

Deloitte.



Building better futures
Asia Pacific Impact Report

October 2022



A message from Deloitte Asia Pacific CEO and Chair

A year of building better futures in Asia Pacific

From the ongoing COVID-19 pandemic to geopolitical challenges and their social and economic reverberations, FY2022 was a year in which change remained the only constant.

In the face of such volatility, the key to Deloitte's success has always been to ground our work in a purpose that transcends the day-to-day—making an impact that matters for our people, clients, and communities.

It is not possible to know what lies ahead, but when guided by a clear purpose, organizations like ours can help enterprises, industries, and economies more effectively deal with uncertainty, build resilience, and move with agility. This report outlines how Deloitte Asia Pacific did just that in FY2022. To support and inspire our clients and communities, we connected for impact, drawing on the collective ambition, energy, and ingenuity of our more than 68,000 people across 19 geographies.

Working seamlessly as one Asia Pacific firm, we helped the region navigate another disruptive year, strengthen connections, and advance toward a more equitable, sustainable future.

Guiding clients' transformation

Over FY2022, we continued to help our clients transform and address the increasingly complex challenges they face. This included helping organizations re-route supply chains, digitise operations, transition to a lower carbon future, and much more.

Clients seek the guidance and insights of Deloitte on their transformation journeys because of our deep digital capability, innovative approach, and unique understanding of their business and markets. Our multidisciplinary model enables us to bring the broadest set of capabilities to our clients while upholding the public trust.

In helping our clients transform, we have also embarked on our own journey to integrate our operations as an Asia Pacific firm. And these efforts are paying dividends. Our investments are aligned, and we have strengthened our capacity to go to market as one across the region, seamlessly leveraging the breadth and depth of our resources across Asia Pacific to serve our clients with distinction.

Looking ahead to FY2023, these changes will allow us to continue operating at a premium, ensuring that our multidisciplinary capabilities and experience as one Asia Pacific firm has the greatest possible client impact.

Supporting our people and our communities

We continue to devote significant resources to help our professionals adapt, gain fresh perspectives, and evolve their skills to meet the emerging challenges faced by our clients. We've developed a robust suite of talent development programs, highlights of which include the United+Unique executive leadership development program and the Asia Pacific Academy, an interactive platform that encourages the development of innovative solutions to address real-world problems.

And in a world where flexibility in the workplace is paramount, we have reimagined the future of work to help our people thrive. We have transformed our workplace to one that empowers and inspires our people to do their best work, promoting flexibility and leveraging technology to connect and collaborate. And we haven't lost sight of the need to connect in person, creating memorable in-person experiences and moments that matter for our people that foster our sense of belonging.

Our global ALL IN Diversity, Equity and Inclusion (DEI) strategy helps ensure all our people have equal opportunity to grow, succeed, and be recognized. In FY2022, the proportion of female Partners across Deloitte Asia Pacific grew to 25 percent, an important milestone that served to galvanize our collective desire to do even more to advance the careers of our talented women across the region.

Delivering on our global purpose to make an impact that matters compels us to act beyond our organization to scale opportunities, accelerate progress, and create better futures for people across Asia Pacific. We focus our WorldClass support work on vital areas, including poverty alleviation, education, and the generation of opportunities for disadvantaged communities. In FY2022, this focus enabled us to positively impact 2.2 million futures across Asia Pacific.

Advancing responsible climate choices

Asia Pacific is especially vulnerable to climate change. With our dense urban populations, extensive coastlines, low-lying territories, and small island states, our region is highly susceptible to rising sea levels and extreme weather.

In FY2022, Deloitte Asia Pacific worked hard to advance WorldClimate, our global climate strategy, in meaningful, measurable ways. This included our goal to achieve net-zero greenhouse gas emissions by 2030 by changing our travel policies, real estate planning, and more. This approach enabled us to reduce our Scope 1 and 2 emissions by more than two-thirds.

Over the past year, we empowered and educated our people to become proactive climate advocates through targeted learning programs.



