 2024, the report was widely recognized, with over 1,500 media reposts and more than 100,000 downloads.



New Dawn of China to Global Whitepaper

In FY2024, Deloitte China assisted more than **2,000** Chinese enterprises in successfully going global and achieving international development in **96** countries worldwide.



## Helping clients become environmentally responsible and sustainable

As a leading professional services provider in sustainable development and tackling climate change, Deloitte China is committed to helping clients pave the way towards a low-carbon future. We deliver services in climate change response, decarbonization management, ESG reporting and assurance, green finance, and sustainable construction, enhancing trust and supporting sustainable transformation.

### Climate change and decarbonization

Deloitte China helps clients reduce their carbon footprint and supports their business model transformation and upgrading through decarbonization management, sustainable supply chain management, green tax, climate change transition, and other services. These services help form new, low-carbon competitive advantages for enterprises.

Deloitte China has [developed a carbon management system for an environmental services company](#). The system includes a blueprint for carbon management capabilities, emissions management, asset and trading management, and valuable insights on carbon informatization planning. This system enhances the company's capabilities across the entire value chain, from carbon management planning to mechanism building.

## Empowering sustainable development management

Deloitte China assists clients in integrating ESG factors into their operations by constructing ESG development strategies and plans that position them for a more resilient, sustainable, and responsible future.

Deloitte China [developed an ESG development strategy and plan for a large port and shipping logistics company](#). Our approach involved external environment and trend factor analysis, industry benchmarking, and importance and feasibility study. We then integrated the company's internal development status and future direction to determine its sustainable development strategy. This included identifying the direction, significant issues, key projects, and actions. This step helped the company better plan resource allocation, establish routine management mechanisms, and enhance its ESG management capabilities.

At the same time, we work closely with our clients to effectively enhance their international and domestic ESG ratings through professional collaboration, thereby strengthening the enterprises' ESG impact.





Deloitte China [provided ESG rating consulting services to a prominent Chinese retail brand](#). Based on the ESG rating criteria, we conducted an in-depth analysis of its ESG practices and proposed specific management improvement suggestions. We also developed targeted, high-quality implementation plans, successfully helping the brand significantly improve its ESG rating, and further enhancing its international and responsible brand image.

## ESG reporting and assurance

Deloitte China provides clients with innovative solutions to collect and manage ESG data more accurately. These solutions clearly demonstrate our clients' contributions to addressing environmental and social challenges and their progress towards ESG goals, helping them build trust with stakeholders.

We developed the D.ESG data management system, which significantly improves the effectiveness and efficiency of ESG data utilization in data analytics, decision-making processes, and employee development initiatives. For instance, a real estate company employed this ESG data management system and resolved issues such as inaccurate data, inconsistent data standards, and complex collection processes during ESG data collection, organization, and disclosure. This system enhanced the efficiency of ESG data collection and management and enabled data to play a greater role in decision-making, reporting, and shaping sustainable development strategy.

## Green construction

Deloitte China aims to assist clients in all types of development projects including urban areas, industrial parks, and buildings by providing end-to-end green and low-carbon solutions, empowering companies to enhance their ESG performance and achieve the "dual carbon" goals.

Deloitte has assisted [a large state-owned real estate development company in providing a comprehensive carbon inventory service](#),

formulating "dual carbon" targets and strategic plans and establishing sustainable building standards for the company. We also provided the professional advisory services to assist on the evaluation of the green, low-carbon, healthy, and smart buildings for the company's development projects. Deloitte China delivered comprehensive solutions by formulating the decarbonization strategies at the group level and providing implementation guidance at the project company level. This approach integrates the company's ESG and sustainability strategies, meeting national and industry requirements for green and low-carbon transformations while achieving high-quality growth, improving product quality and value, and enhancing its brand eminence and market influence.



D.ESG, a one-stop ESG management system

## Green finance

By incorporating ESG considerations into financial strategic planning, Deloitte China helps clients enhance corporate value, reduce capital costs, and assist them in identifying potential financial opportunities.

Deloitte China provided [a large state-owned commercial bank with an all-encompassing green finance solution](#), including ESG risk management, green asset identification, green finance disclosure, and

carbon emissions and environmental benefits calculation for investment and financing activities. By establishing a multi-layered green finance business management system, we assisted the bank in promoting its green finance development strategy.

### Innovative solutions for Hong Kong's housing shortage

As the executive architect, WCWP Modular Integrated Construction (MiC) technology across project planning, architectural design, and on-site construction, significantly reducing construction time, minimizing resource waste, and enhancing project efficiency and sustainability. MiC enables rapid housing solutions and allows structures to be dismantled and reused for future projects, promoting circular resource utilization. For example, the WCWP team successfully applied MiC to the Transitional Housing Project at Fan Kam Road, Yuen Long, in Hong Kong, completed in March 2024. This resulted in a 15% reduction in construction costs and a 7-8 months reduction in the construction period, providing comfortable housing for more than 815 Hong Kong residents.



Transitional Housing Project at Fan Kam Road



# Rooted locally, driving high-quality development

Deloitte China is dedicated to serving the country with professionalism. Our professionals have made supporting reform and opening-up and serving national development a long-term strategic goal. We are actively engaged in the development of China's modernization, facilitating high-quality economic growth and deeper global engagement.

## Advocating at the Two Sessions: thought leadership in action

Following the principles of reasonable and detailed research, effective and tailored advice, and lean innovation and development, Deloitte China executives who serve as deputies or members on NPC or CPPCC National Committees and the provincial and municipal People's Congresses or CPPCC Committees put forth proposals and suggestions in areas such as improving livelihoods, sustainable development, and new quality productive forces, actively contributing to national, provincial, and municipal economic and social development.

## Supporting Chinese modernization through expert proposals

During the Two Sessions in 2024, Vivian Jiang, CPPCC National Committee member and Deloitte China Chair, and Dr. Eliza Chan Ching-har, CPPCC National Committee member, CPPCC Tianjin Municipal Committee standing member, Hong Kong Gold Bauhinia Star, and Deloitte China Senior Advisor, attended the meeting with multiple proposals. They offered suggestions and advice on pivotal topics, including new quality productive forces, enhancing the international recognition of China's green certificates, boosting Chinese companies' global competitiveness, optimizing the business environment,

promoting high-quality development of the Belt and Road Initiative, and driving innovation and collaboration in technology industries. They demonstrated Deloitte China's original aspiration of facilitating China's modernization.



## Assisting regional economic development with expertise

During the Two Sessions at the provincial level in 2024, Deloitte China executives actively offered advice, leveraging their expertise to facilitate the high-quality development of China's regional economy.

## Contributing to Beijing's development

Patrick Tsang, CPPCC Beijing Municipal Committee member and Deloitte China CEO, focused on key topics such as "establishing Beijing

as a leading city in the global digital economy and promoting precise, effective global investment in the city." His proposals align with Beijing's strategic priorities in culture, technology, sustainability, and the coordinated development of the Beijing-Tianjin-Hebei region.

## Elevating Shanghai's competitiveness

Dora Liu, deputy to Shanghai Municipal People's Congress, member of the Financial and Economic Committee of the Shanghai Municipal People's Congress, and Deloitte China Deputy CEO, emphasized "deep integration of the digital economy and the real economy" and "building an international trade center and promoting green and low-carbon transformation." She offered insights to further enhance Shanghai's urban capabilities and core competitiveness.

In FY2024, **32** Deloitte China executives served as deputies or members on NPC or CPPCC National Committees and the People's Congresses or CPPCC Committees across **11** provinces and municipalities. Their proposals covered professional fields including the **digital economy, green transformation, and the business environment.**



Patrick Tsang, CPPCC Beijing Municipal Committee member and Deloitte China CEO, attends the Second Session of the 14<sup>th</sup> Beijing Municipal Committee of the Chinese People's Political Consultative Conference



Dora Liu, deputy to Shanghai Municipal People's Congress and Deloitte China Deputy CEO, attends the Second Session of the 16<sup>th</sup> Shanghai Municipal People's Congress

## Contributing to China's economic development with expertise

Deloitte China acts as a bridge for communication between the government and enterprises. By continuously enhancing our professional capabilities, we contribute our intellectual capital to China's business environment improvement, international expansion, and market growth.

### Facilitating China's high-level opening-up to the world as a think tank

Deloitte China plays an active role in connecting government, academia, and business stakeholders. We apply our professional expertise to help China's regional economies cultivate a first-class business environment, drive high-level opening-up, and advance high-quality economic development.

#### Insights on cutting-edge trends

At Deloitte China, we concentrate on the most recent developments, trends, and policies in government and public services. We conduct ongoing research in areas such as digital transformation, business environment optimization, and digital government. By integrating our professional services experience, we share Deloitte's perspectives and key insights.



Since 2011, the SASAC has tasked us with "researching world-class enterprise criteria". We published our findings in 2013 and 2019 as crucial guides for state-owned enterprise reform. In April 2024, our Research Center for the Development of SOEs released Build World-class Enterprises: Going Global with Evolving Excellence, the 3rd edition of its monograph series.



Build World-class Enterprises: Going Global with Evolving Excellence

#### Serving as a government advisor

In December 2023, Anna Marks, Chair of the Deloitte Global Board of Directors, was appointed as an International Business Leader Advisor to the Mayor of Beijing. In March 2024, she attended the 16th Meeting of the International Business Leaders Advisory Council for the Mayor of Beijing, where she offered professional advice to further advance Beijing's global development.

#### Providing professional services

Deloitte China provides services such as solution design, construction effectiveness evaluation, institutional innovation research, business environment optimization, investment promotion report publication, and industrial planning for governments at all levels and multiple free trade zones (ports), offering comprehensive intellectual support for the high-quality opening-up and development of the regional economy.



### Deloitte China received the Excellent Research Prize from SASAC

To drive practical and theoretical innovations in the state-owned economy, the SASAC introduced a novel strategy: publishing significant research topics for competitive bidding. It invited bids for 30 topics, attracting 360 participants. Following several rounds of evaluation, the Deloitte China team's research on Key Issues of International Operations of State-Owned Enterprises under the New Situation won the Excellent Research Award in November 2023. We are the only international consulting firm to have successfully bid for and received the Excellent Research Award.



Excellent Research Medal



Deloitte Global Chair Anna Marks and Deloitte China CEO Patrick Tsang at the Meeting of the International Business Leaders Advisory Council for the Mayor of Beijing



2023 White Paper on Environment for Foreign Investment in Shanghai and 2023 Shanghai Foreign Investment Guide help Shanghai attract high-quality foreign investment





# People



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



Deloitte China has always been adhering to “People First” strategy and advocates our Employee Value Proposition (EVP): “Shaping future talent through impact that matters”. We are committed to investing in our employees, focusing on AI technology and EVP’s four dimensions: development, caring, happiness, and inclusion. In the aspects of talent attraction, development, and retention, we continuously explore and innovate, embrace AI/GenAI, and improve the career journey experience of our people in a comprehensive and multi-level manner, to drive efficient business growth and value creation.



### **18 years**

Top Employer for the 18<sup>th</sup> consecutive year

### **1 prestigious certification**

Diamond Standard Certified Company by China Healthy Workplace

### **321 employees**

Assisted 321 employees in successfully finding internal career opportunities and embarking on new professional journeys.

### **SheXO program**

Launched the SheXO Mentoring Program, connecting female leaders across various industries globally to drive social change and enhance women leadership.

### **63% / 48% / 37%**

Women account for nearly 63% of our headcount, more than 48% of our managers and above, and over 37% of our partners.

### **10,000 partners and employees**

In FY2024, around 10,000 partners and employees completed AI/GenAI certification courses.




# Feature story: DU AP China, a hub of knowledge, action, and future innovation

Located in the Huairou Science City of Beijing, DU AP China features an ingenious architectural design that harmoniously integrates traditional Chinese aesthetics with futuristic technology concepts. This design reflects Deloitte's strategic vision of being globally connected and locally rooted. DU AP China represents a strategic investment and a vibrant hub of intelligence. It aims to develop impactful talent to underpin individual excellence and shared success.

DU AP China provides unique learning and development experiences to our talent, clients, and ecosystem partners for knowledge empowerment, nurturing growth, and catalyzing innovation. DU AP China's curriculum leverages a top-tier learning development framework encompassing diverse, cutting-edge topics, including leadership skills for the future, human-machine collaboration, and deep expertise to deepen industry insights and boost value creation. Additionally, we offer tailored learning programs to enhance leadership for our clients and the industry. These efforts empower Deloitte professionals to positively influence our clients and their sectors.

DU AP China represents a new standard for green, low-carbon, and smart campuses, with its 40 smart scenarios, 30 low-carbon behavior tracking systems, 15 digital dashboards, and digital twin technology for visual management. So far, it has been awarded the "WELL Precertification", "Smart Building Certification by BRE and TÜV Rheinland", and "Smart Building Certification by China Real Estate Association".

DU AP China has set three significant "firsts":

-  The 7<sup>th</sup> campus of Deloitte University globally and the first fully integrated campus in the Asia Pacific
-  The first leadership development center established by a professional services firm in China
-  Beijing's first government-certified leadership & professional skills development center as part of the Global & AP Deloitte University portfolio



DU AP China, located by Yanqi Lake at the foot of the Great Wall



Rosa Yang, Dean of DU AP China

With our goals of knowledge empowerment, nurturing growth and catalyzing innovation, DU AP China will be a unique space delivering a sustainable, intelligent, and immersive learning experience, encouraging critical thinking, and nurturing future-ready leadership. Built on and living Deloitte China's Value Proposition of "Shaping Future Talent through Impact That Matters", DU AP China will thrive as the most prestigious talent and leadership development center in the field of professional services.



# Shaping the future by making an impact that matters with a talent-driven strategy

Shaping future talent through impact that matters, Deloitte China remains steadfast in fulfilling its Employee Value Proposition (EVP). The concept of “36°C” represents a delicate balance, neither too much nor too little, warm without being overwhelming. It conveys comfort while embodying vitality. In FY2024, we focused on emotional and visual engagement through “36°C Management” to elevate the talent experience.

