



## Outlook from leadership

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- Leadership and governance
- Network structure
- Inclusion and diversity
- Environmental sustainability
- Public interest
- Public policy
- Ethics
- Independence
- Confidentiality, privacy and cybersecurity
- Risk management
- Global security
- Reporting process and materiality
- Performance metrics

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 FY2019, we broadened our commitment to society to encompass new sustainability and gender and inclusion initiatives. We are committed to doing our part on climate change, responsible sourcing and other pressing sustainability challenges. Additionally, we are actively working to increase the number of women leaders throughout Deloitte and to help all of our women reach their full potential.

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, profit and planet*.

### People: Diversity and inclusion power the workforce of the future

To succeed in solving clients’ toughest challenges, Deloitte believes that its workforce must reflect the world around it.

This year, Deloitte launched a global gender initiative as part of its long-standing commitment to talent development and building a workforce with the skills to solve the business and societal challenges of the Fourth Industrial Revolution. As part of the new initiative, Deloitte seeks to attract, retain and increase the representation of women at all levels.

We are making conscious efforts to take steps to increase the number of women and underrepresented minorities in our leadership ranks throughout the organization, while recognizing that gender and inclusion efforts are most successful when supported by the right environment, culture and policies. Our strategy includes using data analytics to inform actions, modifying talent processes, setting global standards and providing our people with more development, sponsorship and leadership opportunities.

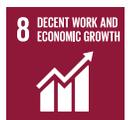
Deloitte was a proud signatory of a letter of support for the Standards of Conduct for Business in Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex people (the LGBTI Standards) put forth by the Office of the United Nations High Commissioner for Human Rights.

To provide its people with consistent leadership, industry and technical capabilities, Deloitte combines common curricula, technology and innovative learning facilities—such as Deloitte University (DU)— to provide its people with the opportunity to build their leadership, industry and technical capabilities. Deloitte’s significant long-term investment in the Deloitte University system enables its people to advance their careers and participate in leadership development programs in a world-class learning environment. In FY2019, nearly 133,000 Deloitte people around the world experienced DU.

We know from the annual Deloitte Global Millennial Survey that younger generations crave professional development and favor employers that provide it. The survey also tells us younger workers, in general, express little job loyalty at a time when companies aggressively seek top talent. When people leave Deloitte, they often go on to make meaningful contributions to society as leaders of other companies, governments and nongovernmental organizations because of the knowledge, skills and experiences they gained at Deloitte.

In addition to preparing its people and clients with the skills required for the jobs of the future, Deloitte is committed to helping millions of people around the world find meaningful work in the new economy. By 2030, Deloitte’s global societal impact initiative, *WorldClass*, aims to empower 50 million people by improving education outcomes, developing job skills and providing access to opportunities. Since launching two years ago, *WorldClass* has reached approximately 4.7\* million people.

\*Updated as of 6 November 2019





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From Deloitte's commitment to WorldClass and talent development, to preparing Deloitte clients for the future of work, we are helping build the workforce of the future by upskilling tomorrow's workers.

### Profit: Deloitte records its 10th consecutive year of growth

Deloitte's strategy and multidisciplinary business model continued to drive success in FY2019. 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 clients. Deloitte continued to evolve and innovate offerings to address current and emerging client needs, and we increased our investments in learning and development to build a workforce with deep knowledge, capabilities and leading-edge insights. Deloitte also continued to focus on serving the public interest and working to restore trust in capital markets.

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).

In today's hyperconnected world, the best solutions to address client challenges are developed by ecosystems of problem solvers. Deloitte's success is driven, in part, by our alliance relationships with many of the world's most powerful and innovative companies that help our clients solve their most complex problems, shape new markets and create sustainable value.

### Planet: Shaping our future through environmental sustainability

Deloitte believes businesses have a critical responsibility to help address the sustainability of our planet.

Deloitte has committed to the global reduction of carbon emissions as part of its ongoing and increasing efforts to preserve the planet and natural resources for future generations. Deloitte strives to lower its carbon emissions in line with the Paris Agreement and has set specific reduction goals for its buildings, fleet and business travel by FY2025 from its FY2017 levels. The building and fleet goals were formulated in line with methodologies put forth by the Science-Based Targets Initiative aimed at limiting emissions in accordance with the Paris Climate Agreement.

Deloitte's greenhouse gas emissions goals cover the entire global organization and address its major sources of emissions. The goals include a 36% per unit of area reduction in building emissions, 11% reduction in fleet emissions and 10% per FTE reduction in travel emissions. And furthering Deloitte's commitment to sustainability, emissions arising from Deloitte air travel during FY2019 are being offset through the purchase of carbon credits.



### Continuing momentum

Deloitte Global continues to be committed to supporting the [UN Global Compact](#) and advancing the [Sustainable Development Goals](#).

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.



## Contact us

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