Repair and reshape
Creating a better normal

2020 GLOBAL IMPACT REPORT
Message from Deloitte Global CEO

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In the 175 years since William Welch Deloitte’s modest entry into professional services, the world has faced a multitude of threats and challenges. This past year, though, has been uniquely difficult. The confluence of the COVID-19 pandemic, multiple instances of racial injustice and the civil unrest that resulted, financial uncertainty, and record-shattering extreme climate events have exposed the deepest cracks in society’s foundations and compelled us to marshal our strength and resilience.

Deloitte—and other institutions—didn’t just survive past crises, we emerged stronger every time. Over and over, human ingenuity has unfailingly demonstrated the ability to persevere, adapt and flourish. Knowing that gives us confidence that both our organization and the world will rally again; that we have a chance do more than return to normal. We can and should pursue a better normal.

We need to examine what has worked and what has gone wrong on a global scale and acknowledge where we all might need to listen more keenly, adapt our thinking and change our actions. For Deloitte specifically, we also need to assess how our strategy fared, how our people and processes adapted, and how quality and commitment to Deloitte clients has helped them respond, recover and thrive under the strain of extraordinary circumstances. Deloitte has an opportunity not just to help repair the world, but also help reshape a better world—and an established track record that says we can make it a reality.

Reflecting on fiscal year 2020

During times of great uncertainty, we look to Deloitte’s Purpose and Shared Values as our north stars. We remain committed to taking care of each other and leading the way for our people, Deloitte clients and communities.

What we’ve learned about the Deloitte organization this past year is that with scale comes strength. Financially, Deloitte posted aggregate revenue of US$47.6 billion and 5.5% growth in local currency. That’s below our pre-pandemic forecasts, but slightly better than we anticipated heading into the final quarter of our fiscal year, and proof of Deloitte’s resiliency.

Deloitte is our people. And our resilience, while a product of many factors, is primarily a result of our approximately 330,000 professionals around the world. Overnight, Deloitte practitioners, who typically are embedded with clients, traveling to meet Deloitte clients or gathered in Deloitte offices working for Deloitte clients, were told to stay home. Working remotely is nothing new at Deloitte; both our technology and culture enable it. But, doing it full time while maintaining close relationships with our clients and preserving high levels of performance—and also juggling personal and family obligations—has been a demanding feat. Deloitte practitioners have delivered for their clients. As Deloitte leaders, we’ve stood behind our people, prioritizing their well-being and providing resources and support to help ease the burden as the lines between home and work blurred and societal divisions intensified.

Over the past five years, Deloitte has been on a transformational journey that has given us a strategic advantage, particularly in today’s environment. Deloitte has been able to deliver the multidisciplinary strategies and solutions businesses needed to respond and recover in the early stages of the pandemic. And as the world reopens, Deloitte is helping businesses adapt and thrive.

Both our organization and the world ... will do more than simply return to normal.
Deloitte’s Purpose, to make an impact that matters, compels us to contribute to the communities where we live and work. This past year, that impact totaled US$265 million (including more than 1.5 million hours of volunteer and pro bono work), and progress continued against our commitment to impact 50 million lives through WorldClass.

In a time of exceptional strain for our communities, it has been gratifying to see our people take it upon themselves to serve those on the front lines and communities in deep need of assistance. From the Deloitte professionals in Canada who developed GroceryHero to match volunteers with busy front-line professionals in need of someone to shop for them, to the Deloitte Spain professionals who joined forces to make and supply thousands of masks to COVID-19 front-line workers, our people have been motivated to use their skills to make a difference. At an organization-wide level, Deloitte donated to the World Health Organization’s COVID-19 Solidarity Response Fund and invested about US$20 million toward COVID-19 related relief efforts.

**Our commitment to building a better normal begins with people.**

Finding ways to serve clients with minimal disruption while supporting our communities and keeping our people engaged, productive and mentally healthy the past several months has tested the Deloitte organization’s capabilities and spirit. At the same time, we see the silver lining in these confluent crises; the chance to make business and society better than before.

**Looking to fiscal year 2021 and building a better normal**

As Deloitte looks toward the coming decade, a few things are certain.

We know that few businesses will do things exactly the same way as before. Organizations will learn from these crises and implement changes that enhance their resilience.

We know some new ways of working and living will continue, especially those offering greater convenience and at lower costs. And we know business will need to adapt to markets that have changed and are changing, technologies that are rapidly evolving, and new societal attitudes and values.

Our commitment to building a better normal begins with people. We are expanding opportunities at Deloitte—and throughout our communities with WorldClass—especially among traditionally underrepresented and marginalized groups. As a large organization, we can apply our influence to promote equality and justice throughout society, cultivate inclusiveness, and empower all people to grow personally and professionally.

We are tackling the climate crisis head on. Our new WorldClimate strategy articulates Deloitte’s responsibility to make sure our own house is in order, to inspire our people to act, and to engage our ecosystems and alliances in our cause. We will reduce our own footprint and grow our capabilities so we can deliver best-in-class solutions that help Deloitte clients do the same.

From a business perspective, Deloitte will continue to make markets and create opportunities to grow alliance-enabled business solutions, focusing on offerings that organizations will need in this new environment—transformation, cyber, digital and cloud—while continuing to deliver the full breadth and depth of our multidisciplinary model that Deloitte clients depend upon.

We are fortunate to build from a position of strength. Deloitte was named the most valuable commercial services brand by Brand Finance for the second year in a row in FY2020. The most recent PCAOB inspection results demonstrate Deloitte’s uncompromising dedication to audit quality. And Deloitte has received several awards for its sustained commitment to diversity and inclusion. However, we recognize there is much more still to be done.

The pandemic, the economy, social conflict and climate-related catastrophes will continue to test all businesses, including Deloitte. But we do not accept that our future is pre-ordained. It is ours to shape. The need for the kinds of problem-solving knowledge, skills and experience Deloitte offers has never been greater.

In this report, you’ll read more about what Deloitte is doing to help create a better normal for people, for Deloitte clients and for the planet—guided by the same fundamentals, Shared Values and Purpose that have helped us overcome previous crises over our 175-year history and emerge stronger.

I have no doubt we’ll do that again.

Punit Renjen
Deloitte Global CEO
People who can work from any place at any time are more productive, creative and efficient.

The pandemic accelerated new, more flexible ways of working and increased awareness of the importance of mental health in the workplace. But, perhaps more notably, the dual health care and economic crises heightened awareness among business leaders of the importance of other issues—including trust, empathy, training and development, diversity and inclusion, and having a purpose beyond profit.

Throughout the pandemic, employees have revealed more about themselves; remote workers shared glimpses into their private lives while essential workers vocalized their personal struggles. This has elicited empathy during a time of crisis that advances understanding and helps create a deeper relationship between managers and team members.

Everyone wants to feel they can be themselves and to thrive in their careers. Deloitte's culture is supported by its ALL IN diversity and inclusion strategy, which is focused on providing all Deloitte people with equal opportunities to grow, develop and succeed.

Through ALL IN, Deloitte aims to increase the recruitment, retention, promotion and recognition of underrepresented groups and achieve gender balance across the organization. The strategy also empowers LGBT+ colleagues to feel confident and thrive at Deloitte. And it promotes mental health resources that are critical to creating an inclusive workplace.

Enhancing flexibility is another way companies can address mental health and improve their employees’ environments. The pandemic reinforced that some jobs, often the most essential ones, cannot be done remotely. But teachers, doctors, consultants and others proved out of necessity that many tasks can be more flexible than previously imagined.

When COVID-19 hit, organizations adopted technologies that enabled seamless collaboration; adjusted schedules to accommodate team, client and family obligations; and encouraged teaming and job sharing to meet changing business needs.

In doing so, many business leaders observed what Deloitte has long known: People who can work from any place at any time are more productive, creative and efficient. In Deloitte Global’s 2020 Millennial Survey, two-thirds of millennials said that working remotely enables a better work/life balance. And half of all respondents said they’ve felt more able to bring their “true selves” to work by having their offices at home.

There also are tangible cost and environmental benefits to working remotely; reduced commuting, for example, can save families money and time, and reduce CO2 emissions.

As an increasing number of Deloitte clients shift to alternative working arrangements, practitioners have leveraged this know-how to offer valuable guidance to ensure these transitions are seamless. And as society reopens, Deloitte will continue to provide the insights they need to make flexible work not only a back-up option, but also a valuable solution.
Even with the temporary closure of all Deloitte University facilities in the wake of COVID-19, the organization continues to provide its professionals with training opportunities, launching Cura, a virtual platform to deliver customized learning content instantly to approximately 330,000 Deloitte people. Deloitte has also maintained its commitment to professional development and promotion programs, understanding that building leaders for the future is more important than ever.

Business leaders today, however, must do more than just prepare their own people for the workplace of tomorrow. Deloitte is committed to empowering people everywhere to think creatively, use technology efficiently and communicate effectively so they can prosper in this new world.

In communities around the globe, access to quality education and job opportunities has not been equal. This ultimately contributes to less diversity in the workforce generally. At Deloitte, we believe we make the greatest societal impact when our professionals use their skills and knowledge to help those from traditionally underrepresented segments of society achieve their aspirations and reach their potential.

Through WorldClass, Deloitte people are engaging in concentrated efforts to develop job skills, improve educational outcomes and expand opportunities for 50 million people worldwide by 2030. During FY2020, WorldClass touched the lives of more than 7 million people through nearly US$105 million of investments in WorldClass activities, including almost 770,000 hours of volunteer and pro bono time.

We also encourage Deloitte people to mentor members of their communities, connect with nonprofit organizations focused on education, and engage in candid conversations about the effects of systemic racism.

Deloitte launched a number of initiatives to aid people in response to COVID-19. In the past, Deloitte firms around the world hosted Impact Days, or annual days of service. We’ve reimagined our approach to giving back in response to COVID-19. Focusing on Impact Every Day, Deloitte has provided lifesaving supplies to essential workers on the front lines; donated airline ticket balance that enabled medical professionals to travel to treat patients; and provided additional support to organizations with which Deloitte collaborates through WorldClass to help the 1.5 billion children whose educations have been impacted by lockdowns.

The pandemic has amplified the need for employers to actively invest in their people, support communities, uplift citizens and tackle society’s most complex challenges. It’s shown just how connected people are around the globe and how quickly business leaders can respond in a crisis—lessons that can guide the development of a better future.
The phrase “new normal” has become commonplace in 2020 as people globally try to imagine how a post-pandemic world will look and function. In business, the evolution to a different kind of new normal—a result of the marriage of physical assets and advanced digital technologies known as the Fourth Industrial Revolution—has been transpiring the past few years.

Each concept of what someday may be considered typical is driven by very different considerations. But at Deloitte, we see significant overlap in these visions of the future. In both, there’s more reliance on technology, altering the ways people do work and interact with their clients. There’s more resiliency and flexibility built into planning and processes so that businesses can pivot quickly when needed. And there’s greater cooperation among entities with shared interests, allowing them to be more innovative and less vulnerable.

These changes already were in motion when the pandemic shifted them into overdrive. Businesses of all stripes, from family owned shops to the largest multinational conglomerates, were forced to rapidly reevaluate and revamp every aspect of their operations. Whether they were ready or not, the future of work arrived ahead of schedule—and it is more layered and complex than most had anticipated.

Many shortcomings of business, government and society were exposed by the crisis, faults that must be addressed as lockdowns lift and commerce cautiously resumes. Repairing the damage is critical, but the world cannot simply return to the way things were. We have an opportunity to reimagine work—and reshape the world—so that future adversities are more predictable and manageable.