### Development

We enable Deloitte professionals to develop future-ready skills by enhancing our professional talent development system, actively recruiting top talent, and providing employees with digital, personalized, and diversified career development paths, along with robust learning and growth platforms.

### Caring

We drive “Total Wellbeing” by promoting a work-life balance for every employee, focusing on their physical, mental, social, and sense-of-purpose needs.

### Happiness

We firmly believe that every employee is a unique value creator and encourage employees to fully achieve their self-worth at Deloitte China.

### Inclusive

We create a diverse, inclusive, and equal work environment for employees. This enables our talent to better empower, develop, and bring out the best in themselves.

External institutions and the public widely recognized our efforts and achievements. This reinforced our belief to pursue a people-oriented strategy and continuously innovate in talent development.



**Carol Zheng**  
Deloitte China Chief Talent Officer

FY2024 witnessed AI and GenAI transforming how we work and conduct business, unleashing new opportunities for innovation. Guided by the theme of '36°C Management' to humanize and visualize talent value, we've made great strides. Looking ahead, we will continue aligning with business needs, embracing AI and GenAI, and empowering our people.

### Awards and Recognition

Top Employer for the 18<sup>th</sup> consecutive year

Diamond Standard Certified Company by China Healthy Workplace

Most Attractive Employer for the 16<sup>th</sup> consecutive year from Universum

Most Attractive Employer 2023 from Shixiseng

HR Asia Best Companies to Work for in Asia (Hong Kong Edition) for the 3<sup>rd</sup> consecutive year





# Unlocking potential to develop “future-ready” talent

Deloitte China is dedicated to nurturing and advancing its people by providing digitalized, personalized, and diverse career paths alongside comprehensive learning platforms. We have launched the “10k Talent Program for AI/GenAI Skills” to empower talents with AI/GenAI skills and knowledge, unlock talent potential, and cultivate new quality productive forces and future-ready talent.

## High-potential and high-performance talent: driving talent development forward

Deloitte China has launched talent development programs such as Program Astra and “H100” to enhance leadership, strategic thinking, and cross-cultural capabilities. These programs aim to help high-potential talent maximize their potential in appropriate roles, infusing continuous vitality into Deloitte China.

### Program Astra: shaping future careers

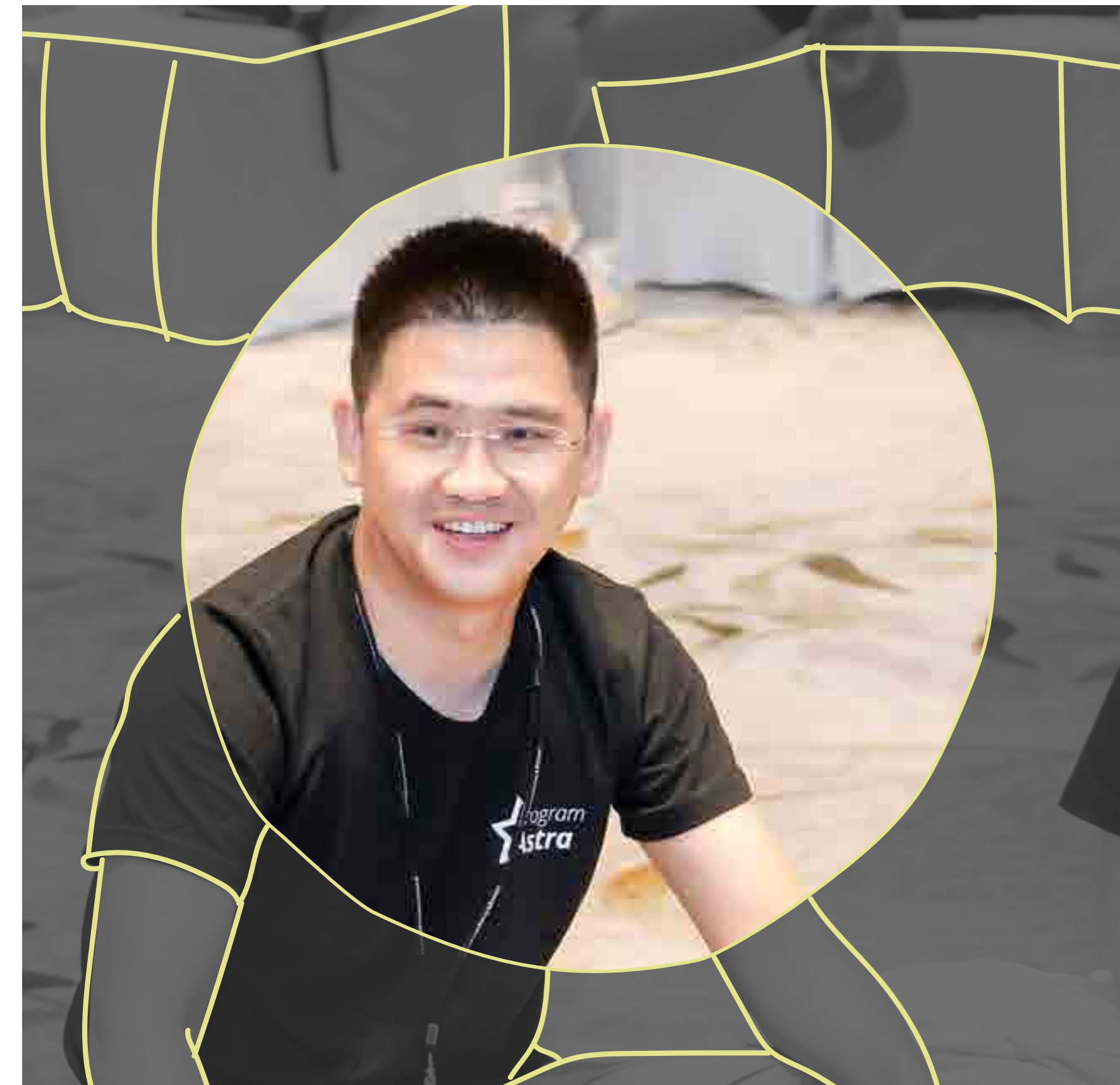
With over 300 high-potential and high-performance Astra members spanning all below-partner levels and business units, this diverse and talented community is a testament to the program’s success. The impact of Program Astra extends beyond individual development. Through the community, they not only enhance their personal abilities but also foster cross-cultural collaboration, drive business innovation, and improve client satisfaction.

### “H100” program: unlocking limitless potential

The “H100” program is designed to accelerate growth through hands-on experience and one-on-one coaching, supported by AI capability assessments and targeted training. It focuses on the key career development areas for Directors and Senior Managers, drawing on firm-wide, regional, and departmental resources to provide participants with opportunities for practical learning and broadening their perspectives. Since its launch, the program has engaged nearly 100 participants, paired with close to 90 partners who serve as second coaches. These coaches offer personalized mentorship, combining practical guidance with meaningful coaching conversations.

#### Astra Stars Development Journey: Astra Odyssey

The inspiring journey of Daisy Lin, a manager in Strategy, Risk & Transactions





## Career opportunities: diverse career mobility with overseas assignments and internal career marketplace

In response to the “Smart Talent Experience” strategy, we are continuously upgrading our Internal Career Marketplace. Through international assignments, virtual remote assignments, and short-term transfers or role changes across business units and regions, it provides localized and enriching workplace experiences while empowering personalized career development journeys. In FY2024, the Internal Career Marketplace helped 321 colleagues successfully find internal career opportunities and embark on a brand-new career journey.

### By region

32 employees participated in international or virtual remote assignments; 123 employees engaged in inter-regional career transitions

### By business unit

39 employees transitioned across business units; 250 employees explored new roles within their current business units



“In London on expatriate duty, I worked on several major global engagements. Collaborating with colleagues across functions and countries, we delivered top-notch service to crucial clients. The diverse work environment heightened my self-awareness and broadened my perspectives, offering invaluable experience.

— Ka Ki Ng, T&T, Deloitte China

### “GO WEST” internal talent mobility program

As one of the most notable initiatives in our Internal Career Marketplace, the “GO WEST” talent mobility program has gained wide attention and participation among colleagues for providing a welcoming work environment, high quality of life, and emerging development opportunities. Over 500 colleagues attended the “GO WEST Online Roadshow”. In FY2024, this program received 77 qualified applications, and 33 colleagues were given offers, including 17 offers for senior manager positions and above.

## Empowering the future: AI certification and cross-BU skill learning

As an integral component of the Deloitte China’s AI Strategy, we launched the AI/GenAI Level 1 Foundational Certification to support employees in advancing their careers during the wave of digital transformation. Employees completing the certification acquire critical skills that enable them to effectively engage in in-depth client conversations, identify business opportunities, and make a significant impact in cutting-edge technology fields.

Carried out 55 cross-BU skill learning courses, with **more than 8,100 views**



# Creating a caring workplace and pursuing well-being for Deloitters

Deloitte China treats every Deloitte with genuineness and love. We create a caring workplace and achieve an ideal work-life balance by enhancing the Smart Talent Experience in physical, mental, social, and purpose-driven aspects.

## Well-being and intelligent care: advancing employee wellness and quality of life

Focusing on well-being, Deloitte China continuously innovates employee benefits through initiatives like holiday care packages, welfare programs, and a user-friendly digital service platform.

### Emotional recharge: “Well-being” WeChat Account

Adhering to Deloitte’s talent philosophy, we launched the “Wellbeing” WeChat Account to provide all employees with comprehensive wellness knowledge and interactive experiences. In FY2024, the account attracted over 14,200 followers, posted 58 articles with more than 22,210 views and shares, hosted five online sharing sessions with 3,500 participants, and delivered 10 mindfulness audio sessions to offer holistic support and care.

### “Building a healthy workplace” campaign

We rolled out the “Building a healthy workplace” campaign through online and offline activities to enhance employees’ health and energy in their daily routines. The activities included online health lectures, on-site massages, and ergonomics workshops, helping employees improve their health awareness and quality of life.

### Deloitte China was recognized as a Diamond Standard Certified Company by China Healthy Workplace

In December 2023, Deloitte China stood out among 300 enterprises to achieve the Diamond Standard Certification for Healthy Workplaces (2024–2025). This recognition highlights our excellence across five key dimensions: organizational support, healthy environments, health management, program implementation, and occupational health and safety.

## Comprehensive health care: upgraded benefits and insurance plans

Deloitte China is committed to providing employees with comprehensive health benefits. In addition to statutory entitlements, such as public holidays, social insurance, and housing fund, we offer exclusive programs such as critical illness insurance for parents, commercial insurance for children, and the “Deloitte Caring Angel” initiative to promote happiness and well-being.

In FY2024, Deloitte China upgraded its Hong Kong Staff Commercial Insurance Plan by increasing the outpatient reimbursement ratio from 80% to 100% and enhancing the optional benefits for health checkups and dental care. Through the “Deloitte Caring Angel” program, we celebrated key career milestones at Deloitte, such as passing the probationary period, promotions, birthdays, and work anniversaries by sending heartfelt messages via the “Angel Mailbox.” This initiative underscores our commitment to helping employees achieve a work-life balance

Deloitte’s exclusive critical illness insurance covers more than **14,600** employees’ parents

The “Deloitte Caring Angel” program sent over **41,300** personalized greetings and **550** thank-you notes





# Facilitating value realization for professional achievement and happiness

We encourage our professionals to embrace the sense of achievement and happiness that comes with realizing value at work. We facilitate efficient work through the innovative integration of AI, enhance the talent journey experience, and support employees' continuous skill development. This allows them to work happily with industry-leading coaches and like-minded colleagues while enjoying a purpose-driven talent experience.

## Intelligent coaching: Launching AI Assistant to promote a coaching culture

In FY2024, Deloitte China launched the i-Coaching program. We comprehensively upgraded the coaching mechanism and empowered coaches by introducing an AI assistant, establishing a feedback channel, and awarding the "Coach of the Year Award". These initiatives aim to provide in-depth and caring coaching support for talent and co-shape the coaching culture. Since its initiation, the i-Coaching AI Assistant has been tried out by more than 900 new coaches and has offered courses to more than 4,000 coaches.

To recognize those who have made exceptional contributions to coaching, we've established the "Coach of the Year Award" to further develop the coaching culture and provide comprehensive, in-depth support for talent growth. In FY2024, 250 outstanding coaches received the "Coach of the Year Award".



"I'm glad that I can do better and more for coachees.

— Rosemary, Tax and Business Advisory,  
Deloitte China

## A delightful team ambiance: Connecting with like-minded colleagues

Deloitte China encourages employees' to pursue personal passions beyond their professional endeavors. We have established various Staff Clubs, including football, basketball, badminton, ping-pong, running, music, books, photography, and videography, empowering employees to showcase their talent, build connections with like-minded individuals, and expand their social horizons.

## Embracing the Olympics: upholding authenticity and striving for personal breakthroughs

In 2022, the International Olympic Committee (IOC) and Deloitte announced a decade-long TOP partnership. Deloitte will empower the

IOC's digital transformation and evolvement, leveraging our superior services while embedding the Olympic motto "Faster, Higher, Stronger – Together" into the corporate culture. This will ignite a relentless pursuit of excellence, innovation, and personal milestones among our talents.



"Upholding our Employee Value Proposition of "Shaping future talent through impact that matters", Deloitte China encourages the younger generation, especially female colleagues, to envision, conquer and unleash their infinite potential.

— David Wu, Vice Chair, Government and Public  
Policy Unit Leading Partner, Deloitte China



The on-site activation space of Deloitte at OQS Shanghai



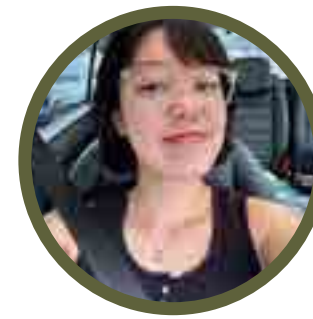


In the summer of 2024, Paris' romantic charm hosted the igniting of the Olympic flame. Beyond the Team Deloitte athletes, Deloitte China actively contributed to this global spectacle, leveraging its strengths to ensure the international competition's triumphant hosting.