David Hill
Chief Executive Officer,
Deloitte Asia Pacific



Dennis Chow
Chair of the Board,
Deloitte Asia Pacific

We also created Sustainability and Climate Change Communities of Practice to enable our people to easily access the latest in-house expertise to help them deliver world-class, climate-related services and solutions to our clients.

Building better futures

While the last few years have been especially challenging, we continue to adapt and lead through change and disruption for our clients, people, and communities. With each passing year, we emerge stronger and more resilient. We fundamentally believe that the leading organizations of the 21st century will be those that allow the challenges they face to sharpen their sense of purpose, spark innovation that advances their mission, and compel them to be the change the world needs most.

Let's embrace our responsibility to lead by example, driving impactful change through collaboration and innovation. Together, we can tackle the challenges of the present while laying the foundation for a more sustainable and equitable future for all.

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Business

Total revenue*

US\$10b

17.1% Year-on-Year revenue growth



Revenue by business



Audit & Assurance	Risk Advisory
US\$2.5b	US\$1.2b
Consulting	Tax & Legal
US\$3.3b	US\$1.4b
Financial Advisory	
US\$1.6b	

Revenue by industry



Consumer	Government & Public Services
US\$2.3b	US\$1.4b
Energy, Resources & Industrials	Life Sciences & Health Care
US\$1.8b	US\$0.5b
Financial Services	Technology, Media & Telecommunications
US\$2.4b	US\$1.6b

*Consistent with the Deloitte Global Impact Report, the Asia Pacific revenue numbers presented in this Asia Pacific Impact Report include the revenues of India, Bangladesh, Sri Lanka, and Mauritius. No other data presented in this Asia Pacific Impact Report includes the data for India, Bangladesh, Sri Lanka, and Mauritius.

Leading the way with purpose on the complex challenges facing Asia Pacific

The past year has been a time of turbulence and change in which many businesses remained closed, their travel curtailed, and ability to trade disrupted. While Deloitte Asia Pacific grappled with these issues, we were ultimately able to pivot nimbly and successfully to serve our clients' changing needs—maximizing virtual connections to make remote work work.

Backed by technologies in which we've invested and relationships we've nurtured, our practitioners devised innovative solutions to help our clients tackle increasingly complex challenges. These included acting on climate change, preparing for the future of work, and continuing to embrace digital transformation. Building stakeholder trust and organizational resilience are other major areas where we led the way in providing support.

Helping organizations accelerate climate action

Today, stakeholders demand unprecedented transparency, accountability, and ethical behaviour from the companies they deal with. In response, organizations across Asia Pacific need to change to meet higher expectations of sustainability.

That's where we come in. Over the past year, Deloitte Asia Pacific continued to invest significantly in technology and skills to help our clients integrate progress toward environmental, social and governance (ESG) goals into their mainstream corporate reporting.

In line with this approach, Deloitte China recently acquired the advisory business Carbon Care Asia (CCA) to help it expand its services in climate change and sustainability.

Founded by top environmental and social development professionals in 2008, CCA is a leading sustainability consultancy based in Hong Kong.

Today, [Deloitte Carbon Care Asia \(DCCA\)](#) is guiding clients on science-based emissions reduction plans, net-zero pathways, climate risk and scenario analyzes, green finance instruments, sustainability research, education, and best practices in reporting.

The DCCA team works closely with clients, ensuring that our strategy advice and innovative solutions are uniquely customized to their specific needs and situation, so they can achieve their financial and sustainability targets.

At the same time, we firmly believe that working towards a low-carbon future can deliver economic prosperity across our region.

The past year saw us conduct research and produce cutting-edge thought leadership to highlight what this means in practice. For example, in [All systems go](#), an in-depth report commissioned by the National Australia Bank, the Deloitte Access Economics team explored how Australia's economy can transform and grow on the path to net-zero.

Much of our recent work has also focused on helping our clients adopt solutions so they can thrive in an economy re-engineered for sustainability—a step that involves significantly redesigning operations and transforming systems and partnerships.

Taking bold steps to prepare for the future of work

Across society, and every industry, technology is changing the very nature of work before our eyes.

In FY2022, we continued to prepare ourselves and our clients to thrive in this 'next normal' by transitioning to a different way of working—digital, cloud-based, flexible, more sustainable and data-driven.