Deloitte excels at helping businesses both manage the unexpected and anticipate and adapt to long-term trends. One example is the Deloitte COVID-19 Global Recovery Navigator, which consolidates and enables analysis of key health, social, and economic data to inform government and private sector decision making and activities based on actions taken by others around the world. This unique dataset brings together measures implemented and subsequently relaxed by nearly 200 countries, in addition to traditional COVID-19 case and testing information from around the world, enabling leaders to identify trends and design data driven recovery strategies. By connecting technology, cross-industry insights and deep domain knowledge, Deloitte is making a tangible contribution in the battle against COVID-19 and the economic and societal damage the pandemic has caused.

In the wake of the pandemic, Deloitte firms also helped many clients quickly virtualize their operations and develop crisis response plans using Deloitte’s resilient leadership framework—a collection of recommendations CEOs can implement to blunt the crisis’s impact and enable their organizations to emerge stronger.

As the world slowly reopens, it will do so in a landscape that lives and works in radically different ways. That will place tougher demands on business, from how and where they meet their customers, to safety measures that offer employees and the public peace of mind. To embrace and sustain nontraditional work environments, organizations may need to rethink real estate needs, employee benefits and incentives, staffing, culture, communication protocols and, of course, physical and cloud-based computing requirements and cybersecurity.
Deloitte’s job is to guide businesses through this journey—and make the case for advanced technologies such as the cloud, artificial intelligence, cyber and other digital transformations where and when they fit.

This applies as much to Deloitte firms as it does to their clients.

Another lesson from the pandemic is just how connected the global community is. It took less than eight months for a virus borne in one city to infect more than 22 million people in nearly every part of the world. Yet, while the rallying cry of “we’re all in this together” swept the globe, countries found themselves competing against one another for limited resources. Instead of cooperating to fight the virus effectively and aggressively, they took independent, siloed approaches that slowed progress.

And so it is with business. As Industry 4.0 continues to evolve, organizations that work together stand a much better chance of succeeding than those that try to go it alone. For Deloitte clients to deliver for their customers, and for Deloitte firms to deliver for their clients, we must continue to emphasize and embrace a connected approach. From alliances with the hyperscalers operating big cloud platforms to government-backed programs and services to ecosystems of problem solvers, relationships are even more critical to the world we now live in.

The pandemic has highlighted in very stark and real ways the importance of trust to building a strong economy and healthy, well-functioning society. In many countries, organizational trust was in decline before the pandemic hit because many people don’t believe institutions have their best interests in mind.

To rebuild businesses, it’s necessary to rebuild the trust in and of all stakeholders. Trust is cultivated by demonstrating an ability to address unanticipated situations and a steady commitment to address the needs of all stakeholders in the best way possible.

At Deloitte, we’re committed to applying what we’ve learned—throughout our 175-year history and especially during the pandemic—to meet this moment and help Deloitte clients emerge from it even more resilient. When we do, in cooperation with like-minded organizations, then a reimagined world—one where organizations are adaptable and prepared for the next crisis; one where people and technology bring out the best in each other; one where alliances are built to solve problems; and one where organizations are trusted—won’t just be possible. It will be a reality.
Among the many lessons learned during the COVID-19 pandemic, none was more affirming than the dramatic way the planet responded to curtailed human activity. Typically obscured mountain tops were revealed. Murky waters cleared. Wildlife reclaimed habitats.

The rapid rebound opened eyes and offered hope. In research conducted by Deloitte Global, a 17-point gap that existed before the pandemic between millennials who thought we’ve reached a point of no return regarding climate and those who didn’t virtually evaporated in just four months.

Society’s brief pause not only rekindled optimism, but it also opened up new avenues for climate action. Economic recovery plans have provided opportunities for advancing climate-friendly policies and enabled lower-impact business models to emerge.

WorldClimate, Deloitte’s climate strategy, will focus on creating awareness of personal choices and changing behaviors—both within our organization and among those we influence—to reduce greenhouse gas emissions. We recognize change starts within. Deloitte must set and meet higher standards for itself, including achieving net-zero emissions by 2030, and “operating green” through new internal climate policies and practices.

As we change ourselves, we will work to change the world by empowering Deloitte people to take individual and collective climate action alongside Deloitte clients and communities. Deloitte also will engage ecosystem participants to address responsible climate choices at a systems level while we enhance Deloitte’s reputation as a thought leader and a foremost provider of climate-specific professional services.

Achieving net-zero emissions at Deloitte by 2030 requires major changes to how the organization conducts business. We must reduce business travel in line with science-based climate methodologies.

Already, Deloitte firms are considering how service delivery models can be changed building on what they have learned following the global pandemic lockdown. By 2030, we also intend to source 100% renewable energy for our buildings and convert the entire Deloitte-owned automotive fleet to low-emission vehicles. We’ll engage with Deloitte’s major suppliers to promote their adoption of science-based targets. And we will make investments to address unabated emissions.

"Operating green”—ensuring Deloitte policies and practices are aligned with its climate vision and strategy—is also a high priority. From procurement processes
Deloitte understands this. We also recognize the opportunity we have to equip Deloitte people with knowledge and tools they need to become agents of change. So, starting in FY2021, we will inspire all 330,000 Deloitte professionals worldwide to act to positively impact climate change. Our goal is to have them understand the power and influence they have as individuals to make responsible choices that address climate change and environmental impacts. Deloitte people ideally will be inspired to make better decisions about what they personally buy and use every day—from technology to clothing to transportation choices—and significantly reduce their individual and household impacts on the climate.

Deloitte also will actively lead, convene and participate in ecosystems of like-minded organizations, because tackling the world’s most complicated climate challenges requires teamwork on a massive scale. An outcome of one such example is UpLink—a platform developed by Deloitte, Salesforce, the World Economic Forum and other contributors that connects innovators and entrepreneurs with experts, mentors and investors so that they can collaborate to solve global challenges aligned with the United Nations’ Sustainable Development Goals. Initial focus areas for UpLink include the Ocean Solutions Sprint, which has sourced almost 50 entrepreneurial solutions from more than 15 countries; and 1t.org, an initiative to ensure the conservation and restoration of 1 trillion trees within this decade.

In FY2021, Deloitte will be exploring other ecosystem opportunities to identify where we can have additional meaningful impact.

Working together with Deloitte clients, alliance cohorts, NGOs and industry groups, we hope to increase demand for responsible products and services, remove roadblocks that get in the way of enacting change, and create innovative climate solutions.

Deloitte’s WorldClimate strategy recognizes the potential an organization our size has to affect the environment, and the influence Deloitte wields as a leading provider of professional services in the battle against the defining crisis of this century. When development of the strategy began, we couldn’t possibly have anticipated its unveiling would coincide with a global pandemic and the need to rebuild so many facets of society.

Because it does, Deloitte has an opportunity to not only help protect the planet for future generations, but also to lead the journey on a fundamentally different path forward—one that addresses the long-term health and resilience of planet Earth, its people and its economies.

The opportunity to create a more sustainable world is at our collective fingertips. We all are compelled to act.
People: By the numbers

Total headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Headcount</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>286,200</td>
<td>26,000</td>
<td>+8.4%</td>
</tr>
<tr>
<td>FY2019</td>
<td>312,000</td>
<td>26,000</td>
<td>+9.0%</td>
</tr>
<tr>
<td>FY2020</td>
<td>334,800</td>
<td>22,800</td>
<td>+7.3%</td>
</tr>
</tbody>
</table>

Notes
Global figures are aggregated across the Deloitte organization.
Headcount by gender

Women: 45% (150,743)
Men: 55% (184,057)

Notes
Global figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.
Headcount by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>65,500</td>
<td>84,260</td>
</tr>
<tr>
<td>EMEA</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td></td>
<td>49,106</td>
<td>60,234</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td></td>
<td>36,138</td>
<td>39,562</td>
</tr>
</tbody>
</table>

Notes
Global figures are aggregated across the Deloitte organization. Because of rounding, numbers may not tally with the total.
Total new hires

FY2018
77,390
27%*

FY2019
90,540
29%*

FY2020
88,820
27%*

Notes
Global figures are aggregated across the Deloitte organization.
*New hires as a percentage of total headcount.
Attracting top talent

- 3.4 million Applications received
- 23,095 Internships
- 88,820 New hires

Notes
Global figures are aggregated across the Deloitte organization.
Developing top talent

114K
Experiences of Deloitte University by Deloitte people and clients

3.4K
Partners, principals and managing directors facilitated programs in a Deloitte University

5.5M
e-learning courses completed

Locations of Deloitte University facilities

Canada
Toronto

Belgium
La Hulpe

India
Hyderabad

US
Westlake

France
Chantilly

Singapore
Sentosa Island

Mexico
Mexico City

Notes
Global figures are aggregated across the Deloitte organization. Due to COVID-19, all Deloitte University sites were closed for the majority of Q4 in FY2020.
Societal investments

US$265M
Total societal investments

1.5M
Hours of volunteer and pro bono time

COVID-19 community response

US$18.6M
COVID-19 community investments

59,500
Hours of volunteer and pro bono time

WorldClass commitment

Through our WorldClass ambition, we seek to reduce social inequality and support disadvantaged communities by providing job skills, improving educational outcomes and increasing access to opportunities.

US$105M
WorldClass investments

769,300
Hours of volunteer and pro bono time

7.1M
Individuals reached in FY2020

11.7M
Individuals reached toward our 50M goal

Visit Deloitte.com/WorldClass to see examples of WorldClass in action.

Notes
Total societal investments of US$264.8M include US$ 91.2M in donations, US$152.8M in value of volunteer and pro bono hours, and US$20.8M in management costs. Global figures are aggregated across the Deloitte organization. “Individuals reached” refers to the total number of people, external to Deloitte, impacted through support provided by Deloitte people to individuals (e.g., mentoring) and organizations (e.g., capacity building for nonprofit organizations) toward Deloitte’s goal of reaching 50 million individuals by 2030. Because of rounding, numbers may not tally with the total. Total COVID-19 community investments and WorldClass investments are not mutually exclusive as some COVID-19 community response investments (e.g., supporting virtual learning arrangements) also qualify as WorldClass.
Community response to COVID-19

Around the globe, Deloitte people have been motivated to make an impact. They have donated money and time to nonprofits, launched workplace giving campaigns, provided resources to local hospitals, and supported government responses.

Belgium
Deloitte Belgium donated tablets and smartphones to those admitted to hospitals and elder centers during the pandemic.

Learn more

Canada
Practitioners in Deloitte Canada developed a free grocery delivery matching service to help Canada’s front-line medical workers focus on fighting COVID-19.

Learn more

China
Deloitte China supported the outbreak response in Hubei and the long-term needs of the community.

Learn more

Germany
A Deloitte Germany practitioner helped a company shift its manufacturing to safeguard front-line workers.

Learn more

Netherlands
Deloitte Netherlands colleagues crowdsourced expertise to support nonprofit organizations virtually.

Learn more

New Zealand
Deloitte New Zealand leveraged DeloitteRESOLVE for emergency response and well-being.

Learn more

Singapore
Deloitte Singapore collected laptops and funds to help young people continue their learning.

Learn more

Spain
Deloitte Spain practitioners joined forces to make and supply masks to COVID-19 front-line workers.

Learn more

UK
Deloitte UK helped youth develop digital skills for the jobs of the future.

Learn more

US
Deloitte in the US supported the United Way’s COVID-19 Response & Recovery work by helping people access essential needs during the pandemic.