In May 2024, Shanghai staged the Olympic Qualifier Series 2024 Shanghai (OQS) along the iconic Huangpu Riverfront. Deloitte China transformed its activation space into a modern, vibrant hub, drawing athletes and spectators alike. Two promising young Deloitteers distinguished themselves as volunteers at the Shanghai leg.

During the Paris 2024, Deloitte China offices orchestrated a series of events and promotions to broaden the Games' influence. Two Deloitte China colleagues participated in the "Reach Higher: Leadership development" in Paris, leveraging the Olympics as a platform for intensive training and enhancing their leadership skills. Selected among the best, they also joined the on-site "cheering squad," witnessing the Parisian spectacles.

As the Worldwide Olympic and Paralympic Partner, Deloitte collaborates with the IOC to forge a profound impact. Our ambition is to contribute tangible, enduring, and substantial effects on the Olympic movement's evolution, enhancing the Olympic and Paralympic Games, and thereby driving global progress.



“I cheer for China's athletes, particularly the female swimmer who embodies sheer determination and inner strength, a true testament to “girl power”. Each plunge and sprint in the pool epitomizes relentless struggle, reminding me that we must embrace our passions, love what we do, constantly challenge ourselves, and pursue higher goals!

— Linda Zhao, Deloitte China



“In Paris, the romantic capital, I was thrilled to witness the splendor of the Olympics firsthand. Before the trip, I looked forward most to watching events like swimming, fencing, and beach volleyball, cheering for both the Chinese delegation and Team Deloitte. In

the heart of Paris, I had the chance to attend the fencing team finals. Fencing, a sport combining agility and strength, requires decisiveness to move forward and wisdom to adapt—qualities we should continually hone in work and life. The Olympic spirit and the athletes' perseverance have deeply inspired me. As part of the 'Reach Higher' program, I not only enjoyed a global sports celebration but also participated in in-depth training and exchange sessions at Deloitte University in Paris. During breaks, I connected with colleagues from around the world through friendly table tennis and basketball matches, deepening our camaraderie. This cultural exchange was a valuable experience that has enriched my growth at Deloitte and helped unleash my potential.

— Ben Li, Deloitte China





# Igniting “HER Power” and nurturing a culture of diversity and inclusion

Deloitte China is dedicated to establishing a workplace that embodies inclusivity and equity, ensuring every employee feels valued, respected, and embraced. We recognize that cultivating a diverse and inclusive corporate culture is pivotal in bolstering team unity, boosting job satisfaction, and propelling our endeavors towards a healthier, more sustainable future.

## Empowering “HER Power”: strengthening women’s leadership

As of a core element of Deloitte Global and Deloitte China’s values, we actively promote the “ALL IN” strategy, advocating a diverse and inclusive corporate culture that provides women with equal career opportunities and development support and empowers them to thrive and make an impact. Our long-term vision involves progressively elevating women’s representation in leadership roles, and we are continuously investing several initiatives to strengthen the growth of women’s leadership:

### Empowering “HER Power”

Enhancing the capabilities and leadership prowess of female partners and talent through experiential sharing, internal and external sponsorships, and mentorship programs

### SheXO Program

Connecting female leaders across industries worldwide to catalyze societal shifts and elevate women’s leadership status

### Gender Pay

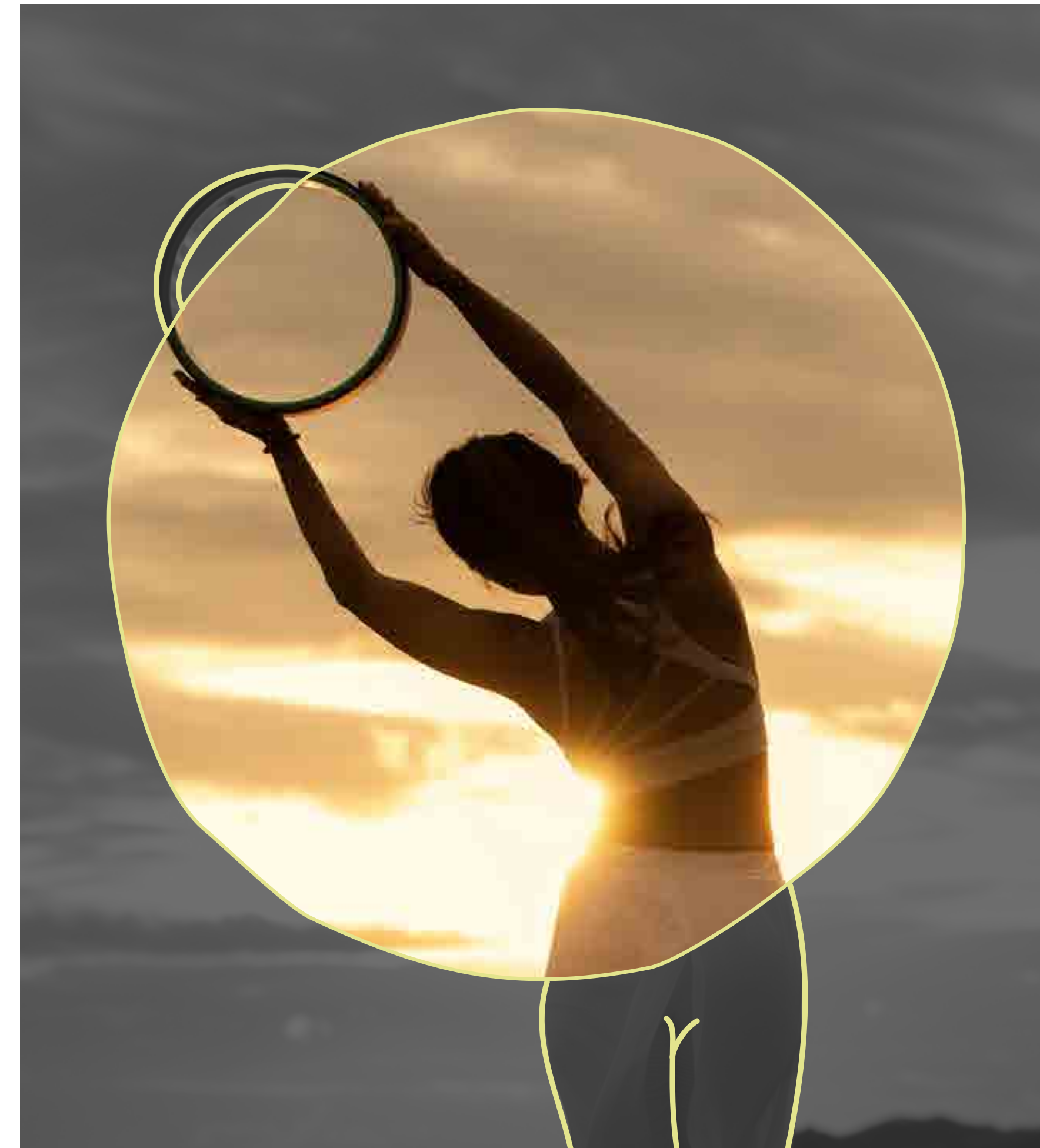
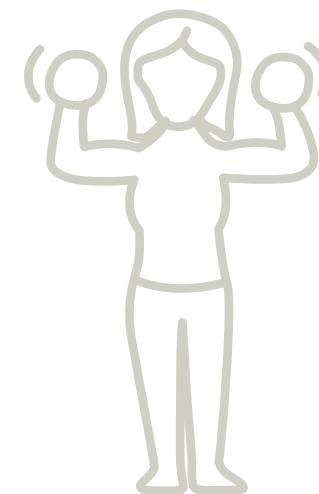
Actively tackling the gender pay gap, striving for “Equal Pay for Equal Work” between genders

Deloitte China is steadfast in fostering women’s growth and leadership. In 2020, we launched the Women Leadership Committee (WLC), fostering an open, supportive workplace for female partners and colleagues. WLC encourages fairness and diversity, enabling all talents to shine. Through diverse activities, WLC advances our EVP (Employer Value Proposition) and empowers female employees, promoting diversity and inclusivity within Deloitte China and beyond.

Women make up nearly **63%** of Deloitte China’s workforce

Women hold more than **48%** of manager-level and above positions at Deloitte China

Female partners account for more than **37%** of Deloitte China’s leadership





## Women in Tech Award: driving gender equality and empowering women in tech

Women in technology drive transformative value with their distinctive impact, yet their voices and talent pipelines remain underrepresented. At Deloitte, we have introduced the “Deloitte China Women in Tech Award” to inspire and honor exceptional women at the forefront of innovation and influence, fostering a stronger tech community and co-shaping the future of technology.

Over the past two years, Deloitte Asia Pacific and Deloitte China have promoted the “Everyone is Tech” mindset through the Women in Tech Award. This initiative encourages more women to engage in science and tech innovation, accelerating digital transformation and industry evolution. This award spotlights female talents making groundbreaking impacts in tech innovation and digitalization, particularly in AI and GenAI. It also offers winners ample resources and support to amplify their tech prowess and leadership potential. Since its inception, we have proudly witnessed nearly 100 women achieve excellence through their remarkable technological accomplishments. Two of these outstanding women were honored with the Deloitte Asia Pacific Women in Tech Award, becoming role models of women’s empowerment in tech.

### Winners’ stories: using big data tools for societal impact

Bella, an expert in big data analytics, has harnessed her expertise and experience to empower communities through pro bono initiatives. For example, in a digital capacity-building project at Yongsheng Minzu High School in Yunnan, she applied her experience from corporate digital transformation initiatives to help the school design a roadmap for digital development. This enabled the school to optimize its resources and data, ultimately delivering better educational opportunities to students.



“Big data analytics is akin to a key, unlocking insights buried within data. It equips us to grapple with intricate, evolving challenges. In project execution, big data analytics is vital for anticipating outcomes, identifying risks, and ensuring our pro bono services maximize their societal benefits.

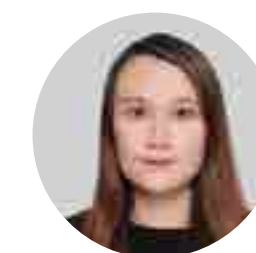
— Bella, Winner of the Deloitte China Women in Tech Award

### Deloitte China Women in Tech Award —Winners of the FY2024 Most Influential Award:

Discover their inspiring stories of technological empowerment and their reflections on the award and the community it represents.



Linda Cheng



Judy Ling



Shelley Wang



# Environment



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



Deloitte China is dedicated to charting a sustainable transformation journey for clients, steering them towards a low-carbon future. Incorporating green and low-carbon principles into its core operations, Deloitte China takes measurable, decisive actions against climate change, empowers employees, and engages with a broader ecosystem to promote the transformation towards a low-carbon economy.



### **7,435 / 100%**

Purchased 7,435 International Renewable Energy Certificates (I-RECs) to maintain 100% renewable energy power supply for our offices.

### **16 certifications**

Secured 16 green and/or healthy certifications for office spaces, spanning LEED, WELL, and BREEAM.

### **62,000+ kWh saved**

Deloitte Global Delivery Center's Chongqing office implemented energy-saving initiatives, reducing annual electricity consumption by more than 62,000 kWh compared to the previous fiscal year.

### **29% reduction**

Achieved a 29% reduction in office paper usage year-on-year.

### **1,520kg / 3,923 units / 744 cartridges**

Recycled and reused a total of 1,520kg of waste, along with 3,923 used batteries and 744 printer toner cartridges.

### **100%**

Achieved a 100% sign-up rate for the Supplier Code of Conduct.

# Feature story: Sophie Tang's small actions for big changes

Sophie Tang, a Deloitte Societal Impact Champion, deeply believes that protecting the environment is not only a responsibility but also a way to spread love.

To ingrain eco-consciousness into her colleagues' daily lives, Sophie seamlessly integrates engaging, practical, and meaningful activities into their work routines. She organized climate-themed board games to foster a relaxed yet informative environment where environmental awareness naturally blossoms.

However, Sophie's environmental efforts extend far beyond the office. She spearheads beach cleanups and tackles marine litter, exemplifying her commitment to safeguarding our oceans. Her hands-on approach underscores her true environmental commitment that tangible actions drive meaningful change.



Inspired by her efforts, more and more colleagues have started to pay attention to environmental protection and have made small changes in their daily lives: using reusable cloth bags, bringing their own water bottles, and reducing paper waste. While these actions might seem small, they collectively contribute to a powerful force for environmental protection.

Sophie recognizes the power of collective action. She often says, "Deloitte Champions are like the '1' in a magnet, and everyone else's participation is the '0' that follows. It's this collective force that truly brings the idea of 'Together, we can make an impact that matters for society' to life."

Deloitte China has many Deloitte Societal Impact Champions like Sophie, who lead their colleagues through small, cumulative actions in both their personal and professional lives, together creating a powerful force to protect our green planet.

**Sophie Tang, Deloitte Societal Impact Champion**



# Addressing climate change

With extreme weather events becoming increasingly frequent and severe, the climate crisis is a pivotal challenge of our era. As a preeminent professional services provider, Deloitte China aids clients in tackling climate-related challenges while continuously evaluating its climate risks and opportunities and seamlessly integrating climate considerations into governance, strategy, and risk management practices.

## Climate governance

Deloitte Global has devised a comprehensive climate governance system. The Deloitte Global Board oversees and approves global strategies and pivotal commitments, monitors climate risks, and endorses growth plans and significant investments geared towards climate services.

Aligned with Deloitte Global's governance structure, Deloitte China has implemented a climate governance framework to effectively address local climate risks and opportunities under global strategic guidance.

### Deloitte China Management Team

The Deloitte China Management Team (CMT) reviews and approves climate strategies and objectives, monitors progress, receives regular updates from management on the strategy and measure execution, and provides resources to manage climate-related risks and seize opportunities.

The Deloitte China Societal Impact Managing Partner leads climate initiatives and regularly reports on goals, plans, and progress to the CMT. This mechanism reinforces that climate issues are prioritized at

the strategic level and incorporated into the firm's long-term planning and daily operations.