For example, our Tax practices across Asia Pacific helped clients navigate the ongoing complexity caused by the pandemic and mapped growth plans for recovery. The acceleration of new business models is fundamentally challenging companies' tax functions. This includes creating increased demand to transform tax operating models by outsourcing routine compliance and reporting activities.

Similarly, our Legal practices across Asia Pacific continued to work with clients to transform their legal operating models, adapting to the rapid shift to virtual work and rethinking the use of technology to improve efficiency and cost structures.

We also worked to foster entrepreneurship. For example, the Venture Support team from our Financial Advisory practice in Japan recently organized an Entrepreneurship Summit, executing business matching between venture companies and large corporations. This event is expected to grow to become Japan's largest annual matching event.

As well as carrying out educational projects at universities and high schools to nourish entrepreneurship, our Venture Support team in Japan is also planning to hold a large-scale business contest in

the next 12 months. Deloitte will provide significant support to the contest's best candidates to help their businesses grow. This will help pave the way for increased investments in new start-ups with innovative business models so that they can thrive in the new normal.





Boosting stakeholder trust

At Deloitte, we believe we have entered the ‘Trust Age’—a time where (mis)information is omnipresent, individual perceptions reign supreme, and digital security and data privacy are constantly threatened. Now, more than ever, stakeholders expect organizations to do the right things and do them well.

These expectations range from entrusting an organization to safeguard one’s private data to requiring a company to have a strong stance on environmental, social, and governance (ESG) issues.

Despite this, many leaders and organizations still view trust as an abstract concept. In contrast, we believe that trust should be managed proactively because when it is prioritized and acted upon, it can become a competitive advantage.

In FY2022, our practitioners worked with leading organizations across Asia Pacific to help them achieve just that.

For example, our Deloitte Financial Advisory practices helped clients follow a structured approach to quantifying and enhancing trust. Deploying Deloitte’s cutting-edge TrustIQ™ diagnostic helped us provide our clients with an opportunity to quantify the current state of trust at their organizations.

By evaluating a company’s performance across 17 domains and comparing its scores against leading practices, TrustIQ™ illuminates priority focus areas that the organization can take action on.

Our differentiated audit approach also helped leading organizations build trust. Key to our approach is a recognition that the audit of today needs to go beyond the audit opinion.

We know our clients must navigate an increasingly complex business environment. Market volatility, geopolitical risk, technological disruption, and expanding regulatory concerns are constantly changing the way they compete across industries and borders.

In this context, an audit is increasingly viewed by boards and management as an important part of the value chain, helping both management and the board look ahead as well as back.

In line with this, the past 12 months saw our Asia Pacific Audit & Assurance business continue to make significant investments in data, digital technology, and innovative ways of working. By transforming our Audit & Assurance services in these ways, we ensure we can deliver the high-quality audit support our clients require.

We are proud that these investments have been recognized by our clients through our appointment during FY2022 as the external auditors of leading organizations such as the Taiwan Semiconductor Manufacturing Company; LG Energy Solutions and Hana Financial Group in Korea; and Aurizon, Boral, CSL, Invocare, and Rest Super in Australia.

Other significant audit wins include RW Cruises (Singapore), PT Semen Indonesia (Indonesia), and Ranhill Utilities (Malaysia).

We also saw a significant improvement in our internal and external inspection results, with an increase in the number of compliant files and a corresponding decrease in non-compliant outcomes.

Delivering more value from digital transformation

As digital investments accelerate, return in the form of growth and competitive advantage can often remain elusive.

In response, our practitioners have been working to help our clients create a strategic approach to digital transformation—one that balances new technological possibilities against the need to ensure operational decisions are always closely aligned with the overall strategy.

In line with this approach, Deloitte Japan’s Financial Advisory practice recently acquired a company that provides IT and cloud consulting and integration services to clients. Our Financial Advisory team also developed two new offerings—Conduct Watch and ClaimsView. Conduct Watch is a secure and seamless end-to-end whistleblowing solution, helping organizations accelerate how they identify, respond to, resolve, and report on fraud and other misconduct. ClaimsView is a cloud-based, end-to-end management tool that assists organizations in maintaining integrity and quality across a large volume of claims, from insolvencies to remediations, and more.