Learn more
Performance: By the numbers

Total revenue

- FY2018: $43.2B
- FY2019: $46.2B
- FY2020: $47.6B

Notes
Revenue figures are in US$ billion. Global figures are aggregated across the Deloitte organization.
Revenue by business

$3.8B Financial Advisory
$5.6B Risk Advisory
$8.7B Tax & Legal
$19.8B Consulting
$9.9B Audit & Assurance

$47.6B

Notes
Revenue figures are in US$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by business may not equal total.
Revenue by industry

- **Consumer**: $10.6B
- **Financial Services**: $12.7B
- **Government & Public Services**: $6.8B
- **Technology, Media & Telecom**: $5.3B
- **Life Sciences & Health Care**: $4.3B
- **Energy, Resources & Industrials**: $7.9B

Notes
Revenue figures are in US$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by business may not equal total.
Revenue by region

- **Americas**: $25.3B
- **EMEA**: $15.0B
- **Asia Pacific**: $7.5B

**Notes**
Revenue figures are in US$ billion. Global figures are aggregated across the Deloitte organization. Due to rounding, sum of revenue by business may not equal total.
Planet: By the numbers

WorldClimate

- **Cut emissions**
  Net-zero by 2030

- **Empower individuals**
  Educate and inspire Deloitte people to act on climate change

- **Operate green**
  Address internal policies and practices

- **Engage ecosystems**
  Engage with ecosystems to address climate change
Net-zero carbon emissions by 2030

Actions needed:

1. Significantly reduce Deloitte's greenhouse gas travel emissions
2. Source 100% renewable energy for Deloitte facilities by 2030
3. Switch fleets to 100% electric vehicles
4. Engage Deloitte’s supply chain to set science-based carbon reduction targets
5. Invest in meaningful carbon offset projects to compensate for remaining emissions
Deloitte core services

**Consulting**
- Strategy, Analytics and M&A
- Customer & Marketing
- Core Business Operations
- Human Capital
- Enterprise Technology & Performance

**Audit & Assurance**
- Audit Services
- Assurance Services

**Financial Advisory**
- M&A Transaction Services
- Restructuring Services
- Valuation & Modeling
- Corporate Finance Advisory
- Forensic

**Risk Advisory**
- Accounting & Internal Controls
- Cyber & Strategic Risk
- Regulatory & Legal Support

**Tax & Legal**
- Global Business Tax Services
- Global Employer Services
- Indirect Tax
- Legal

Notes
The above list of services is a representative sampling of Deloitte business capabilities. Deloitte offers many services, not all of which are available from every Deloitte firm and not all of which are permissible for audit clients under various professional and regulatory standards.
Locations

Geographies with at least one Deloitte office in operation during FY2020 are listed below. These are listed for ease in identifying locations where Deloitte has a presence. They are not intended as statements on political sovereignty.

Please visit www.deloitte.com/GlobalOfficeDirectory and contact an office near you to inquire about Deloitte capabilities to provide services in locations not listed below.

Albania  Colombia  Isle of Man  New Zealand  Switzerland
Algeria  Congo (Brazzaville)  Israel  Nicaragua  Taiwan (China)
Andorra  Congo (Democratic Republic of)  Italy  Nigeria  Tajikistan
Angola  Costa Rica  Ivory Coast  North Macedonia  Tanzania
Argentina  Croatia  Japan  (Republic of)  Thailand
Armenia  Curacao  Jordan  Kuwait  Timor-Leste
Aruba  Cyprus  Kyrgyzstan  Lao PDR  Togo
Australia  Czech Republic  Latvia  Lebanon  Trinidad and Tobago
Austria  Denmark  Lithuania  Luxembourg  Tunisia
Azerbaijan  Dominican Republic  Morocco  Palestinian Territories  Turkey
Bahamas  Ecuador  Mozambique  Panama  Turkmenistan
Bahrain  Egypt  Paraguay  Papua New Guinea  Uganda
Bangladesh  El Salvador  Peru  Pakistan  Ukraine
Barbados  Equatorial Guinea  Philippines  Palau  United Arab Emirates
Belarus  Estonia  Poland  Palestinian Territories  United Kingdom of Great Britain and Northern Ireland
Belgium  Finland  Portugal  Poland  United States
Benin  France  Puerto Rico  Portugal  Uruguay
Bermuda  Gabon  Qatar  Romania  Uzbekistan
Bolivia  Georgia  Marshall Islands  Russian Federation  Venezuela
Bosnia-Herzegovina  Germany  Mauritius  Rwanda  Vietnam
Botswana  Ghana  Mexico  Saudi Arabia  Yemen
Brazil  Gibraltar  Micronesia  Senegal  Zimbabwe
British Virgin Islands  Greece  (Federated States of) Moldova (Republic of)  Singapore
Brunei Darussalam  Greenland  Mexico  Serbia (Republic of)  Slovakia
Bulgaria  Guam  Micronesia  Seychelles  Slovenia
Cambodia  Guatemala  Monaco  Singapore  Solomon Islands
Cameroon  Honduras  Mongolia  Slovak Republic  South Africa
Canada  Hungary  Montenegro  Slovenia  Spain
Cayman Islands  Iceland  Morocco  Somalia  Sri Lanka
Chad  India  Mozambique  South Africa  Sweden
Channel Islands (Jersey and Guernsey)  Indonesia  Namibia  South Africa  Switzerland
Chile  Iraq  Netherlands  South Africa  Switzerland
China  Ireland  South Africa  Spain  Sweden

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Addressing the complex challenges society faces today has become an expectation for business. Deloitte’s purpose-driven agenda has focused on creating societal impact—primarily through our WorldClass ambition that connects people with skills-building opportunities—and preparing business for Industry 4.0.

In 2020, we broadened our commitment to society with the introduction of our WorldClimate strategy, which will focus Deloitte on making responsible climate choices and becoming a leader in the effort to mitigate climate change. And through our ALL IN diversity and inclusion strategy, we continue to provide Deloitte people with equal opportunities to grow, develop and succeed in an environment where we hold each other accountable at all times.

The success of these priorities, together with our aspiration to be the undisputed leader in professional services, is measured using a “triple bottom line” of people, performance and planet.

Strategy and alliances
Deloitte’s strategy and multidisciplinary business model continued to drive success in FY2020. All five business areas—Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal—grew during this time, a validation of Deloitte’s strategy to deliver high-quality, globally consistent service to Deloitte clients. Deloitte continued to evolve and innovate offerings to address current and emerging client needs, and maintained its focus on serving the public interest and working to restore trust in capital markets.

Deloitte’s success is driven, in part, by alliance relationships with many of the world’s most powerful and innovative companies that help Deloitte clients solve their most complex problems, shape new markets and create sustainable value.

Moving forward, Deloitte will continue to make markets and create opportunities to grow alliance-enabled business solutions. Deloitte will focus on offerings that organizations will need in this new environment—transformation, cyber and cloud—while continuing to deliver the full breadth and depth of the multidisciplinary model that Deloitte clients can depend on.

Community engagement
Deloitte is committed to helping millions of people around the world find meaningful work in the new economy. Through Deloitte’s societal impact initiative, WorldClass, we aim to empower 50 million people by 2030 by improving education outcomes, developing job skills and providing access to opportunities. Since launching three years ago, WorldClass has reached approximately 11.7 million people.

Deloitte launched a number of initiatives to aid people in response to COVID-19. In the past, several Deloitte firms hosted Impact Days, or annual days of service. We’ve reimagined our approach to giving back in response to COVID-19. Focusing on Impact Every Day, Deloitte has provided life-saving supplies to essential workers on the frontlines; donated airline ticket balances that enabled medical professionals to travel to treat patients; and provided additional support to WorldClass contributors to help the 1.5 billion children whose educations have been impacted by lockdowns.

Diversity and equal opportunity
At Deloitte, we want everyone to feel they can be themselves and to thrive at work—in every country, in everything we do, every day. This can only be achieved by providing a workplace culture characterized by inclusive everyday behaviors and built on a foundation of respect and appreciation for diversity in all its forms.
Deloitte stands against systemic bias, racism and unequal treatment. We take seriously our responsibility to listen, learn and lead the change we wish to see in the world.

Deloitte's ALL IN diversity and inclusion strategy is focused not only on ensuring that all Deloitte people live the organization’s values and understand the importance of an inclusive culture empowered by inclusive leadership, but also on designing and implementing specific interventions designed to achieve Deloitte's diversity goals. We are focused on providing everyone with equal opportunities to grow, develop and succeed in an environment where we hold each other accountable at all times.

Climate change
Environmental sustainability continues to be a C-suite level priority for Deloitte and advancing Deloitte's progress on sustainability and climate change has been prominent on the agenda of the Deloitte Societal Impact Council, a senior leadership group focused on Deloitte's social impact and responsible business agenda. During FY2020, one of the council’s main activities was to define Deloitte's commitment to addressing climate change. As a result, WorldClimate, a new climate change strategy, was formulated to focus the organization on making responsible climate choices.

The four pillars that support Deloitte's WorldClimate strategy include: achieving net-zero greenhouse gas emissions by 2030; addressing Deloitte's internal policies and procedures to align with its climate ambitions; educating and inspiring Deloitte people to act on climate change; and working with ecosystems for collective impact. These ambitions were agreed to by the Deloitte Global Executive and Board in early FY2021 and will serve as Deloitte's roadmap for the coming decade.

Ethics and integrity
Our Global Principles of Business Conduct (“Global Code”) outline Deloitte's ethical commitments and expectations for Deloitte people globally, giving the organization a strong foundation built upon indelible principles. At Deloitte, we have placed ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to serve the public interest.

Deloitte actively supports multiple efforts to eradicate corruption throughout the world. Deloitte Global was an early signatory to the United National Global Compact (UNGC) and to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

Professional training and education
Deloitte combines common curricula, technology and innovative learning facilities—such as Deloitte University (DU)—to provide Deloitte people with the opportunity to build their leadership, industry and technical capabilities. Deloitte's significant long-term investment in the Deloitte University system enables Deloitte people to advance their careers and participate in leadership development programs in a world-class learning environment. In FY2020, approximately 114,000 Deloitte people around the world experienced DU.

Even with the temporary closure of all Deloitte University facilities in the wake of COVID-19, the organization continues to provide its professionals with training opportunities, launching Cura, a virtual platform to deliver customized learning content instantly to approximately 330,000 Deloitte people. We've also maintained our commitment to professional development and promotion programs, understanding that building leaders for the future is more important than ever.

Responsible business and supply chain
Deloitte introduced Our Commitment to Responsible Business Practices and Supplier Code of Conduct in FY2020, codifying Deloitte's long-held beliefs and principles around these key areas. Deloitte’s commitment to responsible business outlines the responsible business principles we believe in and the commitments we have made. These are embedded in our policies and inform our decision making. Deloitte’s Supplier Code of Conduct outlines our expectations of suppliers—that they support our commitment to doing not only what is good for business, but also what is good for those with whom we deal and the communities in which they live and work.

Public policy engagement
Deloitte Global's public policy program focuses its attention on priority topics shaping the debate, including: advocating for a corporate reporting ecosystem that's safe, transparent and accountable; preparing tomorrow's diverse workforce with the appropriate skills and qualifications to find meaningful jobs and purpose; informing the future of regulation in an era of exponential technological advancement; and supporting a holistic approach to measuring social progress.
Privacy and data security
Safeguarding confidential information is core to the services Deloitte firms provide. Deloitte is committed to protecting confidential and personal information, including that of Deloitte clients and third parties, and to continually monitor regulatory and legal requirements to support compliance.