### Deloitte China Execution Team

In FY2024, under the management team's direction, Deloitte China established an Internal Sustainability Working Group and Secretariat. It coordinates company-wide resources to implement a unified strategy, fostering comprehensive and efficient progress towards net-zero emissions, green operations, and environmental reporting.

The Sustainability Working Group oversees areas such as green operations policies, environmental data collection and verification, employee climate education, and internal and external communications.

The Secretariat formulates annual work plans, tracks progress, evaluates annual carbon reduction targets and offset strategies, and regularly briefs updates to the management team.

## Climate strategy and actions

Mitigating the impacts of climate change is a monumental task. Yet, we know progress is possible if we act collectively. It is vital that Deloitte China and society all take urgent and immediate action.

### WorldClimate Initiative

In 2021, Deloitte unveiled the *WorldClimate* initiative and zeroed in on four pillars, including "Net-zero target", "Embed sustainability", "Empower individuals", and "Engage ecosystems". In response to the carbon peaking and carbon neutrality goals, WorldClimate focuses on driving responsible climate choices within our organization and beyond,

creating solutions that facilitate the transition to a low-carbon economy and bring professional insights and strengths to the harmony between the economy and the environment.

In September 2024, Deloitte's target received validation from the Science Based Targets initiative (SBTi). Deloitte has committed to a 90% reduction in GHGs by 2040 from a 2019 base year across our business operations and value chain, and we will remove the remaining 10% of our emissions through the purchase of permanent carbon removals.

#### Net-zero by 2040 target

- Deloitte commits to reach net-zero GHG emissions across the value chain by 2040.

#### Near-term (2030) targets

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

#### Long-term (2040) targets

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

#### Embed sustainability

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



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

#### Empower individuals

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

#### Engage ecosystems

Deloitte China will collaborate with clients, alliance partners, NGOs, industry groups, suppliers, and others to:

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

**WorldClimate**  
智护地球







## Climate-related risks and opportunities

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

Risks/opportunities	Impact on potential business or commerce	Our responses	
<b>Physical risks</b>	<b>Acute</b> Increasing extreme weather events, such as hurricanes and floods	<ul style="list-style-type: none"> <li>The increase in extreme weather may damage office facilities and data centers, affecting services and raising costs.</li> <li>Adverse weather conditions may delay business travel, increasing our expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte China has formulated a business continuity plan to ensure the safety of its employees under the guidance of the Deloitte Global Security Office (GSO).</li> <li>Flexible arrangement of office locations and methods, such as remote working.</li> </ul>
	<b>Chronic</b> Average temperature rise, precipitation pattern changes, and other chronic climate changes	<ul style="list-style-type: none"> <li>Extreme heat and weather exacerbate health hazards for staff, hindering their productivity.</li> <li>When client operations and value chains suffer, Deloitte China encounters supply chain chaos, financial setbacks, and other indirect threats.</li> </ul>	<ul style="list-style-type: none"> <li>Enhance flexibility through remote working, minimizing the blow from localized extreme weather.</li> <li>Offer services to empower clients with climate risk insights and tailored mitigation plans.</li> <li>Bolster service continuity, safeguarding against climate-induced disruptions.</li> </ul>
<b>Transition Risks</b>	<b>Market</b> Uncertain market signals	<ul style="list-style-type: none"> <li>Clients operating in high-emission sectors, unable to adapt or transform, risk economic losses, potentially prompting them to cut or scale back Deloitte China's services.</li> </ul>	<ul style="list-style-type: none"> <li>Bolster resilience based on our diversified client base across sectors. For example, we may capitalize on renewable energy growth opportunities when fossil fuel businesses decline.</li> <li>Engage in the United Nations Climate Change Conference and other forums to stay abreast of global climate trends.</li> <li>Remain steadfast in the commitment to responsible business practices.</li> </ul>
	<b>Reputation</b> Attention from various stakeholders	<ul style="list-style-type: none"> <li>Clients may reduce or terminate their partnership with us if they perceive inadequate climate action in our operations and services.</li> <li>The youth demographic prioritizes climate-conscious employers.</li> </ul>	<ul style="list-style-type: none"> <li>Relentlessly progress the WorldClimate initiative, set carbon reduction goals, and foster sustainable practices to earn accolades from stakeholders.</li> <li>Empower employees with knowledge of climate change and Deloitte China's efforts. <a href="#">Explore "Everyone's participation matters" for further insights.</a></li> </ul>
	<b>Policies and Regulations</b> Carbon pricing	<ul style="list-style-type: none"> <li>Suppliers facing carbon pricing regulations may transfer cost burdens to Deloitte China, escalating energy expenses.</li> <li>Aviation emissions or fuel carbon taxes could hike flight costs.</li> </ul>	<ul style="list-style-type: none"> <li>Choose energy-efficient offices, fostering a green, low-carbon ambiance while slashing energy use and costs. <a href="#">See "Energy management" &amp; "Green office practices" for details.</a></li> <li>Be committed to reducing 55% of per capita business travel emissions by 2030 from the 2019 baseline, leveraging green travel and video conferencing.</li> <li>Procure sustainable aviation fuels (SAFs) from FY2025 onwards to mitigate impacts.</li> </ul>
<b>Opportunities</b>	<b>Market</b> Demands for climate change and sustainability services are rising.	<ul style="list-style-type: none"> <li>Deloitte China's revenue has risen, fueled by the expansion of services addressing climate change and sustainability, including technical strategies and transformations tailored to clients' needs.</li> </ul>	<ul style="list-style-type: none"> <li>Continually invest and broaden our service portfolio to offer technology-driven solutions across sectors. <a href="#">Explore "Helping clients become environmentally responsible and sustainable" for more details.</a></li> </ul>



## Energy management

Deloitte China continuously advances smart, precise office management practices. We are determined to mitigate our operational footprint and embody green, low-carbon practices through tangible measures.

### Enhancing energy efficiency

We are refining office energy performance to make the workplace more sustainable. We meticulously improve energy-saving and reduction strategies, leveraging digital tools to regularly appraise building energy use. For buildings with potential for improvement, we undertake targeted energy-saving renovations, such as upgrading lighting systems.

#### Digital energy monitoring

We've implemented a real-time monitoring system in our Hong Kong office to better track and manage energy use. This system tracks power consumption by zones and provides us with detailed and accurate energy data. Analyzing these insights enables us to promptly identify energy anomalies and wastage, allowing us to implement targeted energy-saving measures and further improve energy efficiency.

#### Lighting system upgrades

The 36th floor of our office in Pacific Place, Hong Kong, underwent a comprehensive LED overhaul with enhanced monitoring. This upgrade not only improved the quality of lighting but also achieved an energy saving of up to 26%. By closely monitoring the lighting system's performance, we ensure that the lighting equipment is always operating at its best, further reducing energy consumption.

#### Electricity-saving campaign

To effectively reduce electricity consumption in office areas, Deloitte Global Delivery Center's Chongqing office implemented power-saving

actions in FY2024. By turning off main lights during lunch hours, adjusting air conditioning settings, and taking other energy-saving steps, the office reduced electricity usage by over 62,000 kWh compared to the previous year, significantly lowering power consumption and carbon emissions.

### Purchasing renewable electricity

We purchase renewable electricity annually, ensuring that our offices run entirely on renewable power. In FY2024, Deloitte China purchased 7,435 International Renewable Energy Certificates (I-RECs).

## Green office practices

Deloitte China, an advocate for sustainability, strives to foster a green, healthy, and sustainable office environment.

### Paperless operations

Deloitte China has embraced a holistic paperless operation system, including the introduction of a paperless reimbursement system and an e-seal application system, as well as tightened printing protocols. After business trips, we promote the use of electronic invoices for reimbursement, with our in-house developed "EasyClaim" mobile app enabling online submission, uploading, and approval. In FY2024, compared to the previous fiscal year, paper usage in the office decreased by 29%.

### Eco-friendly workspace

To ensure employees can perform at their best in a high-quality working environment, we have installed real-time air quality monitoring systems in newly renovated offices. These systems monitor indoor air quality by area, promptly identifying and addressing potential issues to create a healthier and fresher working environment. In FY2024, we

completed a full renovation of our Shanghai Bund Center office, with a design concept focused on "light and shadow greening," integrating the changing effects of natural light with green elements to create a vibrant and modern workspace. The office achieved LEED CI Platinum, WELL V2 Platinum, and BREEAM RFO Excellent certifications. In addition, our pioneering zero-carbon meeting room received the China's first carbon-neutral space certification, setting a new benchmark for the green transformation of office spaces.



The renovated Shanghai Bund Center office



By the end of FY2024, Deloitte China's offices received **16** green and/or wellness certifications, including:

- 11** LEED certifications
- 2** WELL certifications
- 2** BEAM Plus EB V2.0 Platinum certifications
- 1** BREEAM Excellent certification

### Responsible travel

Deloitte China proactively implements strategies to reduce the environmental impact of business travel.

#### Encouraging high-speed rail

We encourage employees to prioritize eco-conscious travel and advocate high-speed rail as a low-carbon alternative to air travel.

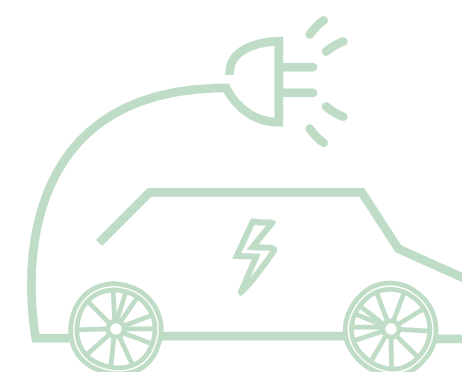
#### Strict restrictions on premium air travel

In FY2024, Deloitte China tightened its travel guidelines with stricter measures for air travel, requiring all employees to travel in economy class for domestic and intra-Asia flights.

## Risk management

Climate risks are fully embedded in Deloitte's risk management processes. A comprehensive risk management framework is in place to identify, assess, manage, and monitor various risks, including climate-related risks. The Deloitte Global Enterprise Risk Framework (ERF) outlines the Deloitte Global Executive Committee's assessment of Deloitte's priority and emerging risks, focusing on those potentially impacting strategic goals, public responsibilities, and corporate reputation. These risks are assigned to senior management for oversight.

All priority risks are evaluated based on exposure levels, categorized as moderate, high, or very high. Each risk is assessed by Deloitte Global, with exposure levels determined by evaluating the residual impact and likelihood. Risk specialists and the Deloitte Global Enterprise Risk Management team integrate external factors and information into these evaluations, considering financial models and relevant assumptions. Climate risk, a priority under the ERF, encompasses physical and transition risks. These are assessed according to the ERF and governance processes and will be stringently monitored and managed through established mechanisms. Deloitte China will remain in close collaboration with Deloitte Global, engaging in active discussions, monitoring, and managing climate-related risks.



## Metrics and targets

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

Greenhouse Gas Emission	Unit	FY2024	FY2023	FY2022	FY2019 (Base Year)
Scope 1	tCO2e	0	0	0	0
Scope 2 (location-based)	tCO2e	4,578	4,740	4,896	5,354
Scope 2 (market-based)	tCO2e	0	0	0	5,354
Scope 3	tCO2e	78,287	51,514	41,517	57,891

*Note: From FY2024, Deloitte China collects carbon emission data for employee commuting, work-from-home, and business travel (taxis and ferries). We've updated FY2019 data to also cover commuting, work-from-home, and taxi travel. Previously, Purchased goods and services (PG&S) emissions were not reported in Deloitte China's Impact Reports. In FY2024, we included historical data for PG&S.*

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

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

*The FY2022 Scope 3 carbon emissions include business travel (air, hotel accommodations, car rental and reimbursed mileage) and PG&S.*

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

*To offset Scope 3 business travel carbon emissions, we purchased carbon credits equivalent to these emissions.*



# Protecting nature and biodiversity

The landmark Kunming-Montreal Global Biodiversity Framework (GBF), developed during the 15th Conference of Parties (COP15) to the UN's Convention on Biological Diversity, sets a target: by 2030, 30% of terrestrial, inland water, and coastal and marine areas are effectively conserved and managed.

To translate our environmental vision into action, Deloitte China engages with diverse environmental concerns, continuously reviewing and assessing our impact on nature and biodiversity across our value chain.

## Mitigating our impact on nature and biodiversity

Deloitte Global is devising a nature and biodiversity strategy to address and alleviate our impact on nature. This includes enhancing protections in operations, procurement, and service delivery.

As part of this effort, Deloitte is conducting a global review of office locations to identify opportunities to minimize environmental impact, particularly in building renovations and furniture selections. To address risks associated with climate change—such as floods, droughts, and water scarcity—we assessed all office locations against multiple factors: Proximity to Key Biodiversity Areas (KBA) and protected areas (as identified by the World Database on Protected Areas, WDPA), Water stress levels, Coastal and river flood risks. High water-stress locations have been identified, and since FY2024, we have begun collecting and closely monitoring water usage data for these offices.

## Engaging employees to protect nature

Collaborating with numerous public welfare groups, Deloitte China fosters employee engagement through diverse volunteer initiatives, such as beach cleanups, tree planting, and nature observation. In FY2024, we organized beach cleanup events in Shanghai, Shenzhen, Hong Kong, and Chongqing, with over 200 colleagues participating. These efforts contributed to cleaner coastlines and riverbanks in urban areas, reflecting our commitment to protecting natural ecosystems.





# Advocating a circular economy

Deloitte China is dedicated to enhancing resource efficiency and embracing sustainable development through initiatives such as reusing materials within our premises and partnering with recycling service providers.

## Recycling and reusing resources

To mitigate environmental pollution and promote resource sustainable resource use, Deloitte China has introduced a comprehensive recycling program that covers a wide range of waste materials.

### Recycling of used computers

Collaborating seamlessly with computer vendors, we've devised a framework for eco-conscious disposal of used computers. In FY2024, we recycled 5,590 used computers, each certified for eco-friendly disposal. We also donated 80 computers to aid projects in Yongsheng County, Yunnan, and the school affiliated with the Deloitte Children Care Program. This action promotes the circular use of electronics and minimizes e-waste's harm to the environment.