We’ve also made significant investments in our own technological capabilities so we can better help our clients disrupt their competition and withstand disruptions aimed against them. That includes enhancing our cloud-first technology strategy and adopting innovative collaboration tools across our practices.

At the same time, we have strengthened our alliance relationships with leading technology providers so we can better enable our clients to transform and accelerate execution at scale.

Strengthening organizational resilience

In a world filled with economic, security and climate-related disruption, resilience isn’t a goal—it’s a way of being. Resilient organizations cycle through a process of ‘respond, recover and thrive’ in every crisis.

It’s an approach we applied over the past year as we continued to deliver the skills that companies will need to take advantage of future opportunities—no matter what challenges come their way.

Our Risk Advisory practices across Asia Pacific continued to support our clients in shaping smarter processes and empathetic platforms that deliver greater insight, agility and resilience to threat. This saw our expert teams of cyber professionals help organizations identify cyber risks, and strengthen and secure their environments, in an ever-deteriorating landscape involving ransomware attacks and other threats.

Our Financial Advisory practice in Japan acquired a scenario planning and training program provider that is allowing us to develop innovative resilience-focused strategies for our clients.

Deepening capabilities to help clients adapt and thrive

In the section that follows, we profile our work with clients across Asia Pacific that demonstrates these approaches in action.

The profiles evidence how we are helping to create sustainable organizations and resilient communities across our region.

The pandemic may have kept our people physically distant and altered the way that practitioners and clients connect going forward. However, it has also reinforced that even the most intimidating obstacles can’t halt progress. Rather, they can be a catalyst for better ways of working and serving clients, building better futures for all.

Climate



Australia: Accelerating steps towards cleaner construction

Deloitte Australia recently helped multinational construction giant Laing O'Rourke on its journey to become a net-zero company before 2050 by developing a comprehensive climate and sustainability strategy.

We worked with over 50 different leaders, representatives and procurement managers from across their business to gather and analyze data and studied procurement contracts to develop a clear plan of attack. Now, Laing O'Rourke has the right processes in place to track and minimise emissions against sector leading targets.

China: Strengthening sustainability advisory capabilities with Carbon Care Asia

In February 2022, Deloitte China's Audit & Assurance and Risk Advisory businesses acquired most of the advisory business of Carbon Care Asia (CCA) and formed Deloitte CarbonCare Asia.

CCA is a leading Hong Kong-based sustainability consultancy company, with regional bases in Singapore and Australia. Its highly experienced specialists focus on ESG reporting, net-zero carbon solutions, climate scenario analysis, sustainability research and high-level training for sustainability professionals.

Combining forces means we can bring together Deloitte's multidisciplinary services model and diverse clients with CCA's specialized team and established market network. That way, we can enhance our sustainability service portfolio in scale and quality, with a focus on areas such as integrated reporting, sustainable finance, supply chain management, and the circular economy.

As a result, Deloitte China can better help companies manage climate risks, enhance brand value, and meet rising market expectations around sustainability and climate action.

At the same time, we are in a stronger position to contribute to China's 'dual carbon' goals of reaching peak carbon dioxide emissions by 2030 and carbon neutrality by 2060.

China: Breaking new ground in responsible investment approaches

Impact investing is a growing field of investment that works to finance solutions to some of society's biggest challenges. Recently, Deloitte China supported a state-owned fund as it sought to establish a framework and strategy for impact investing. We also helped this client develop tools that could allow it to rapidly implement our approach.

Our service team worked with the client to create a system that would allow it to focus its impact investments on organizations and projects linked to China's rural revitalization strategy.

In line with United Nations Principles for Responsible Investment and Sustainable Development Goals, we built a first-of-its-kind model that covers every step in the investment process, from fundraising and investment, to managing funds and more. Our client can now systematically include ESG principles into its investment analysis and decisions to better manage risks and improve returns.

In the context of China's dual carbon aspirations, our team also worked to identify the client's risks and opportunities in key investment areas based on the framework of the Task Force on Climate-Related Financial Disclosures.