Continuing momentum
“Deloitte Global continues to be committed to supporting the UN Global Compact and advancing the Sustainable Development Goals,” says Deloitte Global CEO Punit Renjen. “Deloitte is optimistic about the future we are helping to build and excited to continue our shared quest of advancing business, people, communities and the world.”
Environmental sustainability continues to be a C-suite level priority for Deloitte and advancing Deloitte’s progress on sustainability and climate change has been prominent on the agenda of the Deloitte Societal Impact Council, a senior leadership group focused on Deloitte’s social impact and responsible business agenda. Council participants are drawn from across geographies and businesses and include members of the Deloitte Global Board of Directors, the Deloitte Global Executive and other senior leaders. The council is co-chaired by the Deloitte Global CEO and Deloitte Global Board Chair, underpinning the importance of this agenda.

During FY2020, one of the main activities of the Societal Impact Council was to define Deloitte’s commitment to addressing climate change. As a result, WorldClimate, a new climate change strategy, was formulated to focus the organization on making responsible climate choices. Four pillars support the strategic direction:

- Achieving net-zero greenhouse gas emissions by 2030;
- Addressing Deloitte’s internal policies and procedures to align with its climate ambitions;
- Educating and inspiring Deloitte people to act on climate change; and
- Working with ecosystems for collective impact.

These ambitions were agreed to by the Deloitte Global Executive and Board in early FY2021 and will now serve as the roadmap for the coming decade.

Client-focused capabilities
The WorldClimate agenda will complement the growing sustainability services provided by Deloitte firms. Offerings currently include environmental sustainability services related to strategy, resource productivity, risk mitigation, attest services and supply chain. Renewable energy services are also expanding as clients explore innovative supply arrangements. And Deloitte firms have engaged with clients on a broad range of environmental sustainability topics, including energy, water, greenhouse gas emissions, plastics, circular economy and supply chain.

Internal initiatives
While the WorldClimate strategy was being developed in FY2020, sustainability activities continued to be advanced across the organization, including some notable accomplishments.

Supplier Code of Conduct and Our Commitment to Responsible Business Practices
This year, Deloitte introduced a new Supplier Code of Conduct applicable across the organization. The code establishes a consistent baseline for doing business with Deloitte, and sets out expectations around issues of human rights, labor, the environment, integrity, ethics and anti-corruption. Some of the environmental measures the code encourages include improving resource efficiency, minimizing and eliminating waste, developing innovative environmental practices, and measuring and reducing pollution and emissions.

For the first time, Deloitte has formally outlined the responsible business principles in which it believes, and the commitments Deloitte has made via Our Commitment to Responsible Business Practices. This includes Deloitte’s commitments to reduce the environmental impact of its own operations, achieve carbon-emission-reduction goals and support sustainability initiatives as part of the most-senior-level agendas.

Both statements reinforce Deloitte’s dedication to actively combat climate change.

Carbon emissions
While Deloitte pursues necessary changes to achieve its 2030 net-zero goal, it is also taking steps to address its current level of emissions through offset purchases. Deloitte recognizes purchasing offsets is not a final solution, but rather an interim action while it advances its broader reduction goals. All carbon emissions
resulting from air travel in FY2019 were offset through the purchase of third-party-verified carbon credits, and the purchase of a combination of renewable energy or offsets to address all travel-related (air, auto, hotel, etc.) and all other energy-related FY2020 emissions is underway. The emphasis and approaches for addressing residual carbon emissions are evolving and Deloitte will continue to explore appropriate options that align with its goals and strategic direction.

Deloitte's carbon-reduction goals set in FY2019 included an 11% reduction in business travel by FY2025. In the latter half of FY2020, the COVID-19 pandemic resulted in the cessation of business travel for Deloitte professionals and for many Deloitte clients. This unexpected forced grounding has opened up new examinations of how Deloitte does business while continuing to serve clients effectively. As the world emerges from the pandemic, Deloitte is rethinking some of the traditional ways in which it operates, particularly business travel. Deloitte leaders anticipate continuing to serve clients effectively and grow the business, while also reducing travel below pre-pandemic levels.

**Office buildings**
Deloitte Africa’s new headquarters in Waterfall City, South Africa, which opened in FY2020, achieved a LEED (Leadership in Energy and Environmental Design) Silver rating in recognition of its sustainable design. It builds on a legacy of Deloitte landmark locations embracing sustainability in their designs including The Edge in the Netherlands, The Gateway in Belgium and 1 New Street Square in London. Environmental features incorporated in the South Africa building design include solar panels, rainwater harvesting and storage, electrical

blinds used to track the sun and reduce electricity usage from air-conditioners, a bottling plant in the basement of the building to ensure glass-bottled water replaces plastic bottles, and composting of wet food waste.

**Zero-waste meeting**
In October 2019, nearly 750 new Deloitte firm partners attended Deloitte’s first zero-waste event of its kind, in Rancho Palos Verdes, California. Working together with the venue and a waste management vendor, 92% of materials from the meeting were diverted from landfill, resulting in hundreds of pounds of waste being recycled, composted and donated. In addition to reducing carbon dioxide emissions, the event offered valuable lessons that will be shared across the organization to encourage more zero-waste meetings.

**Contact**
Kathryn Alsegaf
Deloitte Global Internal Sustainability Leader
kalsegaf@deloitte.com
At Deloitte, we want everyone to feel they can be themselves and to thrive at work—in every country, in everything we do, every day. This can only be achieved by providing a workplace culture characterized by inclusive everyday behaviors and built on a foundation of respect and appreciation for diversity in all its forms.

Deloitte stands against systemic bias, racism and unequal treatment. We take seriously our responsibility to listen, learn and lead the change we wish to see in the world.

Deloitte's ALL IN diversity and inclusion strategy is focused not only on ensuring that all Deloitte people live the organization's values and understand the importance of an inclusive culture empowered by inclusive leadership, but also on designing and implementing specific interventions designed to achieve Deloitte's diversity goals. We are focused on providing everyone with equal opportunities to grow, develop and succeed in an environment where we hold each other accountable at all times.

The three pillars of Deloitte's inclusive talent culture—underpinned by respect—are achieving gender balance, advancing LGBT+ inclusion and supporting mental health.

**Achieving gender balance**
- Deloitte leaders strive to achieve gender balance across the Deloitte organization. Deloitte Talent has set aspirational goals for all Deloitte firms and has developed consistent initiatives spanning the entire career lifecycle—from recruitment, promotion and succession processes to mentoring, sponsorship and agile working. Deloitte firm CEOs have committed to deliver on these initiatives and report progress to the Deloitte Global CEO, Deloitte Global Executive and Deloitte Global Board of Directors on a regular basis.
- Deloitte's focus on gender equality does not end with our own organization. Through several of its WorldClass societal impact projects, Deloitte aims to positively impact the lives of women and girls outside our organization. Stories of Deloitte's work around the world comprised Deloitte Global's first-ever Global Gender Impact Report. The report's theme—the “Butterfly Effect”—illustrated how small actions can have widespread and lasting impact. The report was released on International Women's Day 2020.

**LGBT+ inclusion**
- At Deloitte, we want everyone to feel they can be themselves at work, without fear of discrimination or prejudice. We want our LGBT+ (lesbian, gay, bi, trans and more) people to feel confident in being who they are and empowered to thrive within Deloitte and within the societies Deloitte serves.
- Deloitte has endorsed the UN's Standards of Conduct for Business in Tackling Discrimination against LGBTI people (the LGBTI Standards) and is taking actions to further LGBT+ inclusion aligned with core areas of these standards. This includes a focus on “allyship,” reverse mentoring and ensuring that Deloitte professionals are enabled to “walk in the shoes” of LGBT+ colleagues. In line with the UN LGBTI standard to act in the public sphere, Deloitte is proud to be a member of the Partnership for Global LGBTI Equality.

**Supporting mental health**
- Deloitte believes that supporting mental health is a critical aspect of inclusion and is working to address the stigma that still too often exists within society on this topic. The organization recognizes the importance of Deloitte people knowing where and how to seek support when they are experiencing mental health challenges, and being comfortable they can raise such concerns without fear of stigma. The COVID-19 pandemic prompted Deloitte Global to develop and roll out a series of podcasts focusing on ways in which Deloitte people can look after their mental health, focusing on common challenges faced during periods...
where people may be feeling especially worried, isolated or overwhelmed.

• Deloitte is proud to be a founding member of the Global Business Initiative, a business-led coalition being established to both advocate for and accelerate positive change for mental health in the workplace.

Deloitte offers its people opportunities through global business resource groups (BRGs) to connect and build networks within Deloitte with others on gender, race, religion and sexual orientation. Some Deloitte firms have also established councils that bridge gaps between single-identity workplace groups, recognizing the importance of intersectionality among individuals’ identities—not only their demographic characteristics, but also their unique experiences, skills and roles both at work and away from it.

Deloitte’s focus on inclusion has been recognized by prominent organizations around the globe with recent awards, including: the 2020 Catalyst Award for advancing women in leadership; Universum’s first Global Diversity & Inclusion Index; Working Mother & Avtar Best Company for Women (India); Times Top 50 employers for Women (UK); Business in the Community (BiTC) Gender Equality Award in Business (UK); 2020 Careers & the disABLED Top 50 Employers (US); Working Mother 100 Best Companies; and more.

Providing an inclusive culture for all Deloitte people is a long-term commitment. Deloitte is dedicated to supporting and empowering all of its practitioners and professionals to achieve their full potential, and to delivering Deloitte’s Purpose to make an impact that matters, each and every day.

Contact
Emma Codd
Deloitte Global Inclusion Leader
ecodd@deloitte.co.uk
Leadership and governance

Deloitte includes Deloitte Touche Tohmatsu Limited (Deloitte Global), Deloitte member firms and each of their related entities in more than 150 countries and territories, and has governance and management structures in place at both the global and member firm levels.

The Deloitte Global Executive
The Deloitte Global Executive, currently composed of 25 senior leaders from Deloitte Global and select Deloitte firms, is responsible for embedding Deloitte’s Purpose and advancing its strategic business priorities. The Executive also sets policies and champions initiatives that help Deloitte make an impact that matters for Deloitte clients, Deloitte people, communities and other stakeholders. The group meets either in person or via video conference at least seven times during the year.

Deloitte Global Chief Executive Officer Punit Renjen, who began his second four-year term on 1 June 2019, leads the Executive. Renjen appoints the members of the Executive, subject to approval by the Governance Committee of the Deloitte Global Board of Directors.

The Deloitte Global Operating Committee
The Deloitte Global Operating Committee provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently.

Deloitte Global Chief Operating Officer Mike Dougherty leads the Operating Committee. Its members include Deloitte Global business operations and enabling area leaders and the largest Deloitte firms’ chief operating officers. The group meets either in person or via video conference at least 10 times during the year.

The Deloitte Global Board of Directors
The Board of Directors is Deloitte Global’s highest governing body and addresses its most important governance issues, including approval of the global strategy, major transactions and the selection of the Deloitte Global CEO. The Board has a number of committees to support its oversight and governance role, including a Risk and Ethics Committee and a Finance and Audit Committee.

Board composition is diverse in terms of geography, with a proportionate representation of member firms. Board members are designated by individual member firms that are themselves selected based on size, the number of significant clients they serve and other factors.

Gender and business background are considered by member firms as they designate individuals to these positions.

On 1 June 2020, the Board had 21 members, seven of whom were women.

Deloitte Global Chair Sharon Thorne began her four-year term of office on 1 June 2019.

Member firm leadership
To foster effective and responsive management within member firms, Deloitte Global has adopted standards describing leadership and governance structures to be implemented by member firms, including:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm’s leaders to align its strategies with Deloitte Global; and
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice.