### Disassembling and upgrading office chairs

Teaming up with authorized recyclers, we dismantled and repurposed 344 damaged office chairs for material upgrades. This approach avoided landfill disposal, maximizing resource utilization.

### Reusing office furniture

In the new Qingdao office, 80% of desks and chairs were reused from Beijing Huateng's vacated space, minimizing new furniture purchases and resource waste.



Deloitte China's Qingdao office uses recycled furniture

In FY2024, we recycled and reused **1,520kg** of waste, along with **3,923** spent batteries and **744** printer toner cartridges.



## Advocating minimizing resource wastage

Deloitte China encourages all offices to reduce the number of trash bins by installing centralized, floor-specific waste sorting bins. This initiative guides employees to sort waste correctly and reduces the use of plastic trash bins and bags. We also advocate for the use of reusable items to replace single-use plastics, such as encouraging employees to bring their own water bottles to minimize the use of disposable paper cups, further reducing plastic waste.

### Engaging in the carpet recycling initiative

During the carpet replacement project at Deloitte's Shanghai Bund Center office, we participated in the Shaw Contract's re[TURN] recycling program. Through this initiative, we successfully recycled 9,097 square meters of used carpet—equivalent to about 23.8 tons—avoiding landfill disposal and reducing carbon emissions by an estimated 64.2 tons. This step underscores our dedication to promoting a circular economy and minimizing our carbon footprint.



The reclamation certificate



# Collaborating with employees and eco-partners to promote the low-carbon economic transition

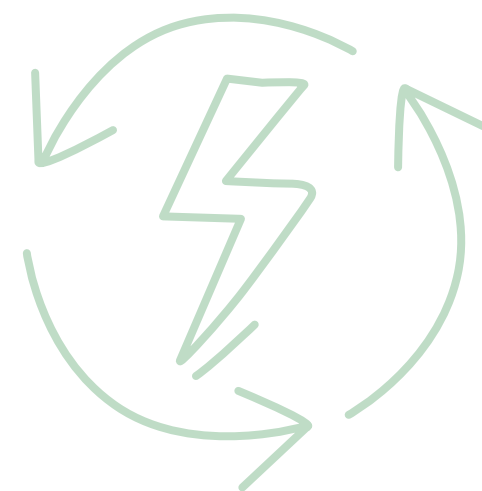
Leveraging Deloitte China's influence, we partner with clients, alliance members, public welfare institutions, industry groups, suppliers, and other stakeholders to jointly advance the transition towards a low-carbon economy.

## Everyone's participation matters

Deloitte China is committed to guiding and inspiring employees to consider climate-conscious consumption, usage, and purchasing decisions, enhancing their awareness and supporting them in taking positive climate actions both in their personal and professional lives.

### Deloitte Earth Month

Expanding upon World Earth Day, Deloitte China's Earth Month aims to heighten staff awareness of protecting the planet. In FY2024, we unveiled engaging online and offline programs centered on two key themes: "Understanding Nature and Promoting Biodiversity" and "Waste Reimagined". Nearly 1,000 colleagues from diverse offices nationwide embraced these initiatives, actively taking green actions to foster positive changes for themselves and the environment.



#### Deloitte China X Nike "Recycle-A-Shoe" Earth Day Event

Deloitte China actively promotes employee engagement in Nike's "Recycle-A-Shoe" program. This endeavor repurposes worn-out sports shoes that are processed through Nike Grind technology to create recyclable materials for public use, such as eco-friendly sports courts.

During the Earth Month in FY2024, almost 200 Deloitte China employees participated in the event, donating their worn-out shoes that were transformed into recyclable rubber granules used to build a sustainable sports field for Chengguan No.1 Primary School in Ninglang Yi Autonomous County, Yunnan.



"I really like the concept of 'Recycle A Shoe' to light up sports courts. I love sports and I hope that through my efforts to reduce waste, I can help provide safe and comfortable sports facilities for rural schools. This will allow more children to embrace sports and cultivate a daily habit of taking physical exercise.

— Kelly Yu, Audit & Assurance, Deloitte China

#### Green Commuting Carbon Reduction Challenge

During Earth Month, the Deloitte Shenzhen office hosted a 14-day low-carbon travel challenge. Employees documented their daily travel choices and mileage through photos and text, which were used to calculate carbon emissions and rank participants. This initiative has motivated colleagues to adopt low-carbon commuting habits, with photos from the challenge becoming a highlight of Deloitte Earth Month.



"I was delighted to participate in the 'Green Commuting Carbon Reduction Challenge.' This experience broadened my understanding of carbon reduction and helped me develop a healthier commuting routine. In the past, my default choices were often to 'not move' or 'hail a cab.' But now, if the distance is less than 5 kilometers, I choose alternatives like biking or walking. While this sustainable mode of transport may be slower, the dopamine from exercise brings me joy, and the picturesque views enrich my life.

— Emily Zhang, Professional Environment Services, Deloitte China

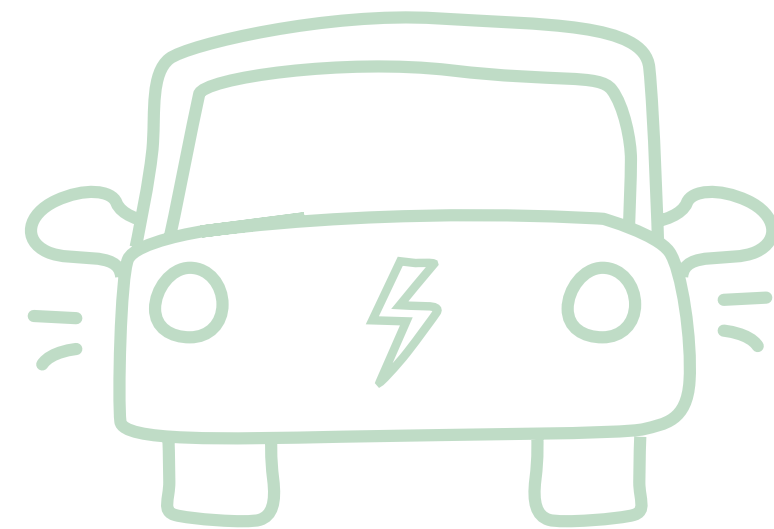


## WorldClimate Webinar

In FY2024, Deloitte China organized numerous online sharing sessions, inviting internal specialists and external experts to enlighten our workforce on diverse topics: sustainable fashion, climate change, the 28<sup>th</sup> Conference of the Parties to UNFCCC (COP28), and skywalk gibbon conservation, among others. A total of 2,427 employees participated, engaging in discussions and exchanges with our guest speakers.

## Eco-themed creative workshops

Deloitte China conducted multiple creative workshops centered on environmental topics. These workshops aimed to foster a deeper understanding of environmental challenges among employees through small-scale, hands-on crafts and engaging games. The workshops encouraged open dialogue, facilitated idea exchanges, and boosted staff awareness of environmental concerns.

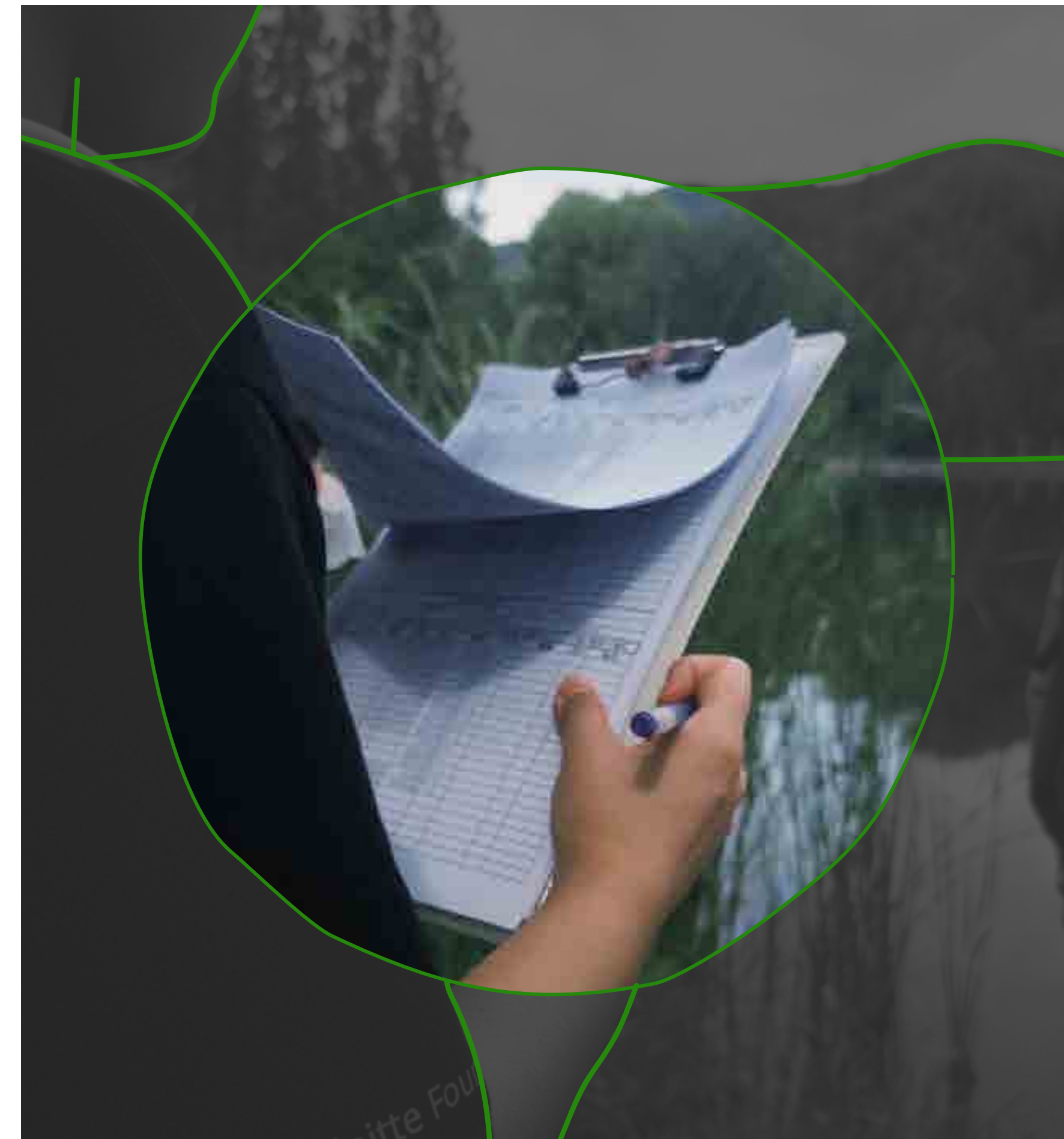


Hong Kong office - Turning waste into treasure: Workshop of recycling food waste into sustainable ornaments



“As I transformed food waste into treasures during the workshop, I came to appreciate the value inherent in waste. In addition to creating my own bracelets and necklaces, I deepened my understanding of Hong Kong’s food waste issue. I’d like to share these insights with my friends and adjust my lifestyle to take an extra step towards environmental protection.

— Renee Ng, Managing Partner’s Office,  
Deloitte China Southern Region





## Green and sustainable supply chain

Deloitte China has codified green and low-carbon guidelines for materials and energy usage in targeted products via the Deloitte China Green Procurement Standard, leveraging its influence to encourage suppliers to join eco-friendly practices. Deloitte China also implements Deloitte Global's Supplier Code of Conduct, which sets a unified benchmark for our supply base's environmental, labor, ethical, and anti-corruption standards.

### Promoting green procurement

Partnering with computer vendors, Deloitte China initiated a carbon neutrality program for newly acquired computers in FY2024. From FY2025 onwards, we will achieve full lifecycle carbon neutrality for all newly purchased computers – from raw material extraction, production, and transportation to usage and recycling – aiming to minimize the carbon footprint at every stage.

### Engaging suppliers in sustainability collaboration

Since FY2023, we've begun engaging with suppliers who have not yet committed to setting science-based carbon targets to better understand their greenhouse gas (GHG) emissions and decarbonization efforts. We encourage suppliers to disclose their emissions and carbon reduction efforts via CDP's climate change questionnaire.

Deloitte China expects suppliers to increase resource efficiency, minimize waste, innovate eco-friendly products and practices, cut GHG and THP emissions, track GHG emissions, and set Paris Agreement-aligned reduction targets. In cases of non-compliance with these expectations, Deloitte China promptly initiates corrective measures, monitors suppliers' progress, and reserves the right to terminate contracts where necessary. All Deloitte China suppliers signed the Supplier Code of Conduct in FY2024, achieving 100% compliance.

## Supporting a low-carbon economy through actions

Deloitte China actively engages in sustainable development initiatives and forums, collaborating with public welfare institutions, universities, and ecological allies. Leveraging our expertise and experience, we are committed to exploring and building a greener and more prosperous world.

### Promoting green and low-carbon transitions

Deloitte China actively participates in sustainable development initiatives and forums, engaging in dialogues that promote green transitions, devise emissions reduction strategies, and contribute to shaping future policy blueprints. Leveraging our leadership and influence, we facilitate collaboration between businesses and governments to tackle climate change and sustainability challenges.

## Offering cutting-edge industry knowledge

Partnering with Hong Kong Baptist University and the Shared Value Initiative Hong Kong, Deloitte China launched its Green & Sustainable Finance (GSF) Certificate Program. This initiative equips participants with professional knowledge in sustainable finance and investment through classes, workshops, and industry interactions. The program offers insights into the latest developments in green finance markets.

### Participating in green education

Collaborating with the Hong Kong China Education Fund, Deloitte China designed solutions for Hon Wah College in Hong Kong. These solutions encompass "active solar building technology" and "energy saving and emission reduction engineering", fostering "green behavior engineering for teacher and student education" to empower the school in attaining its carbon neutrality aspirations.

The initiative tailored diverse decarbonization routes to Hon Wah College, delving into architectural design aspects. Additionally, it educated students on climate change triggers, carbon dioxide origins, and the imperative and tactics for carbon reduction, showcasing industry achievements and future trajectories in this realm. This holistic approach nurtures a "green mindset" within the student community.





### Hosting ISSB Sustainability Disclosure and ESG Development seminars

Deloitte China successfully held seminars on “ISSB Sustainability Disclosure Guidelines and Corporate ESG Development” in Beijing, Shanghai, and Shenzhen. The events garnered nearly 100 industry guests and featured keynote insights from Dr. Leng Bing, ISSB Director, and esteemed corporate sustainability heads. Discussions focused on sustainability reporting challenges, opportunities, and strategies for enterprises.

### Exhibiting at the 2<sup>nd</sup> Shanghai International Carbon Neutrality Expo

Deloitte China debuted at the 2024 Shanghai International Carbon Neutrality Expo with the theme “Advancing Sustainability, Shaping a Low-Carbon Future”. Deloitte showcased best practices in full-value chain decarbonization, released industry insights, and proposed policy recommendations. The firm collaborated with regulatory bodies and industry leaders to advance the net-zero agenda, pooling wisdom for a sustainable future.

### Participating in the 2023 ESG Global Leaders Conference

Vivian Jiang, Chair of Deloitte China, was invited to deliver a keynote speech at the 2023 ESG Global Leaders Conference on the theme of “Just Transition: Reinventing Human-Centered Business Values”. She emphasized that corporate decision-makers should consider the global market, social needs, and government policies while paying attention to employment, people’s livelihoods, and social equality.



# Society



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



From fostering educational equity and revitalizing rural talent to encouraging employees to engage in public service and responding to disaster relief efforts, we uphold a strong sense of social responsibility. Leveraging our expertise and resources, we actively address increasingly complex challenges, fostering partnerships with organizations to seek shared solutions. Through these endeavors, Deloitte joins hands with diverse partners to forge a brighter and more sustainable future.



### **RMB30.73 million**

Total societal impact investment reached RMB30.73 million in FY2024. From FY2019 to FY2024, cumulative investments exceeded RMB112 million.

### **2.35 million+ beneficiaries**

In FY2024, Deloitte's WorldClass Initiative empowered over 2.35 million individuals, bringing the total number of beneficiaries to 7.86 million since its inception. Deloitte has achieved more than half of its 10-year goal of supporting 15 million people.

### **RMB22.39 million**

In FY2024, the WorldClass initiative's total societal investment reached RMB22.39 million.

### **65,823 hours**

In FY2024, the total volunteering and pro bono services totaled 65,823 hours. From FY2019 to FY2024, the cumulative hours of these services exceeded 276,000 hours.

### **China's Corporate Volunteering Brand List**

Deloitte China ranked in the top ten of China's Corporate Volunteering Brand List in 2023.

### **Chongqing Charity Award**

"Deloitte China – Chongqing Pengshui Rural Talent Revitalization Program" was honored with the 2022-2023 Chongqing Charity Award.



# Feature story: Deloitte EduCare Program, bridging mountains and seas for rural education

Nestled east of Chenghai Town, Yongsheng County, Yunnan, amid the gentle breeze rustling through grass and rippling waves, Lang'e Village, a community where the Yi ethnic group's Lang'e branch has thrived for generations. In March 2024, Deloitte China dispatched two exceptional young employees to the village for full-time teaching as part of its rural revitalization efforts in Yongsheng.

## Grow in a more comprehensive knowledge system

Lexin Xu and Ricky Wu, Deloitte's volunteer teachers, were tasked with teaching mathematics, English, and information technology—subjects cherished by the children yet rarely available due to a lack of resources. Their arrival echoed like a beacon in a remote valley, fulfilling the children's heartfelt desire for knowledge. In science class, Lexin transformed into a "magician", using a simple egg buoyancy experiment to unveil the wonders of buoyancy. Meanwhile, Ricky introduced children to digital art in IT class, encouraging them to illustrate their vibrant imaginations—depicting stars, friendships, dreams, and the future through their creations.

## What lies beyond the mountains?

The presence of the Deloitte volunteer teachers unveiled the mysteries of the world beyond the mountains for the village children. During a class titled "Welcome to My Hometown", Ricky, from Changzhou, introduced the charm of Jiangnan's water towns and the Wu dialect's tone. Lexin, from Beijing, guided the children on a virtual tour to the grandeur of Tiananmen Square, inspiring them to look beyond their surroundings, embrace broader horizons, and envision new possibilities for their village.

This vibrant spring and summer became an unforgettable chapter for the children and the Deloitte teachers alike. Their shared journey reflects an unwavering commitment to rural revitalization and an enduring affection for this land. As a new semester unfolds, the warm story of Deloitte people and the children continues to write itself. Deloitte China remains steadfast in its mission to support rural education, transforming lives and communities through meaningful action.



Alan Wang  
Deloitte China Societal  
Impact Managing Partner

At Deloitte, we strive to embed our purpose in every decision and action—committed to making an impact that matters to clients, people, and society, including through our corporate responsibility efforts. We actively support social progress by partnering with clients, non-profits, government, and academic institutions. Together, we focus on areas including education, climate action, and rural revitalization, co-creating a better and more sustainable future.



Scan the QR code  
to watch



# Empowering rural communities for a better future

Adhering to the principle of “serving the country with professionalism”. Deloitte China contributes its insights and expertise to foster China’s rural revitalization.

Deloitte China launched the *WorldClass* initiative in 2019, embarking on a five-year journey of exploration and experience-building. Our focus is on nurturing rural talent, particularly through education and skills enhancement. Leveraging Deloitte’s expertise, innovation, and technological prowess, we have collaborated seamlessly with cross-sector partners, executing diverse public welfare initiatives. These endeavors have empowered rural teachers, agricultural professionals, healthcare workers, schoolchildren, and more, unlocking their potential for a brighter future. By FY2024, the *WorldClass* initiative has empowered more than 7.86 million futures, achieving more than half of our goal to support 15 million people by 2030.

Furthermore, since 2021, we have forged strategic alliances for rural revitalization with pivotal counties, such as Pengshui Miao and Tujia Autonomous Region in Chongqing, Wen County in Gansu, and Yongsheng County in Yunnan. We actively aid in rural development and talent rejuvenation by implementing public welfare projects, offering professional services, extending financial backing, and donating essential materials.

## New changes at the foot of Fenghuang Mountain

Nestled at the base of Fenghuang Mountain in Yongsheng County is Yongsheng County Minzu Middle School. Although only five years old, its junior high school program ranks among the best in Yongsheng and Lijiang City. However, the rapid pace of its development has revealed

limitations in traditional management methods, highlighting the urgent need for efficient digital solutions. Deloitte’s professional team utilized its digital transformation expertise to design processes and implement digital tools for nine digital capability scenarios, including student information management and teacher collaboration tools, empowering the school with a digital edge. This transformation enables teachers to communicate and collaborate effortlessly through computers and mobile devices, while administrators can monitor campus dynamics in real-time, markedly enhancing operational efficiency.

At this vibrant campus, Deloitte’s efforts are impacting both educators and students. One such student is Xiao Lei, a freshman high schooler who benefits from the Deloitte Scholarship and the Pen Pal High School Students Mentoring program. Monthly, our volunteers diligently accompany Deloitte Scholarship recipients through letter-writing and attentive listening to their enquiries. For Xiao Lei, this program introduced her to a “big sister” from Deloitte—a mentor who has become a guiding force in her life. Through letters spanning thousands of miles, they share daily moments, exchange learning tips, and explore a broader, more colorful world together. These written words convey warmth and strength, fostering a meaningful bond that inspires Xiao Lei’s personal growth. The public welfare endeavors at Minzu Middle School in Yongsheng County are part of Deloitte China’s broader efforts to support rural education in the region. Since beginning its strategic partnership with Yongsheng in 2023, Deloitte has launched more than ten pro bono services, including upskilling rural educators and fostering career awareness among rural students. Looking ahead, we plan to expand our efforts into areas such as traditional Chinese medicinal herb cultivation and improving the business environment, providing diverse support for Yongsheng’s rural revitalization and sustainable development.



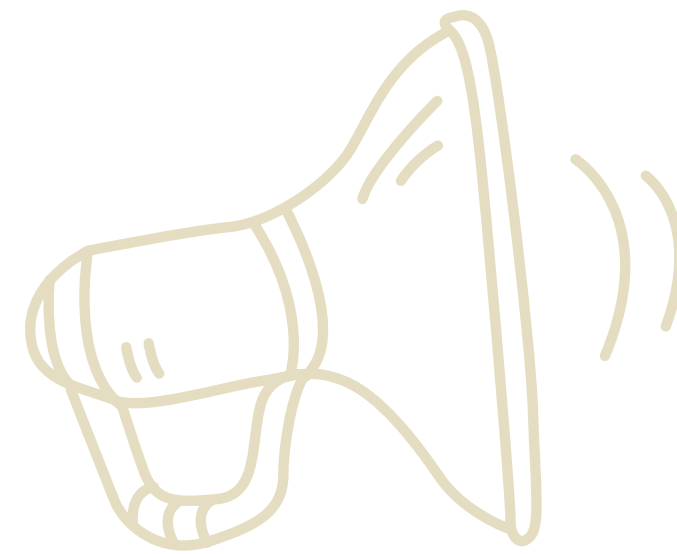


## New stages for rural talent

### New farmer entrepreneurship support

Since 2021, we have collaborated with the China Social Entrepreneur Foundation, Tsinghua University's School of Social Sciences, and the China Charity Alliance to launch the Rural Talent Cultivation Program. This program aims to provide learning opportunities, build social networks, and develop entrepreneurship skills for farmers by offering online and offline training courses on farming, cultivation, rural tourism, and financial policies for rural entrepreneurial leaders, youth returning to their hometowns, and members of farmers' cooperatives.

In FY2024, the Rural Talent Cultivation Program broadened its scope, training new farmers and college students. Nearly 40,000 new farmers and students benefited from the program. Moving forward, we are committed to empowering even more rural talent to excel and thrive, thereby contributing to the prosperity and development of rural areas.



### From the beehive to the cloud

In Ya'an, Sichuan Province, Zhou Chengwei is a well-known beekeeping expert. After graduating from university, he led over a hundred beekeepers in their joint efforts and is honored by the beekeepers as "Senior Brother". In addition, he is an outstanding participant of the Rural Talent Cultivation Program.

The pursuit of knowledge is endless. Having engaged in the Rural Talent Cultivation Program, this "Senior Brother" of beekeeping has gained many new insights. He has learned new courses such as digitalizing rural revitalization and agricultural product marketing via new media from Deloitte's volunteer lecturers and accumulated an excellent network of contacts and resources through Deloitte-supported student community activities. All of these have significantly fueled his development and transformation.

As the e-commerce industry has surged in recent years, Zhou Chengwei spotted a new opportunity and realized that a robust supply chain and adequate capital are crucial for thriving in live-streaming e-commerce. Thus, while leading his team to transitioning into the agricultural products live-streaming e-commerce sector, he leveraged the resources accumulated from the Rural Talent Cultivation Program to find high-quality sources, reliable supply chains, and stable supply chain financing. By engaging in deep collaboration with participants from various regions within the program and partnering with numerous exceptional rural practitioners, Zhou Chengwei and his team are advancing down a collaborative path towards mutual success in live-streaming e-commerce.



## Rural teachers' professional skills enhancement

We have always been focused on the education and skills development of children in rural areas. Since 2021, Deloitte has joined hands with the Dandangzhe Foundation (Dandangzhe) to run the Acorn Academy Program. This program aims to develop teachers' skills in better teaching of reading and writing in China, especially in rural areas. Through systematic reading training, teachers will become professional reading instructors to help rural children read and write fluently with enhanced confidence, reading skills, and expressive ability.

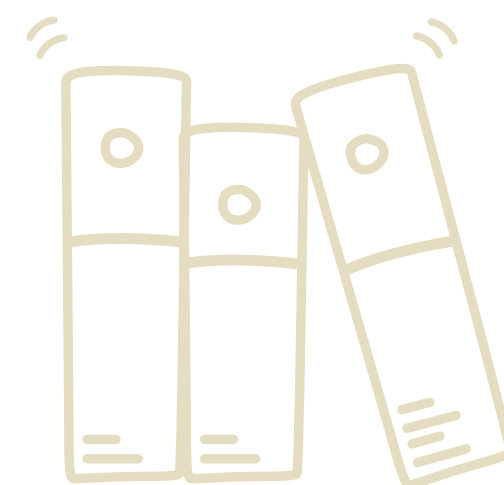
Cai Aiqiong, a teacher at Shufeng Primary School in Lingchuan, Fujian Province, actively opens doors to reading for rural students by applying the teaching knowledge and skills acquired through the Acorn Academy Program.

Teacher Cai consistently faces the significant challenge of cultivating left-behind children's reading habits and skills. Due to limited educational resources, insufficient teaching staff, and the deficiency in affectionate care and opportunities for parent-child reading in rural areas, most children lack an interest in reading. Despite her busy schedule, Teacher Cai successfully completed 62 learning tasks of the Acorn Academy Program's Junior Reading Instructor Certification Course. She recognized the crucial role of reading and learned how to guide children effectively. Teacher Cai adeptly integrated her newly gained knowledge into classroom instruction. She meticulously selected children's books suitable for third-grade students and facilitated engaging interactive sessions, guiding the children to record their thoughts and opinions on the story's characters. She has successfully conducted a series of

effective reading guidance classes.

Over the past three years, Deloitte has supported the Acorn Academy Program in facilitating 26 primary-level courses. This initiative has enabled 25,295 teachers nationwide to grasp fundamental cognitive patterns of reading and writing and essential methods of reading instruction. Those teachers helped more than 970,000 rural children improve their literacy capabilities. Empowered by reading, these children gain access to a wider view of the world.

We are committed to a strategic approach that reflects our unwavering dedication to supporting rural development and societal advancement. Our plan is designed to uplift and sustain the genuine needs of 15 million individuals. By diligently executing our *WorldImpact* social impact strategy, we steadfastly adhere to our commitment to society, fostering remarkable narratives across China's rural areas, and empowering more rural talent to make an impact that matters on their respective stages.