Contacts
Emily Sendall
Chief of Staff, Office of the Global Chair emsendall@deloitte.co.uk

Michelle Varney
Chief of Staff, Office of the Global CEO mivarney@deloitte.com

Jenn Price
Chief of Staff, Office of the Global COO jprice@deloitte.com
Deloitte is made up of firms that are members of Deloitte Touche Tohmatsu Limited ("Deloitte Global"), a UK private company limited by guarantee. These member firms and each of their related entities (each a "Deloitte firm"), along with Deloitte Global and its related entities, form the Deloitte organization.

This structure allows Deloitte to be an industry leader at all levels—locally, nationally and globally.

Individual Deloitte firms have access to the skills and knowledge of, and the ability to consult within, the Deloitte organization. They also enjoy the benefit of Deloitte’s market recognition and reputation. Deloitte Global itself does not provide services to clients, nor does it direct or control the decisions Deloitte firms make with respect to the clients they serve.

The member firms are primarily organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction(s). They are separate and independent firms that have come together to practice under a common brand and shared methodologies, client service standards, and other professional protocols and guidelines.

Deloitte firms are not subsidiaries or branch offices of a global parent, but instead comprise separate and distinct legal entities. The Deloitte organization is not a partnership, single firm or multinational corporation.

This structure confers significant strengths, including a deep understanding of local markets and a sense of responsibility among Deloitte firm professionals, who have direct stakes in the integrity and growth of their local practices.

The Deloitte organization achieves economies of scale with centers of excellence, global delivery centers and other network approaches that are designed to deliver a consistent level of excellence around the world.

**Global approach**

As part of the Deloitte organization, Deloitte firms benefit from shared values, investments and resources that enhance their individual abilities to provide core services to key local and global clients and development opportunities to their people. They also are able to leverage Deloitte’s brand, eminence and intellectual property.

Deloitte firms support and adhere to the purposes and policies of Deloitte Global by:

- Conducting themselves in a manner that sustains the reputation of the Deloitte organization;
- Aligning national plans, strategies and operations with those of Deloitte Global, as appropriate;
- Adhering to Deloitte Global’s professional standards, shared values, methodologies and systems of quality control; and
- Advising Deloitte Global of proposed joint ventures, mergers and other cooperation arrangements with other Deloitte firms.

**Contacts**

**Danielle Almagor**
Associate General Counsel, Deloitte Global
dalmagor@deloitte.com

**Susan Yashar**
General Counsel, Deloitte Global
syashar@deloitte.com
Confidentiality, privacy and cybersecurity

Safeguarding confidential information is core to the services Deloitte firms provide. Deloitte is committed to protecting confidential and personal information, including that of Deloitte clients and third parties, and to continually monitor regulatory and legal requirements to support compliance.

Confidentiality and privacy
The Deloitte Global Confidentiality and Privacy Office helps foster a culture across Deloitte that emphasizes the importance of protecting confidential and personal information. This office sets guidelines, develops procedures, provides consultation and training, and assesses the effectiveness of controls relating to confidentiality and privacy. The Deloitte Global Confidentiality and Privacy Office works with Deloitte Global Technology Services, including the Deloitte Global Cybersecurity organization, and the Deloitte Global Office of General Counsel, to understand, prepare for and respond to known and reasonably anticipated risks and threats facing our environment.

Consistent with industry leading practices for protecting confidential information, Deloitte has taken steps to remain secure, vigilant and resilient, including:

- Understanding the risk environment;
- Implementing policies, procedures and controls designed to protect confidential and personal information;
- Responding to potential confidentiality and privacy incidents in a timely manner; and
- Actively monitoring the effectiveness of confidentiality and privacy requirements across the Deloitte organization.

Deloitte is dedicated to ensuring compliance with applicable privacy laws and regulations around the globe, including the European Union (EU) General Data Protection Regulation (GDPR) legal requirements relating to the transfer and processing of personal information. Deloitte regularly monitors for changes in privacy laws and regulations, and adjusts policies and procedures when appropriate. Additionally, across all business areas Deloitte has instituted an annual review process to verify compliance with our privacy policy and procedures.

Cybersecurity
The Deloitte Global Cybersecurity organization works with the Deloitte Global Confidentiality & Privacy Office, as well as Deloitte confidentiality, privacy and cybersecurity professionals around the world to execute an aggressive strategy designed to:

- Create a cohesive, worldwide cyber program with consistent, high-quality security services;
- Extend security tools worldwide for advanced protection of highly distributed data;
- Implement and sustain leading practice technology safeguards to protect confidential and personal information;
- Prepare and implement plans to promptly recover from and restore any systems that may be adversely impacted by a cyber incident; and
- Reduce the risk of unauthorized exposure of confidential or personal information.

Contacts
Cees de Boer
Deloitte Global Chief Data Security and Confidentiality Leader
cedeboer@deloitte.nl

Bethany Larson
Deloitte Global Chief Privacy Officer
belarson@deloitte.com

David Mahon
Deloitte Global Chief Information Security Officer
damahon@deloitte.com
Deloitte’s reputation is one of our most cherished assets. It distinguishes Deloitte in the marketplace, differentiates Deloitte from the competition and enables us to attract the world-class talent that is our hallmark. That’s why Deloitte’s Ethics teams work diligently to proactively strengthen the culture of integrity across the organization. Deloitte is committed to conducting business with transparency, honesty and the utmost professionalism.

Our Global Principles of Business Conduct (“Global Code”) outlines Deloitte’s ethical commitments and expectations for approximately 330,000 Deloitte people globally, giving the organization a strong foundation built upon indelible principles. At Deloitte, we have placed ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to serve the public interest. Driving a proactive approach to ethics and building and sustaining a culture of integrity helps Deloitte people make the best professional decisions every day.

The Deloitte Global Ethics team and Deloitte firms’ Ethics officers continue to work closely with senior Deloitte leaders to build and enhance the organization’s ethics program, which is composed of the following elements:

- The Global Code;
- A global ethics policy that sets out the requirements for Deloitte firms’ own ethics programs, and an Ethics Officer Playbook to set clear expectations and reinforce the strategic role and responsibilities of Deloitte firms’ Ethics officers;
- Ethical due diligence processes for Deloitte firm CEOs and board chairs, and enhanced expectations for firms’ boards of directors in governing ethical culture, ethical risks and ethics program agendas;
- A global anti-discrimination and anti-harassment (including sexual harassment) policy that sets out the requirements for Deloitte firms’ own individual policies, subject to local law. The global policy requires anti-discrimination and anti-harassment training for all Deloitte professionals upon joining and every two years thereafter;
- Deloitte ethics training programs—including online courses, classroom programs and facilitator-led interactive case discussions—and communications campaigns. Ethics training is required for all new hires upon joining Deloitte, upon promotion to manager (specific to their roles) and for all Deloitte professionals every two years;
- Channels for reporting ethics issues and concerns that emphasize confidentiality and nonretaliation, including the third-party ethics helpline Deloitte Speak Up, as well as similar, third-party local services;
- A global nonretaliation policy that articulates Deloitte’s commitment to a nonretaliatory workplace, with retaliation-monitoring procedures to support this;
- Support activities—including communications, webinars and continuing education—to facilitate the sharing of best practices among Deloitte firm ethics teams;
- An annual ethics survey, a self-assessment questionnaire and other tools (such as guidance for running focus group sessions) to measure the effectiveness of ethics programs across Deloitte;
- An annual confirmation by all Deloitte professionals that they have read, understood and are in compliance with the Global Code; and
- Detailed review programs to measure and monitor compliance with the global ethics policy and drive improvement in Deloitte firm ethics programs over time.

External commitments
Further to our internal commitments, programs and approaches, and in support of the principles of Deloitte’s Global Code, we introduced Our Commitment to Responsible Business Practices and Supplier Code of Conduct in FY2020, codifying...
Deloitte’s long-held beliefs and principles around these key areas.

- **Deloitte’s commitment to responsible business** is rooted in our Purpose—175 years of making an impact that matters for our people, society and clients. It outlines the responsible business principles we believe in and the commitments we have made. These are embedded in our policies and inform our decision making.

- **Deloitte’s Supplier Code of Conduct** ("Supplier Code") outlines our expectations of suppliers—that they support our commitment to doing not only what is good for business, but also what is good for Deloitte people and the communities in which they live and work.

**Anti-corruption commitment**
Deloitte actively supports multiple efforts to eradicate corruption throughout the world. Deloitte Global was an early signatory to the United Nations Global Compact (UNGC) and to the World Economic Forum’s Partnering Against Corruption Initiative (PACI).

The Deloitte Global Anti-Corruption team and Deloitte firm Anti-Corruption leaders work closely with senior Deloitte leaders to build and enhance a globally consistent anti-corruption program across the Deloitte organization, which includes the following elements:

- A Deloitte Global anti-corruption policy that includes requirements for Deloitte firms’ own anti-corruption programs and addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;
- Anti-corruption training that includes applicable policies, corruption red flags and case scenarios;
- Support activities—including communications, workshops and webinars—to facilitate the sharing of best practices;
- Annual Deloitte firm anti-corruption self-assessments and guidance and tools (such as guidance on anti-corruption testing and monitoring) to measure the effectiveness of anti-corruption programs across Deloitte;
- A globally consistent process to perform anti-corruption due diligence on nonclient third parties, including subcontractors, marketplace alliances, vendors and suppliers;
- A globally consistent methodology and process for Deloitte firms to perform corruption risk assessments;
- An annual confirmation from each member firm to Deloitte Global that all of its people have read, understood and agree to comply with the local anti-corruption policy and are not in violation of this policy; and
- A review program to assess compliance with Deloitte Global anti-corruption policies and drive continuous improvement in Deloitte firm anti-corruption programs.

**Multilateral initiatives**
Deloitte plays a role in various external efforts to promote ethical conduct in the business world. These include:

- **Business and Industry Advisory Committee (BIAC) to the Organization for Economic Corporation and Development**. Gerrie Lenting, partner, Deloitte North and South Europe, is vice chair of the BIAC task force on anti-bribery and corruption.

**Contacts**
Deborah Rheder
Deloitte Global Chief Ethics Officer
drheeder@deloitte.com

Mohammed Ahmed
Deloitte Global Anti-Corruption Leader
mahmed@deloitte.com

Jasmine Tsang
Deloitte Global Deputy Chief Ethics Officer
jatsang@deloitte.ca

Deloitte LLP Chief Ethics & Compliance Officer Glenn Stastny.
- **Ethics Research Center**. Glenn Stastny is a member of the board of directors.
- **Center for Professional Responsibility in Business and Society, University of Illinois College of Business**. Glenn Stastny is a member of the advisory board.

Gerrie Lenting, partner, Deloitte North and South Europe, is vice chair of the BIAC task force on anti-bribery and corruption.

 Glenn Stastny is a member of the board of directors.

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**Contacts**
Deborah Rheder
Deloitte Global Chief Ethics Officer
drheeder@deloitte.com

Mohammed Ahmed
Deloitte Global Anti-Corruption Leader
mahmed@deloitte.com

Jasmine Tsang
Deloitte Global Deputy Chief Ethics Officer
jatsang@deloitte.ca
Independence and quality are essential to Deloitte’s objectivity, integrity, impartiality, responsibility to the investing public, and ability to attract and retain clients. Standards for independence are shaped by legislation, regulations, professional requirements and public expectations. Maintaining independence in fact and appearance is a professional obligation to which all Deloitte professionals must adhere.

**Protecting the public interest**
The Deloitte Global Board of Directors has adopted robust independence policies and implemented procedures (including global systems and tools) to help Deloitte and its people safeguard their objectivity.

All Deloitte people are required to follow the independence policies and procedures, which address professional and regulatory requirements related to the provision of services, business relationships, employment relationships and financial interests.

These independence policies and procedures are designed to help Deloitte professionals understand and meet independence standards and regulatory requirements to achieve excellence in service delivery. These policies and procedures are based, for the most part, on the *International Code of Ethics for Professional Accountants (including International Independence Standards)* issued by the International Ethics Standards Board for Accountants (IESBA) and on the independence standards of the US Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB). When applicable national or regional requirements are more restrictive than the requirements in Deloitte Global’s policies, Deloitte firms and their professionals and practitioners must meet those jurisdictions’ requirements, as well.

**Maintaining independence**
Deloitte frequently serves the same clients in multiple jurisdictions. Each Deloitte firm considering whether to accept a new client or a new engagement at an existing client must consider the independence implications of other Deloitte firms’ relationships with that client, including the provision of non-audit services.

Each Deloitte firm has a partner responsible for independence quality controls, including monitoring compliance with those controls. On an annual basis, all Deloitte firms report to Deloitte Global that they have conducted procedures for determining that their firm and professionals are in compliance with Deloitte Global’s independence policies. Deloitte Global performs ongoing monitoring activities of Deloitte firms, enabling continuous enhancements to global policies, quality controls, tools and practice-support activities.

**Elevating the focus**
Deloitte faces dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global Independence leaders continually engage with external professional bodies and regulators to advance the development of independence requirements around the world. Internally, Deloitte Global provides Deloitte professionals worldwide with information and guidance on independence issues, as well as enabling technologies to raise awareness and help them comply with rapidly changing and increasingly complex requirements. Deloitte leadership reinforces the importance of compliance with independence and related quality control standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte.

**Contacts**
**Wallace Gregory**
Deloitte Global Independence Leader
wgregory@deloitte.com

**Denise Canavan**
Managing Director, Deloitte Global Independence
decanavan@deloitte.com
Threats come in many sizes and forms, including geopolitical instability, crime, natural disasters, and most recently, global pandemics. The Deloitte Global Security Office (GSO) works with Deloitte firms worldwide to help keep Deloitte professionals safe, particularly during times of emergency or when Deloitte firms are called upon by clients to work in higher-risk areas.

An ongoing GSO focus is increasing Deloitte’s resiliency by working with Deloitte firms to formulate and implement effective business-continuity programs. The GSO’s regional managers help enhance Deloitte’s security and crisis response capabilities through on-site visits, meetings with Deloitte firm managing partners and working with the Global Security Council made up of security officers from each Deloitte firm.

Keeping Deloitte safe
The GSO team tracks world events on a daily basis for potential impacts on Deloitte people and offices. Whenever a crisis occurs, the GSO responds swiftly to help Deloitte firms account for the safety of their people, provide necessary relief and resume normal business operations as soon as possible.

Health emergencies also can affect Deloitte professionals while traveling or assigned overseas, so Deloitte maintains 24-hour resources, delivered by a leading emergency medical and security provider, to respond in such situations.

Risk awareness for travelers and Deloitte firms
Response to the COVID-19 pandemic was a primary focus area during the latter half of FY2020.

The GSO team directly supported Deloitte firms and all Deloitte travelers during the initial virus outbreak and subsequent declaration of a global pandemic. Efforts included issuing travel restrictions for areas hardest hit by the virus, apprising Deloitte firms of the latest developments, monitoring potential impacts to Deloitte people, working with Deloitte firms on return to physical premises strategies, and assisting lead client service partners globally in reviewing Deloitte’s business continuity and response plans with clients.

Regular calls were held with Global Security Council members to provide updated medical and public health recommendations, as well as to share best practices across the Deloitte organization.

Prior to the COVID-19 pandemic impact on international travel, the GSO team assisted more than 960 engagement teams around the world. Such support can range from designing comprehensive security plans that include location-specific security briefings to hotel and transportation recommendations, on-the-ground project logistics, and direct security support, as needed. In doing so, an external network of specialized security providers based in high-risk locations is available to assist.

The GSO tries to make sure all Deloitte people are aware of particular risks before they travel. Deloitte professionals have access to a comprehensive travel security website containing the latest security bulletins, assessments, country risk ratings and other resources.

In FY2020, the GSO team responded to multiple natural disasters, geopolitical threats and more than 405 medical cases involving traveling Deloitte professionals. The team also:

- Implemented new global security standards and policies with all Deloitte firms completing an initial self-assessment process and developing specific mitigation plans to increase consistency the globe.
- Operationalized the Deloitte Global Emergency Communications system to provide enhanced capabilities to quickly locate and account for the safety of Deloitte people during times of emergency. During FY2020, the system was used in response to multiple world events.
• Developed a Global Security mobile app to put the latest security alerts, country risk ratings, security advice and other resources in the hands of Deloitte people. This new app complements Deloitte’s existing emergency medical and travel security mobile app.

Contacts
Ted Almay
Deloitte Global Chief Security Officer
talmay@deloitte.com

Sean Toohey
Deloitte Global Deputy Chief Security Officer
stoohey@deloitte.com
What people expect of business is fundamentally changing, as is the definition of what it means to act in the public interest. In a world of uncertainty, business must help address society’s most intractable problems. Serving the public interest requires going beyond the economic context to include the interplay among business behavior, financial markets, and the long-term health and sustainability of society and the planet.

Today’s business organizations should see themselves as serving ends that go beyond financial success. Deloitte advocates for every company to define its overarching purpose and offer a clear explanation of how it makes a positive impact in society, not only for shareholders, but also for customers, employees, suppliers, communities and the planet. This reflects Deloitte’s own purpose-led approach, one that’s shared increasingly throughout the business community and articulated by the US Business Roundtable’s statement on the purpose of a corporation. It is important that companies track and report on the results of their efforts to live up to the purposes they define for their enterprises. Traditionally for organizations that provide audit and assurance services, the concept of public interest focused on providing reliable information for capital markets, specifically around a company’s management, its operating model and internal controls. Deloitte understands that while this remains a critical component, its public interest responsibilities have expanded to include issues such as sustainability and societal impact. Consistent with its commitment to purpose and to act in the public interest, Deloitte aims to be transparent about nonfinancial measures of business performance and provides disclosure of wider environmental, social and governance (ESG) metrics. Deloitte shares these public interest metrics through the lens of its services, people and operations, as well as its impact on society.

Services
Deloitte’s commitment to responsible business underlies everything we do. It’s more than just doing the right thing; it’s about using our spheres of influence to foster respect and illustrate how we live our Purpose and Shared Values through the company we keep to make an impact. This is articulated in Our Commitment to Responsible Business Practices statement, which outlines our beliefs and the commitments we have made.

Deloitte provides audit, tax, consulting, risk and financial advisory services around the world—always striving to act in the public interest, exercise the highest ethical standards and deliver the highest-quality services. Following are some examples of how these services benefit the public interest.

Audit
Deloitte provides audit and assurance services that serve the public interest by enabling trust and transparency across and between stakeholders in the financial reporting ecosystem. Deloitte’s independent auditors help the capital markets system function with greater confidence, attesting to or expressing opinions as to whether financial statements, internal controls and regulatory reports are prepared in accordance with identified financial reporting frameworks.

Deloitte is committed to constant enhancement of relevant and reliable audit processes that are increasingly essential to investor confidence and to the ongoing vitality of capital markets. Audit quality remains a top priority and key focus for Deloitte. Ongoing investments in audit quality, transformation, innovation and technology demonstrates Deloitte’s commitment to fulfilling its public interest role and enhancing trust.

Tax
Deloitte helps businesses be compliant by guiding them through rapidly changing and complex domestic and international tax laws.
Deloitte practitioners’ advice is subject to high ethical standards, rigorous quality control and technical reviews, the Deloitte Global Code of Conduct, and local professional standards. As part of ensuring the quality, consistency and integrity of our advice, Deloitte has developed global tax principles that are adhered to by our tax practitioners around the world.

Deloitte tax practitioners also contribute to the public interest by providing pro bono tax services to charitable organizations globally that support poverty relief, humanitarian efforts, refugee mentoring, higher education and many other critical areas. For example, Deloitte Canada practitioners prepared tax returns for approximately 300 front-line health care workers on a pro bono basis.

Financial advisory
Deloitte forensic advisers help companies and governments combat the trillions of dollars of damage wrought by fraud, economic and financial crime. In the last five years, Deloitte has handled more than 15,000 fraud, waste and abuse (FWA) investigations and financial crime engagements to help clients proactively identify and respond to malfeasance; implement systems to monitor and detect issues; and quickly and efficiently address incidents. By stopping bad actors from accessing illegal funds, Deloitte helps stem the tide of terrorist financing, drug and human trafficking, wildlife exploitation, counterfeit goods manufacturing and abuse of the health care system.

In the Infrastructure and Capital Projects sector, Deloitte oversees billions of dollars of construction projects, assists clients on green-energy transformation efforts, and works side-by-side with public and private clients to develop infrastructure needed to support COVID-19 testing to improve the health, infrastructure and environmental impact in the world.

People
Deloitte hires someone new every eight minutes around the world. Once hired, we go to extraordinary lengths to support our people, and are especially committed to making efforts toward increasing gender representation at all levels across Deloitte. We believe that working with people of different backgrounds, cultures and thinking styles helps our people grow into better professionals and leaders.

Society
Deloitte is committed to making an impact that matters on society. Through Deloitte’s WorldClass ambition, we are focusing on developing job skills, improving educational outcomes, and creating opportunities for those left behind in the Fourth Industrial Revolution. Our ambition is to empower 50 million people worldwide by 2030.

Operations
Deloitte’s commitment to sustainability drives us to manage our operations responsibly and champion environmentally sustainable initiatives across the organization globally. We believe we must lead the way to build a better, stronger and more sustainable world. WorldClimate, Deloitte’s climate change strategy, was formulated in FY2020 to focus the organization on making responsible climate choices. Four pillars support the strategic direction:

- Achieving net-zero greenhouse gas emissions by 2030;
- Addressing Deloitte’s internal policies and procedures to align with its climate ambitions;
- Educating and inspiring Deloitte people to act on climate change; and
- Working with ecosystems for collective impact.

View environmental sustainability goals

Contact
Kyra Kaszynski
Associate Director, Deloitte Global Public Policy
kkaszynski@deloitte.com
Audit public interest metrics

Commitment to quality and excellence

Continually and relentlessly raising the standards of quality to deliver trust on the questions that matter most to the public interest and to all stakeholders.

Deloitte’s investments in quality

Deloitte is committed to making ongoing investments that improve audit quality across the Deloitte organization. The Global Center of Excellence for Audit Quality has 720 people supporting consistent execution on PCAOB and other engagements worldwide.

Holding ourselves accountable

Ongoing investments in a holistic quality monitoring and measurement program helps ensure that internal monitoring of engagement quality and systems of quality control is at least as stringent as the most rigorous inspections conducted by regulators.

Investing in robust monitoring programs

- Single global platform for consistent monitoring and measurement of audit quality activities across Deloitte.
- 350,000 hours spent on reviews of engagements and systems of quality control.
- 88 independent Deloitte partners and professionals supervise and review monitoring activities across the Deloitte organization to ensure independence, objectivity and global consistency.
- 60 engagements subject to practice review by a Deloitte Global team annually.
- More than 1,500 engagements reviewed annually in accordance with the globally mandated monitoring program covering all Deloitte firms and more than 150 geographies.
- 170,000 engagements subject to in-flight monitoring via automated diagnostics.
- Almost 6,000 focus area reviews (or “health checks”) conducted per year on “live” engagement files.

A program of continuous quality improvement

Deloitte’s highly intensive and robust Audit Quality Monitoring and Measurement program helps ensure internal practice review results are directly comparable with those of external regulatory inspections. Nevertheless, Deloitte continues to strengthen and enhance internal monitoring activities and strives to continually respond, remediate and improve to meet the goal of zero noncompliant files across the organization. Deloitte is committed to further enhance audit quality and inspection results.