# Serving society, to make and amplify positive impact

Deloitte always takes pride in the history and tradition of practicing social responsibility. Deloitte China has been organizing the National Impact Day for 18 consecutive years, encouraging Deloitte employees to contribute to society by engaging in a day of volunteering activities under the “Charitable 8 Hours” campaign, committed to bringing positive changes to society. Over the past few years, beyond the limit of space, we have launched more enriching online and offline charitable activities under “Impact Every Day” so that everyone can volunteer in any way, anytime and anywhere, to contribute to community development.

*“Impact Every Day in Everything You Do”*. On 5 December 2023, International Volunteer Day, we launched the newly upgraded Impact Every Day 2.0, endowing it with a richer connotation. We have comprehensively broadened the scope of the two key areas: volunteering activities and pro bono services, supporting Deloitte people in practicing our mission every day in everything they do, continuously creating value for the public welfare.

## Volunteering activities: empowering communities

We not only run a variety of volunteering activities throughout the year in offices nationwide, but also organize Deloitte China “Volunteering Week”, encouraging employees to contribute to the development of the local community.

In FY2024, our volunteers contributed a total of 50,281 service hours, covering activities such as accompanying and interacting with children, exploring career interests, sharing cutting-edge social topics, and participating in riverbank cleanups. These activities benefit groups,

including migrant and left-behind children, middle and high school students, college students, and children with special needs.

### Let’s volunteer together – Deloitte’s Volunteering Week

On 5 December 2023, the inaugural Deloitte China Volunteering Week was launched in the same week as International Volunteer Day. Deloitte Champions played active roles in organizing and leading around 40 volunteering activities in our offices nationwide, covering five major themes: empowering future talent, exploring career development, caring for migrant children, empowering philanthropy organizations, and protecting our planet. With nearly 800 Deloitte colleagues dedicating their time and efforts, the total volunteer service hours reached over 8,000 hours. Together, we respond to local needs, demonstrating the passion and power of Deloitte people in making an impact.



### “Pass the Torch”: 15 Years of continuous efforts to ignite the future

Over the past 15 years, Deloitte’s “Pass the Torch” Student Mentoring Program has continuously provided mentoring and extracurricular learning opportunities for high school students in Hong Kong. In FY2024, we introduced a variety of workshops, supporting the development and growth of nearly 50 passionate high school students. At the event venue, Annie Lui, a volunteer from the Deloitte Hong Kong office, shared her professional insights extensively. Through workshop activities such as job tasting and work placements, we offered students a deeper understanding of potential careers and comprehensive opportunities for career exploration. At the same time, in the “Improv Theater” session, the students’ creativity also inspired Annie to seek new ideas for innovation and customer engagement in her professional role.



“Pass the Torch” Student Mentoring Program





## Pro bono services: leveraging Deloitte's expertise to empower China's public welfare sector

We fully leveraged Deloitte's leading edge in professional services by establishing a staff-governed Pro Bono Services Committee. This committee coordinates the firm's internal resources to open up pro bono services across multiple business lines to charitable organizations, supporting the continuous construction of pro bono organizations and contributing our expertise to the high-quality development of charitable causes in China.

In FY2024, we contributed 15,542 hours of pro bono services, covering strategic planning and design for organizations, digital capability assessments and enhancement, financial system improvement, and zero-carbon campus planning.

### Bridging professionalism and public welfare: Deloitte's answer

Five years ago, several like-minded Deloitte colleagues united behind the "Deloitte Charity Robot". Starting from the "Automated Reconciliation for Donation Platform" project for an influential public foundation in Shanghai that processes

millions of online micro-donations, they utilized their spare time to continuously standardize the services of the Deloitte Charity Robot. Subsequently, they successfully provided professional support for four additional public foundations in similar reconciliation scenarios.

Six months later, they engaged deeply with the Deloitte Foundation, providing pro bono services, such as digital capability assessment, financial system enhancement, and big data analysis, to various organizations, while continuing to fulfill their primary job responsibilities. Through these practices, they gained extensive experience serving non-profits and continually developed constructive ideas.

In December 2023, under their initiative, Deloitte China established the staff-governed Pro Bono Services Committee to ascertain the professional services needs of charitable organizations, enlisting the participation of over 50 organizations. In just half a year, the Committee leveraged the firm's professional services expertise to collaborate extensively with esteemed charitable organizations across diverse sectors, including the China Foundation for Rural Development, Yao Foundation, and Han Hong Foundation, providing them with professional services.

Deloitte colleagues have been striving for excellence and constantly seeking to contribute Deloitte's expertise to the high-quality development of charitable causes in China.



Deloitte Pro Bono Services Committee

From left to right, first row: Co-Chairs: Lee Guo, Jeffrey Li,  
Committee Members: Fiona Xiao, Cici Zhou, Lin Xiaobin.

Second row: Committee members: Ye Hanmei, Shen Bo, Tina Pang, Robin Li, Bella Wang

"We firmly believe in the value proposition 'do what matters most for clients, people and society'. By establishing the Deloitte Pro Bono Services Committee, we have bridged the gap between charitable endeavors and professional services, empowering Deloitte colleagues to bring positive changes to charitable organizations with their professional abilities, which is highly inspiring to us. We hope that more colleagues who share a passion for charitable causes will join us and move forward together."

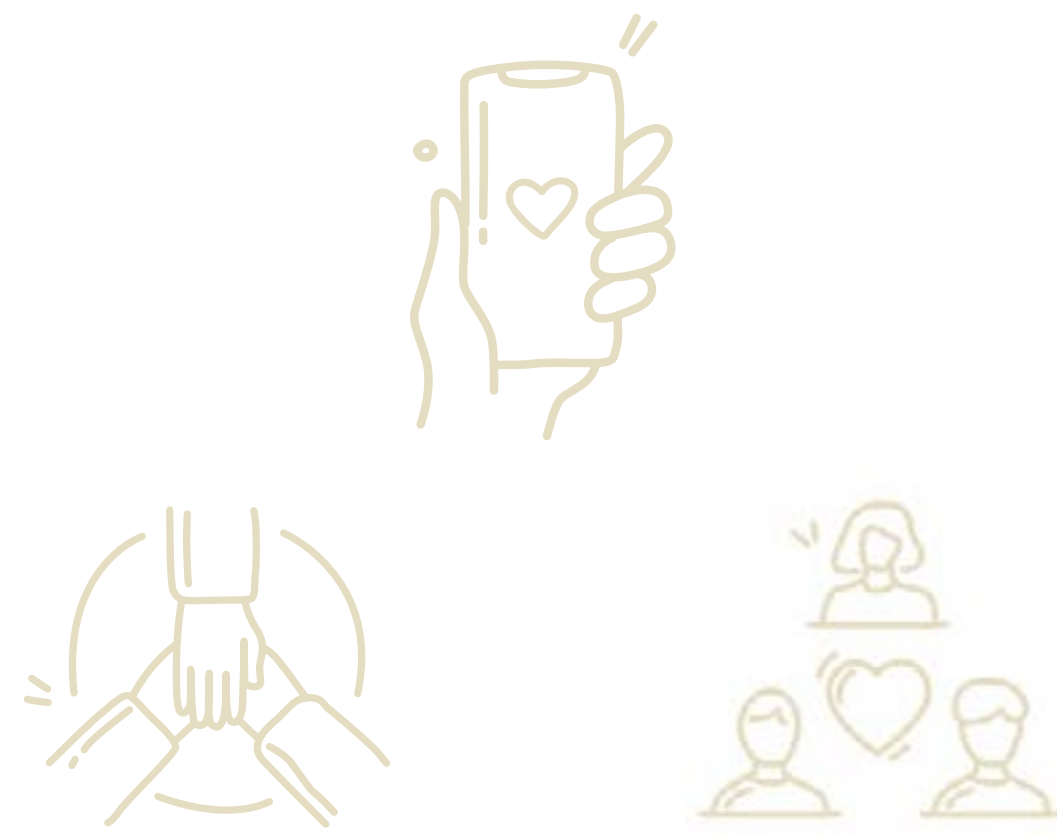
— The members of the Deloitte Pro Bono Services Committee

"As a father, it's hard for me to be unmoved when I see how Deloitte China's WorldClass initiative helps children! Giving back to the community with my professional services, while supporting rural talent cultivation and improving children's education and development, is the reason why I joined the Pro Bono Services Committee."

—Shen Bo, Deloitte Pro Bono Services Committee Member



# Prompt disaster relief response



In times of natural disasters, we stand in solidarity with affected communities, offering compassion, support, and assistance.

In 2023, in the wake of natural disasters such as the Jishishan earthquake in Gansu and the flood in Fangshan, Beijing, Deloitte China responded promptly. We donated emergency supplies such as cotton quilts, warm clothing, feminine hygiene supplies, and clean drinking water to help those affected address immediate challenges. Through these efforts, we contributed to the resettlement and recovery of disaster-stricken communities.



# Governance



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



As a locally rooted, globally connected professional services firm, Deloitte China has always been at the forefront of China's reform, opening-up, and economic development. We continuously improve our corporate governance framework, comply with laws, regulations, and professional ethics, and strengthen data privacy and information security protection to better safeguard the public interest and create long-term value for enterprises and society.



### **13 members**

The Deloitte China Governing Board is composed of 13 members.

### **External expert committee**

The Audit Quality Independent Advisory Committee of Deloitte Touche Tohmatsu Certified Public Accountants LLP consists of seven external expert members.

### **“Plant your ethical tree” campaign**

Strengthening the construction of business ethics and culture and launching the monthly campaign themed “Plant Your Ethical Tree”.

### **ISO certificates**

Obtained ISO/IEC 27001:2022 and ISO/IEC 22301:2019 certificates



# Corporate governance



Deloitte China is owned by our partners in China, and its core governance structure consists of the Deloitte China Governing Board, Management Team, and other components.

The Deloitte China Governing Board oversees and governs Deloitte China's most important matters, including but not limited to the formulation and implementation of strategic plans, operational and financial performance, risk issues, and risk management. The Governing Board has several committees, including the Compensation, Fairness, Finance & Investment, Partner Growth, Risk & Ethics, Transformation, and Succession committees, to support its oversight and governance. The Governing Board is composed of 13 members elected by the partners, adhering to the principles of diversity, equity, and inclusion, fully supporting the firm in cultivating talent, serving clients, and fostering innovation, and advancing the *WorldClass* and *WorldClimate* programs to benefit society.

The Deloitte China Management Team is composed of senior partners from different businesses, regions, and key strategic and functional areas. On behalf of Deloitte China, the Management Team actively engages in issues at the global and regional levels, and under the leadership of the CEO, collaboratively formulates, implements, and manages Deloitte China's strategic initiatives. Guided by Deloitte Global's Shared Values, the Management Team does what matters most for our clients, people, and society, striving to achieve our commitment to serving the country professionally. The business management of Deloitte China operates under a system led by the CEO, who is elected by Deloitte China partners and governed and supervised by the Deloitte China Governing Board.

Deloitte China has established Deloitte Foundation branches in Chongqing and Hong Kong to effectively advance charity projects. The Foundation has an independent Board of Directors and a Board of Supervisors responsible for discussion, decision-making, and oversight of key matters ensuring its operational independence and transparency.

### **Deloitte Touche Tohmatsu Certified Public Accountants LLP established the Audit Quality Independent Advisory Committee, which operates effectively**

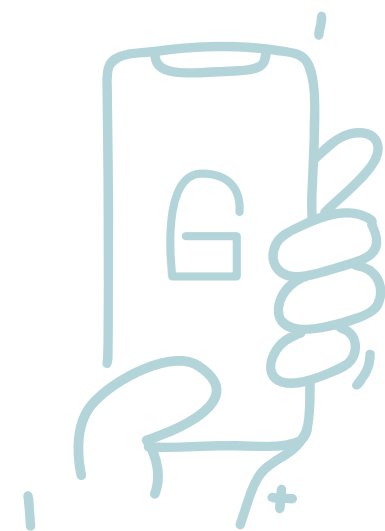
In October 2023, Deloitte Touche Tohmatsu Certified Public Accountants LLP became the first accounting firm in China to establish an Audit Quality Independent Advisory Committee. The committee, now operational, comprises seven leading domestic experts and scholars. Its goal is to leverage external perspectives and experiences to improve internal governance, bolster quality management, and elevate audit quality.



# Risk management

At Deloitte China, we adhere to the DTTL Policies Manual (DPM), implementing stringent quality and risk management policies and measures to effectively prevent and control risks. The DPM includes central policies applicable to all member firms and their functions, specific policies applicable to each function, and local policies formulated by Deloitte China based on national conditions, covering professional ethics, anti-corruption, anti-money laundering, independence, potential conflicts of interest, privacy protection, and confidentiality of client information.

Moreover, Deloitte has continued to enhance its high standards of business practice in professional ethics, quality culture, client portfolio management, risk management, people management, learning and training, and other areas. Deloitte has issued the Deloitte China Generative AI QRM Playbook and the Generative AI Quality and Risk Management Handbook to better assist clients in seizing new opportunities while appropriately managing AI's ethical, legal, and policy risks, providing guidance for the safe and responsible use of AI.





# Business ethics and integrity

Professional ethics and integrity are the foundation of Deloitte. Centered on our mission and values, we always adhere to laws and regulations, resist any form of corruption and financial crime, uphold professional ethics, and safeguard the public interest.

## Upholding professional ethics

Based on the Deloitte Global Principles of Business Conduct, Deloitte China has formulated the Code of Ethics and Professional Conduct, approved by the Deloitte China Governing Board. The Code details the expected behaviors for every Deloitte employee in sustaining public trust, fulfilling client obligations, and meeting commitments to one other. It also provides information, guidance, and resources for Deloitte employees to make the right decisions. Our conduct and ethics leaders are responsible for overseeing the implementation of the ethics program, handling ethics events, and supervising matters related to professional ethics.

We are committed to continuously strengthening the construction of professional ethics culture. Through professional ethics training and a variety of promotional activities, we constantly enhance employees' understanding and identification of Deloitte's shared values and business conduct. In FY2024, in order to continuously improve employees' professional ethics and compliance awareness, and to address emerging professional ethics challenges, we launched several initiatives. We introduced a newly upgraded online professional ethics training course, which uses multimedia interactive and scenario-based teaching to inspire employees' in-depth thinking about professional ethics requirements. Building upon the "Plant Your Ethical Tree" series

of ethics campaign, we discussed different professional ethics topics and cases with employees in training programs, and shared the firm's expected approaches to dealing with ethical dilemmas. In addition, we shared different professional ethics themes in a vivid form combining pictures and text via emails, encouraging employees to share their insights on professional ethics and participate in quizzes. By evaluating participation, we promote professional ethics and integrity, creating a strong atmosphere of professional ethics.

## Zero tolerance for corruption and financial crimes

We strictly adhere to relevant laws and regulations and firmly oppose any form of bribery and corruption. To this end, we have formulated anti-corruption policies and established management mechanisms including non-client third party due diligence, and corruption risk assessments in Client & Engagement Acceptance and public sector bidding risk assessment process. We have set clear regulations on procurement, talent referrals, gifts, and entertainment. We are committed to fighting against financial crimes, firmly oppose money laundering, and pledge not to participate in any activities that may violate or cause any person to violate relevant laws. In addition, we require all employees to attend mandatory courses on corruption risk and governance to enhance their understanding and awareness of anti-corruption and anti-financial crime policies through diversified course learning and training activities.

## Encouraging speak-up

We encourage individuals to consult with or report to firm authorized channels, including leaders in their chain of command (supervisors, manager, partner or other leader), or Risk Leaders Ethics Champions when encountering ethical or integrity issues. We have also established Deloitte Speak Up, an anonymous and confidential reporting platform with 24/7 access, designed to encourage reporters to speak up bravely. Employees can search for information related to ethics and compliance, make enquiries about related issues, or report potential or actual violations through this online platform. At Deloitte, we take any violation reports seriously. We conduct investigations and make responses strictly in accordance with relevant policies. We do not tolerate any retaliation against individuals reporting ethics concerns in good faith.

## Maintaining independence

Upholding independence is the obligation of all Deloitte professionals and is the cornerstone of Deloitte's objectivity and integrity. We adhere to the relevant requirements of DPM 1420 and have incorporated independence and conflict investigations into our standard business processes. This requires professionals to use multiple independence check tools to further ensure the independence of professional services and prevent potential conflicts.

In quality control of individual independence, we require employees to make an Annual Reputation and Risk Confirmation each year to confirm they have complied with the firm's independence policies. In addition, we also provide a series of training courses and guidelines to assist professionals in meeting these requirements.



# Data privacy and security management

As a professional services organization, business and information data security are particularly important to us. We have established a comprehensive and rigorous business security governance system that covers key areas such as information security, confidentiality, privacy, and compliance risk management. This system, based on the principle of segregation of duties, has established an integrated risk management framework for business security that includes governance measures such as risk management, risk supervision, and independent auditing, specifically targeting information and data security, confidentiality, privacy, and compliance. Within this framework, we have established professional teams that assume different responsibilities for risk management, which coordinate and collaborate with one another to effectively control the business security risks of Deloitte China through an independent monitoring mechanism.

## Information security management

The Business Security Office, under the leadership of the Business Security Leader, formulates policies related to data security, confidentiality, privacy, and compliance management for Deloitte China's various functional departments and supervises their implementation. Within the IT department, we have appointed a Chief Information Security Officer who is dedicated to driving the implementation of the firm's information security management system and cybersecurity and works closely with the Business Security Office to ensure the firm's information system complies with relevant laws and regulations in terms of design, access, implementation, management, and application.

To ensure data and information security, we have established a comprehensive information security management system in accordance with the security policies, control standards, and business continuity requirements of the International Organization for Standardization (ISO). This system has obtained ISO/IEC 27001:2022 and ISO/IEC 22301:2019 certificates. We have formulated "Deloitte China Core and Important Data Handling Guidelines" and "Confidentiality Policy", which guides employees to classify information based on its sensitivity, and have developed comprehensive lifecycle protection measures and handling requirements for different categories of information to ensure the confidentiality, integrity, and availability of information and prevent inappropriate disposal of information which might damage us and our clients' reputation and interest.

In FY2024, we classified and categorized the data, marked the important data, and provided corresponding protection accordingly. We continually clarified data protection requirements and issued relevant internal policies and practical guidelines. These guidelines covered the full life-cycle processes of identification, transfer, processing, storage and destruction of data, especially core and important data, and were equipped with corresponding technical solutions to achieve closed-loop management of data. In addition, we completed the construction of local network domains and the localization deployment of IT infrastructure in the Chinese Mainland, achieving autonomous management of the local network system.

The fulfillment of confidentiality obligations and the achievement of data security goals cannot be separated from the efforts of every professional. We require every Deloitte employee and partner to undertake different confidentiality obligations for client information, report confidentiality risk issues promptly, and have them dealt with by a professional team. Through regular and diverse information security training and activities, including business security micro-film competitions, online courses, holiday security reminders, phishing attack drills, and bi-monthly business security information newsletters, we introduce regulatory updates and emerging technical solutions to professionals, enhancing the information security awareness of all employees. This enables us to meet our client's expectations in an ever-changing regulatory environment.

As a network operator, Deloitte China has continuously promoted and implemented the classified protection of cybersecurity. We have integrated a series of security policies, physical, administrative, and technical control measures to ensure network security and data security, covering network security, information security, client confidentiality, security responsibilities, equipment operation, and use. Through a 24/7 security operation center, we conduct real-time prevention and control of network security, and centrally collect and analyze security logs to identify potential security incidents and deal with them promptly. As of 31 May 2024, Deloitte China has obtained the Certificate for classified protection of cybersecurity for multiple business systems and passed the level 3 assessment of the classified protection of cybersecurity, covering all external service business departments.

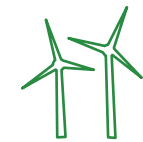




# ESG highlights



## Environment



Purchased **7,435** International Renewable Energy Certificates (I-RECs) to maintain **100%** renewable energy power supply for our offices.



Secured **16** green and/or healthy certifications for office spaces, spanning LEED, WELL, and BREEAM.



Deloitte Global Delivery Center's Chongqing office implemented energy-saving initiatives, slashing annual electricity consumption by more than **62,000** kWh compared to the previous fiscal year.



Achieved a **29%** reduction in office paper usage year-on-year.



Recovered and recycled **1,520** kg of waste, including **3,923** used batteries and **744** printer toner cartridges.



Achieved **100%** sign-up rate for the Supplier Code of Conduct.



## Society



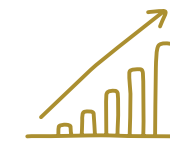
In FY2024, Deloitte China's total societal investments amounted to RMB**30.73 million**. From FY2019 to FY2024, the total investments exceeded RMB112 million.



In FY2024, the WorldClass initiative empowered the development of **more than 2.35 million** people. Since its initiation, WorldClass has positively impacted more than 7.86 million individuals, achieving more than half our goal to support 15 million people in ten years.



In FY2024, the initiative's total societal investment reached RMB**22.39 million**.



In FY2024, the total volunteering and pro bono services totaled **65,823** hours. From FY2019 to FY2024, the cumulative hours of these services exceeded 276,000 hours.



Deloitte China ranked in the top ten of **China's Corporate Volunteering Brand List** in 2023.



"Deloitte China – Chongqing Pengshui Rural Talent Revitalization Program" was honored with the 2022-2023 **Chongqing Charity Award**.



## Governance



The Deloitte China Governing Board is composed of **13** members.



The Audit Quality Independent Advisory Committee of Deloitte Touche Tohmatsu Certified Public Accountants LLP consists of seven **external expert members**.



Strengthening the construction of business ethics and culture, and launching the **monthly "Plant Your Ethical Tree" campaign**.



Obtained ISO/IEC 27001:2022 and ISO/IEC 22301:2019 **certificates**.



# Performance metrics

## Talent

Indicator	Unit	FY2024	
<b>Workforce</b>			
Workforce	individual	18,291	
By position	Professional staff	individual	16,263
	Administrative staff	individual	2,028
By geography	Chinese Mainland	individual	15,712
	Percentage of Chinese Mainland	%	85.90
	Non-Chinese Mainland	individual	2,579
By gender	Percentage of non-Chinese Mainland	%	14.10
	Male	individual	6,805
	Percentage of males	%	37
By gender	Female	individual	11,486
	Percentage of females	%	63
	Percentage of women by level/position	Levels below manager	%
Manager		%	61
Levels above manager		%	48
Deloitte China Governing Board		%	38.5
Deloitte China Management Team		%	31.3
By age	Deloitte China Leadership team	%	37.4
	Under 30 years old	individual	9,593
	30 to 50 years old	individual	8,189
By age	Over 50 years old	individual	509
	<b>New hires</b>		
New hires	Total new hires	individual	2,747
	Percentage of new hires	%	15

Indicator	Unit	FY2024	
New hires by level/position	Levels below manager	individual	2,430
	Manager	individual	103
	Levels above manager	individual	96
New hires by geography	Administrative staff	individual	118
	Chinese Mainland	individual	2,209
	Percentage of Chinese Mainland	%	80.41
New hires by gender	Non-Chinese Mainland	individual	538
	Percentage of non-Chinese Mainland	%	19.59
	Male	individual	1,009
New hires by gender	Percentage of males	%	36.73
	Female	individual	1,738
	Percentage of females	%	63.27
<b>Employee turnover rate</b>			
Employee turnover rate	%	15.0	
By geography	Chinese Mainland	%	14.3
	Non-Chinese Mainland	%	19.9
By gender	Male	%	14.7
	Female	%	15.2
<b>Talent recruitment</b>			
Talent recruitment	Number of applications	individual	163,186
	Number of internships	individual	3,262
Learning & Development	Total hours of training	hour	1,326,052
	Hours of training per individual	hour	72
	Training investment per individual	RMB	1,430



# Performance metrics

## Environment

Indicator	Unit	FY2024	FY2023	FY2022	FY2019 (Base Year)
<b>GHG emissions</b>					
Total GHG emissions (location-based)	tCO2e	82,864	56,254	46,413	63,245
Total GHG emissions (market-based)	tCO2e	78,287	51,514	41,517	63,245
<b>By GHG Protocol scope</b>					
Scope 1: Direct emissions	tCO2e	0	0	0	0
Scope 2: Indirect emissions (location-based)	tCO2e	4,578	4,740	4,896	5,354
Scope 2: Indirect emissions (market-based)	tCO2e	0	0	0	5,354
Scope 3: Category 1: Purchased goods and services	tCO2e	16,290	20,560	15,439	6,530

Indicator	Unit	FY2024	FY2023	FY2022	FY2019 (Base Year)
Scope 3: Category 6: Business travel	tCO2e	46,872	30,954	26,078	39,775
Scope 3: Category 7: Employee commuting and work-from-home	tCO2e	15,125	-	-	11,586
<b>Emission intensity</b>					
GHG emissions per FTE (Full-time equivalent employee) (location-based)	tCO2e/FTE	4.28	2.63	2.36	4.17
GHG emissions per FTE (market-based)	tCO2e/FTE	4.04	2.41	2.11	4.17
<b>Energy usage</b>					
Purchased electricity	kWh	7,434,203	7,648,537	7,332,554	8,239,531

Note: 1. Please refer to Page 34 "Metrics and targets" notes to understand detailed types of environmental data of FY2019, FY2022, FY2023 and FY2024 that we collected and disclosed.



# Performance metrics

## Society

Indicator	Unit	FY2024
<b>Societal investments</b>		
Total societal investments	RMB10,000	3,073
<b>By Source</b>		
Monetary and in-kind donations by Deloitte China (incl. Deloitte Foundation and staff donations)	RMB10,000	580
Volunteer and pro bono work and other volunteering expenses (incl. execution costs, operational costs, and management costs)	RMB10,000	2,493
<b>Hours of volunteering service</b>		
Hours of volunteer and pro bono work	hour	65,823
<b>By type of work</b>		
Pro bono service	hour	15,542
Skills-based volunteering	hour	43,944
Traditional volunteering	hour	6,337

Indicator	Unit	FY2024
<b>WorldClass commitment <sup>1</sup></b>		
Total investments (i.e., total societal investments of WorldClass)	RMB10,000	2,239
Hours of volunteer and pro bono service	hour	47,815
Aggregate number of individuals reached	individual	7,868,069
Number of individuals reached in the latest fiscal year	individual	2,358,816
<b>WorldClimate commitment</b>		
Total investments (i.e., total societal investments of WorldClimate)	RMB10,000	117
Hours of volunteer and pro bono professional work	hour	2,313
<b>Other community-related investments</b>		
Total investments (10,000)	HKD10,000	717
Hours of volunteer and pro bono service	hour	15,695

<sup>1</sup> The WorldClass program in China was officially announced by Deloitte China in 2019, but activities related to the program had already started before 2019.



# About the report

This is Deloitte China's fifth Societal Impact Report, which highlights our practices and significant achievements in business, talent, environment, society, and governance during FY2024.

## Time range

From 1 June 2023 to 31 May 2024. Some content extends beyond this timeframe to ensure continuity and integrity.

## Explanation of titles

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



## About Deloitte

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

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

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

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

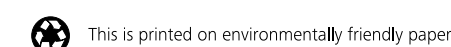
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## Basis for compliance

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

## Data source

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

## Assurance

2023 and 2024 Deloitte Global GHG emission data including Scope1,

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

## Report access

You can visit Deloitte China official website, [www.deloitte.com.cn](http://www.deloitte.com.cn) to view or download the electronic version of the FY2024 Deloitte China Societal Impact Report; and visit Deloitte Global official website, [www.deloitte.com](http://www.deloitte.com) to view or download the electronic version of the FY2024 Deloitte Global Impact Report.

## Materiality Assessment and Index [↗](#)