Internal and external engagement review outcomes:

- 15% of engagements reviewed were rated noncompliant for 2019.
- In the final year of IFIARs’ inspection findings improvement target, Deloitte’s rate of in-scope engagements with 1+ findings was 27%. The GPPC* networks’ aggregate rate was 31%.

**The Global Public Policy Committee (GPPC) is the global forum of representatives from the six largest accounting networks: BDO, Deloitte, EY, Grant Thornton, KPMG and PwC, which has as its public interest objective the enhancement of quality in auditing and financial reporting.**
Deloitte participates in policy discussions on some of today’s most important socioeconomic challenges, seeking outcomes that serve the public interest. Deloitte Global’s public policy program engages meaningfully with policymakers and key influencers to make an impact that reinforces trust and confidence in the capital markets and promotes growth and opportunity for all.

Deloitte Global’s public policy program focuses its attention on priority topics shaping the debate, including: advocating for a corporate reporting ecosystem that’s safe, transparent and accountable; preparing tomorrow’s diverse workforce with the appropriate skills and qualifications to find meaningful jobs and purpose; informing the future of regulation in an era of exponential technological advancement; and supporting a holistic approach to measuring social progress.

The unique breadth of Deloitte’s businesses and the perspectives gained by working with clients, communities and other key stakeholders—including investors, regulators and professional bodies—inform Deloitte’s voice and channel our efforts to foster dialogue for an inclusive, consistent and forward-looking public policy agenda.

Deloitte professionals help advance these issues by working with key stakeholders within economies and supranational organizations, such as:

- Group of 20 (G20), including the Business 20 (B20);
- Organization for Economic Co-operation and Development (OECD), including Business at OECD (BIAC);
- Asia-Pacific Economic Cooperation Forum (APEC);
- International Organization of Employers (IOE);
- US Council for International Business (USCIB); and
- World Trade Organization (WTO).

Deloitte Global’s public policy program is complemented by Deloitte firm public policy programs active at both local and regional levels. Together, Deloitte Global and Deloitte firms coordinate public policy activities, engagement and positions across geographies and businesses, amplifying impact and influence.

Contacts
Rik Vanpeteghem
Deloitte Global Public Policy Leader
rvanpeteghem@deloitte.com

David Gruner
Associate Director,
Deloitte Global Public Policy
davgruner@deloitte.com
Because the risk landscape continues to be volatile, uncertain and complex—with increasing demands from clients and greater scrutiny from regulators, legislators and other governmental authorities—Deloitte continues to focus relentlessly on quality and risk management (QRM), actively monitoring, strengthening and improving its risk management processes and procedures, and promoting a consistent risk-intelligent culture where Deloitte professionals learn from others’ experiences.

Many risks, if they materialized, could impact Deloitte’s ability to achieve its business strategies—including the protection and preservation of Deloitte’s reputation and brand, and delivery of consistent, high-quality services across the organization. That’s why Deloitte Global’s vigilant enterprise risk framework (ERF) is designed to proactively identify, manage, monitor and respond to risks. The ERF includes processes to analyze both the internal and external environments for developments that could impact Deloitte’s risk exposure and identify the risk landscape to those risks.

**Globally consistent and scalable policies and processes**
The Deloitte Policies Manual (DPM) is the central repository for policies applicable to Deloitte firms. It provides the basis for Deloitte member firms to establish and implement globally consistent and rigorous QRM processes and sets forth policies for which compliance is mandatory. The DPM also includes a specific policy requirement for each member firm to appoint a senior and experienced “reputation and risk leader” (RRL) who is responsible for leading their member firm’s QRM program and structure, with full support from senior risk leaders in each of the member firm’s businesses. The RRLs are part of the member firms’ executive leadership teams.

**Practice reviews**
Practice reviews serve as a critical inspection and monitoring mechanism and are a critical component of Deloitte’s system of quality control and risk management. Each Deloitte firm is responsible for conducting its own practice reviews under the guidance and oversight of Deloitte Global. Held at least once every three years, these reviews assess whether Deloitte firms comply, at a minimum, with DPM policies; if DPM policies are operating effectively in practice; and the quality of work performed and services delivered by Deloitte firms.

**Promoting trust, confidence and value**
During FY2020, Deloitte Global implemented a number of strategic actions to further enhance its risk-intelligent culture and drive continuous improvements in QRM. They included:

- Working closely with Deloitte firms to identify, assess and mitigate the risk impact of COVID-19 on Deloitte clients, people and operations, and overall, how these risks impact Deloitte Global’s risk profile;
- Conducting an annual ERF refresh assessment of the top strategic risks facing Deloitte Global and launching new activities to continue to mature the ERF, including emerging-risk scanning; the development of proactive risk dashboards; and improving the alignment of Deloitte businesses’ and member firms’ ERFS with Deloitte Global’s ERF;
- Further enhancing member firms’ QRM structures to enable proactive risk identification, mitigation and reporting;
- Developing and issuing to the Deloitte organization a number of new policies covering various key topics, including anti-discrimination and anti-harassment; COVID-19—serious communicable diseases; and revising privacy, anti-corruption and ethics policies to align to recent changes in regulation and requirements and evolving risks; and
• Continuing to mature member firm crisis management capabilities via reinforcement of Claims and Events Management Policy (PM30) requirements, implementation protocols/guidance for Deloitte Global and member firms, and conducting war gaming exercises.

Contacts
Patricia Reda
Associate Director, Deloitte Global Risk
preda@deloitte.com

Erika Schmidt
Senior Managing Director, Deloitte Global Risk
erschmidt@deloitte.com
Annual reporting is an opportunity to provide stakeholders with a big-picture view of the Deloitte organization, Deloitte client service work, and Deloitte’s ongoing commitments to our people and society. As a professional services network, understanding and engaging the interests and concerns of stakeholders is embedded in Deloitte’s drive for excellence. Deloitte identifies key stakeholders as those who:

- Help influence Deloitte’s success;
- Are highly affected by what Deloitte does;
- Affect the markets, regulations and industries in which Deloitte operates; or
- Affect the supply of resources that Deloitte firms need to serve clients, talent and society.

Continual engagement with key stakeholders by Deloitte people is supported by a periodic, in-depth materiality assessment. Please see the “Basis of reporting” section for additional details on the materiality assessment process.

In the context of this report, material topics are those that reflect Deloitte’s significant economic, environmental and social impacts, or substantively influence the assessments and decisions of stakeholders. Topics were classified into three categories according to their relative rankings on a materiality matrix.

Topics can be material either within Deloitte, outside of Deloitte, or both. They also can be geographically bound. Except as noted below, all topics shown in the matrix are material to Deloitte Global, Deloitte firms, or both. Client satisfaction is clearly a topic of importance to Deloitte clients. Other topics material to regulators, suppliers and Deloitte clients include privacy and data security, ethics and integrity, supply chain management, and labor conditions. Several issues are also material to society at large, such as community engagement, public policy engagement and climate change. Water is predominantly material outside of Deloitte (e.g., water used by suppliers in producing products or services Deloitte consumes) and is primarily material to society in geographic locations with water scarcity issues. In light of the global pandemic, health and safety have become elevated concerns both internally and externally.
Materiality matrix

**Category** | **Areas included**
---|---
Community engagement | Corporate responsibility commitment and a range of humanitarian and societal impact such as pro bono, volunteerism and philanthropy, and focused collaborations
Ethics and integrity | Anti-corruption, protection of public interest, transparency, professional performance, corporate responsibility commitment, compliance, governance and risk management
Privacy and data security | Deloitte client and people data retention and cybersecurity
Public policy engagement | Public policy positions, professional standards
Performance metrics

All metrics shown below reflect aggregate performance across the Deloitte organization except where otherwise noted.

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>FY2020</th>
<th>FY2019</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue (1)</td>
<td>47.6</td>
<td>46.2</td>
<td>43.2</td>
</tr>
<tr>
<td>Revenue growth (1)</td>
<td>3.9%/5.5%</td>
<td>6.9%/9.4%</td>
<td>11.3%/8.2%</td>
</tr>
</tbody>
</table>

*Revenue growth in US dollars/local currency*

<table>
<thead>
<tr>
<th>Revenue by business area</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit &amp; Assurance</td>
<td>9.9</td>
<td>10.2</td>
<td>10.2</td>
</tr>
<tr>
<td>Consulting</td>
<td>19.8</td>
<td>18.7</td>
<td>16.5</td>
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<tr>
<td>Financial Advisory</td>
<td>3.8</td>
<td>3.8</td>
<td>3.6</td>
</tr>
<tr>
<td>Risk Advisory</td>
<td>5.6</td>
<td>5.3</td>
<td>5.0</td>
</tr>
<tr>
<td>Tax &amp; Legal (2)</td>
<td>8.7</td>
<td>8.3</td>
<td>7.9</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>By region</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Americas</td>
<td>25.3</td>
<td>24.2</td>
<td>22.1</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>15.0</td>
<td>15.0</td>
<td>14.5</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>7.5</td>
<td>7.1</td>
<td>6.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By industry</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer (3)</td>
<td>10.6</td>
<td>10.8</td>
<td>10.1</td>
</tr>
<tr>
<td>Energy, Resources &amp; Industrials (3)</td>
<td>7.9</td>
<td>7.7</td>
<td>6.4</td>
</tr>
<tr>
<td>Financial Services</td>
<td>12.7</td>
<td>12.4</td>
<td>11.8</td>
</tr>
<tr>
<td>Life Sciences &amp; Health Care</td>
<td>4.3</td>
<td>4.3</td>
<td>4.1</td>
</tr>
<tr>
<td>Government &amp; Public Services</td>
<td>6.8</td>
<td>5.3</td>
<td>5.4</td>
</tr>
<tr>
<td>Technology, Media &amp; Telecom</td>
<td>5.3</td>
<td>5.6</td>
<td>5.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TALENT</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce</td>
<td>334,800</td>
<td>312,028</td>
<td>286,214</td>
</tr>
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<table>
<thead>
<tr>
<th>By level</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners and principals (4)</td>
<td>14,266</td>
<td>13,411</td>
<td>12,250</td>
</tr>
<tr>
<td>Professional staff (5)</td>
<td>265,503</td>
<td>251,584</td>
<td>226,547</td>
</tr>
<tr>
<td>Administrative staff (6)</td>
<td>55,031</td>
<td>47,033</td>
<td>47,416</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By region</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>149,760</td>
<td>139,488</td>
<td>125,180</td>
</tr>
</tbody>
</table>
**People**

**Performance**

**Planet**

**By the numbers**

**People**

**Performance**

**Planet**

**About us**

Deloitte core services

Locations

**Transparency and sustainability**

ESG alignment

Responsible operations

Reporting

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### Talent by gender

#### By region and gender—male

<table>
<thead>
<tr>
<th>Region</th>
<th>Male</th>
<th>Overall</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>84,260</td>
<td>184,057</td>
<td>44%</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>60,234</td>
<td>174,725</td>
<td>34%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>39,562</td>
<td>99,493</td>
<td>34%</td>
</tr>
</tbody>
</table>

#### By region and gender—female

<table>
<thead>
<tr>
<th>Region</th>
<th>Female</th>
<th>Overall</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>65,500</td>
<td>150,743</td>
<td>44%</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>49,106</td>
<td>137,303</td>
<td>35%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>36,138</td>
<td>61,541</td>
<td>34%</td>
</tr>
</tbody>
</table>

### Percentages of women

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Among partners, principals and directors (4) (5)</td>
<td>24%</td>
<td>23%</td>
<td>23%</td>
</tr>
<tr>
<td>Among managers (5)</td>
<td>35%</td>
<td>34%</td>
<td>35%</td>
</tr>
<tr>
<td>Among new hires</td>
<td>47%</td>
<td>45%</td>
<td>44%</td>
</tr>
<tr>
<td>Among new partners, principals and director admissions (4) (5)</td>
<td>29%</td>
<td>26%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Percentages of women in leadership and governance bodies

<table>
<thead>
<tr>
<th>Board and Committee</th>
<th>Male</th>
<th>Female</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deloitte Global's Board of Directors</td>
<td>30%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Deloitte Global's Executive Committee</td>
<td>16%</td>
<td>17%</td>
<td>17%</td>
</tr>
</tbody>
</table>

### Turnover

<table>
<thead>
<tr>
<th>Region</th>
<th>Male</th>
<th>Female</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>21%</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>21%</td>
<td>20%</td>
<td>19%</td>
</tr>
</tbody>
</table>

### New hires

<table>
<thead>
<tr>
<th>Region</th>
<th>Male</th>
<th>Female</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>33,232</td>
<td>35,910</td>
<td>29,417</td>
</tr>
<tr>
<td>Americas new hire rate (7)</td>
<td>22%</td>
<td>26%</td>
<td>23%</td>
</tr>
<tr>
<td>Europe/Middle East/Africa</td>
<td>32,170</td>
<td>32,348</td>
<td>28,337</td>
</tr>
<tr>
<td>By level</td>
<td>FY2020</td>
<td>FY2019</td>
<td>FY2018</td>
</tr>
<tr>
<td>----------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>New partners and principals (4)</td>
<td>574</td>
<td>426</td>
<td>457</td>
</tr>
<tr>
<td>New managers</td>
<td>9,613</td>
<td>10,244</td>
<td>7,602</td>
</tr>
<tr>
<td>New staff</td>
<td>67,790</td>
<td>70,166</td>
<td>60,411</td>
</tr>
<tr>
<td>New administrative staff</td>
<td>10,845</td>
<td>9,704</td>
<td>8,921</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recruiting and learning</th>
<th>FY2020</th>
<th>FY2019</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of RMS (Recruitment and Mobility System) applications</td>
<td>2,800,000</td>
<td>3,200,000</td>
<td>2,280,000</td>
</tr>
<tr>
<td>Number of internships</td>
<td>20,000</td>
<td>19,000</td>
<td>18,000</td>
</tr>
<tr>
<td>Hours of training per full-time equivalent (8)</td>
<td>43</td>
<td>47</td>
<td>46</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Societal impact</th>
<th>FY2020</th>
<th>FY2019</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of workforce covered by reported data. Extrapolations have not been made.</td>
<td>99%</td>
<td>98%</td>
<td>99%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monetary value of community investments</th>
<th>US$ million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community investments (9)</td>
<td>265</td>
</tr>
</tbody>
</table>

| By source | |
|-----------|----------------------|----------------------|----------------------|
| Total donations | 91                  | 89                  | 78                  |
| Deloitte firm and foundation donations (monetary and in-kind) | 64          | 59                  | 51                  |
| Donations by Deloitte people (to Deloitte firm-supported organizations and fundraisers) | 27          | 29                  | 27                  |
| Costs for managing societal impact programs | 21          | 20                  | 14                  |
| Total value of volunteer and pro bono work by Deloitte people | 153        | 136                 | 126                 |
| Deloitte firm pro bono work | 57          | 47                  | 43                  |
| Skills-based volunteering | 50          | 44                  | 42                  |
| Traditional volunteering | 46           | 44                  | 41                  |

| By contribution area | |
|----------------------|----------------------|----------------------|----------------------|
| Contributions toward education and skills-building | 40%          | 36%                  | 33%                  |
| Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work (9) | 70%          | 67%                  | 67%                  |

<table>
<thead>
<tr>
<th>Hours of community investments</th>
<th>Thousand hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total hours of volunteer and pro bono work by Deloitte people</td>
<td>1,537</td>
</tr>
<tr>
<td>Deloitte firm pro bono work</td>
<td>364</td>
</tr>
</tbody>
</table>
### ENVIRONMENTAL SUSTAINABILITY

<table>
<thead>
<tr>
<th></th>
<th>FY2020</th>
<th>FY2019</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greenhouse gas emissions</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations and travel (10)</strong></td>
<td>248,867</td>
<td>522,980</td>
<td>941,555</td>
</tr>
<tr>
<td><strong>Operations, travel, and purchased goods &amp; services (PG&amp;S) (11)</strong></td>
<td>2,109,860</td>
<td>2,164,571</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Carbon offsets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Voluntary carbon offsets (retired) (12)</strong></td>
<td>452,721</td>
<td>494,824</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total GHG emissions without carbon offsetting</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations and travel (10)</strong></td>
<td>701,588</td>
<td>1,017,804</td>
<td>941,555</td>
</tr>
<tr>
<td><strong>Operations, travel, and PG&amp;S (11)</strong></td>
<td>2,562,581</td>
<td>2,659,395</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>GHG emissions by scope and source</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scope 1: Fuel combustion in buildings</strong></td>
<td>11,554</td>
<td>18,174</td>
<td>16,354</td>
</tr>
<tr>
<td><strong>Scope 1: Vehicle fleet (internal combustion engine)</strong></td>
<td>37,032</td>
<td>43,727</td>
<td>46,102</td>
</tr>
<tr>
<td><strong>Scope 2: Electricity in buildings (market-based) (15)</strong></td>
<td>67,540</td>
<td>201,333</td>
<td>186,996</td>
</tr>
<tr>
<td><strong>Scope 2: Vehicle fleet (electric)</strong></td>
<td>729</td>
<td>438</td>
<td>473</td>
</tr>
<tr>
<td><strong>Scope 3: Business travel: air travel (13)</strong></td>
<td>383,002</td>
<td>494,824</td>
<td>458,390</td>
</tr>
<tr>
<td><strong>Scope 3: Business travel: other sources (14)</strong></td>
<td>201,730</td>
<td>259,309</td>
<td>233,240</td>
</tr>
<tr>
<td><strong>Scope 3: Purchased goods &amp; services</strong></td>
<td>1,860,993</td>
<td>n/a (11)</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Intensity measures—GHG emissions per full time equivalent</strong></td>
<td>MT CO2e/FTE</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations and travel</strong></td>
<td>2.2</td>
<td>3.3</td>
<td>3.3</td>
</tr>
<tr>
<td><strong>Operations, travel, and PG&amp;S</strong></td>
<td>7.9</td>
<td>8.5</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Intensity measures—GHG emissions per dollar of revenue</strong></td>
<td>Kg CO2e/$000 USD</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operations and travel</strong></td>
<td>14.7</td>
<td>22.0</td>
<td>21.4</td>
</tr>
<tr>
<td><strong>Operations, travel, and PG&amp;S</strong></td>
<td>53.8</td>
<td>57.6</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Scope 2 GHG emissions by methodology</strong></td>
<td>MT CO2e</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Electricity in buildings (market-based) (15)</strong></td>
<td>67,540</td>
<td>201,333</td>
<td>186,996</td>
</tr>
<tr>
<td><strong>Electricity in buildings (location-based)</strong></td>
<td>196,978</td>
<td>210,997</td>
<td>186,996</td>
</tr>
<tr>
<td><strong>Performance towards science-based GHG reduction goals</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scope 1 &amp;2 reduction from FY2019</strong></td>
<td>-56%</td>
<td>Base year (16)</td>
<td>n/a (16)</td>
</tr>
<tr>
<td><strong>Goal: 70% reduction by FY2030 from FY2019 levels</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Scope 3: Business travel reduction per FTE</strong></td>
<td>-25%</td>
<td>Base year (16)</td>
<td>n/a (16)</td>
</tr>
<tr>
<td><strong>Goal: 50% reduction per FTE by FY2030 from FY2019 levels</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Scope 3: Suppliers of goods and services and business travel  
Goal: 67% (by emissions) set science-based targets by 2025

<table>
<thead>
<tr>
<th></th>
<th>Under evaluation</th>
<th>Not evaluated</th>
<th>Not evaluated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy usage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy consumption within the Deloitte organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total energy</strong></td>
<td>2,312</td>
<td>2,590</td>
<td>2,509</td>
</tr>
<tr>
<td>Renewable electricity (15)</td>
<td>1,018</td>
<td>199</td>
<td>170</td>
</tr>
<tr>
<td>Non renewable electricity (15)</td>
<td>504</td>
<td>1,393</td>
<td>1,335</td>
</tr>
<tr>
<td>Natural gas</td>
<td>200</td>
<td>245</td>
<td>232</td>
</tr>
<tr>
<td>Gasoline</td>
<td>320</td>
<td>348</td>
<td>326</td>
</tr>
<tr>
<td>Diesel fuel</td>
<td>271</td>
<td>405</td>
<td>447</td>
</tr>
<tr>
<td>Energy consumption outside the Deloitte organization</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gasoline</td>
<td>1,360</td>
<td>1,663</td>
<td>1,790</td>
</tr>
<tr>
<td>Diesel fuel</td>
<td>7</td>
<td>13</td>
<td>28</td>
</tr>
<tr>
<td>Material usage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paper usage</td>
<td>2,498</td>
<td>3,279</td>
<td>4,109</td>
</tr>
<tr>
<td>Percent of recycled input materials used based on estimate of recycled content paper</td>
<td>22%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Non-renewable materials used</td>
<td>1,959</td>
<td>2,691</td>
<td>3,508</td>
</tr>
<tr>
<td>Renewable materials used</td>
<td>539</td>
<td>588</td>
<td>601</td>
</tr>
</tbody>
</table>

Note: Global figures are aggregated across the global Deloitte organization. Due to rounding, sum of revenue by business may not equal total. A detailed description of this report's boundaries and the performance measurement methods used is available in the “Basis of Reporting” section.

1. 5.5% total revenue growth is based on continuing operations. Revenue from businesses sold in FY2019 have been excluded from FY2019 numbers which have been adjusted from the figure published in September 2019 ($46.2B). Without this adjustment FY2020 total revenue LC growth is 4.7%.
2. “Deloitte Legal” means the legal practices of Deloitte Touche Tohmatsu Limited member firms or their affiliates that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.
3. FY2018 values restated to align with FY2019 change to industry sectoral grouping.
4. “Partners” refers to Deloitte member firm partners only.
5. For purposes of this report, professional staff is defined as individuals spending at least 50% of their time serving clients.
6. For purposes of this report, administrative staff is defined as individuals spending less than 50% of their time serving clients.
7. Per the Global Reporting Initiative Indicator Protocol, the rate is calculated using the total Deloitte people at the end of the reporting period.
8. Represents a lower bound for measures of learning because certain types of training are not tracked in the online learning platforms.
9. FY2019 values restated due to data clarification.
10. Electricity emissions were calculated using market-based methodology.
11. Purchased goods & services emissions were calculated starting with FY2019 to provide a complete baseline for science based carbon reduction targets. FY2018 PG&S emissions data has not been calculated. We expect our methodology to calculate PG&S emissions to mature over the next reporting cycles and shift towards using actual data from suppliers. Please see Basis of Reporting for additional detail.
12. Total offset amount will be updated to reflect purchases that are in progress.
14. FY2018 data includes a limited amount of emissions from employee commuting.
15. Total market-based electricity emissions and renewable electricity will be updated to reflect renewable energy purchases that are in progress.
16. Science-based goals were set with a FY2019 base year, therefore performance tracking is available starting from FY2020.
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