That allowed us to provide the client with a dual carbon perspective on investment decisions. As a result, our client is in a stronger position to accelerate development towards China's dual carbon goals and better serve national strategies.

"Where impact investments differ from traditional approaches is that they take external factors into consideration, such as the societal and environmental impact of the investment. In this way, they aim to create measurable positive effects while also achieving financial returns. We find that what many enterprises aspire to achieve in terms of sustainable development aligns very well with China's rural revitalization strategy," said Allan Xie, Climate & Sustainability Services Leader, Deloitte China.

"With climate and sustainability becoming global priorities in recent years, an increasing number of companies are striving to achieve net-zero emissions. The urgency and arduousness of realizing dual carbon goals present new opportunities for companies. Through climate change and decarbonization management, green finance, and ESG strategy and reporting, Deloitte is committed to helping clients address risks and seize opportunities as they head toward green, low-carbon transformation."

Vivian Jiang, Chair of the Board, Deloitte China



Japan: Ensuring banks can better manage their exposure to climate change risks

In Japan—and around the world—financial institutions have begun to recognize that climate risk needs to be considered as part of investment and lending strategies.

‘Climate risk’ includes both physical risks—chronic climate hazards such as increased flooding or wind damage from typhoons—and transitional risks, such as those associated with moving to a low-carbon economy.

By taking climate risk into account, financial institutions can better understand potential weaknesses within their investment and lending portfolios and take swift remedial action. This can involve exercising their power to direct finance towards greener enterprises.

However, a challenge for many institutions is that they lack the tools to quickly and quantitatively estimate any potential climate risk-related losses.

“We aim to introduce our unique solution to the rest of the world in cooperation with other Deloitte firms. That way, we hope to make it easier for organizations everywhere to tackle climate change more rapidly and effectively.”

Daisuke Kuwabara, Risk Advisory Partner, Deloitte Japan

In response, Deloitte Japan has launched a new service in collaboration with analytics company SAS to help banks do exactly that.

In August 2021, our teams developed a new climate risk assessment tool that allows financial institutions to automatically measure both physical and transitional climate risks—in financial terms—under different scenarios.

This means they can perform assessments on a wide range of accounts grouped by industry, region, or other attributes, depending on risk types.

For example, banks can quickly and easily carry out a flooding risk assessment on a potential borrower. That is a vital consideration for financial institutions in

Japan, where torrential rains and flooding are becoming more frequent, often spurred by powerful typhoons.

Our solution integrates local data with government-issued hazard map data, showing the risk of flooding and landslides scenarios. This allows banks to estimate any potential flood damages in a timely manner.

The climate risk assessment tool can be adapted for use by financial institutions anywhere. It is a simple process to extend the range of industries covered and add relevant climate risk scenarios, such as heatwaves or forest fires.

Korea: Helping the National Pension Service limit investment in coal

In May 2021, Korea’s National Pension Service (NPS) announced it would limit investments in industries related to coal mining and coal-fired power, in line with global efforts to reduce carbon emissions.

As a first step, the NPS turned to Deloitte to help it develop new ranges and standards for limiting its investment in these industries. By adopting such standards, it hopes to accelerate its implementation of a broader climate and energy transformation policy.

The NPS selected Deloitte based on our expertise in sustainable finance advisory services, along with our systematic research approaches and related credentials.

Our Risk Advisory Climate, Sustainability & ESG (CSE) team began by conducting research into similar investment restriction policies involving the coal industry, and how these have affected global pension funds.

We also analyzed the financial impact of changes to regulations and business conditions on the coal industry’s future profitability.

Based on this study, we proposed multiple ranges and standards for restricting coal company investment that the NPS could apply, noting the different effect each would have on its investment portfolio.

The NPS subsequently adopted three of our suggested standards. These are helping it implement new procedures for applying investment restrictions against coal companies.

“As Korea’s largest pension fund, the NPS is a major player in the country’s domestic capital market. Its policy decisions can have a considerable impact on the investment strategies of leading financial institutions and pension funds, so this was a significant win for Deloitte. I believe that NPS’ strategic decision on coal phase-out will become a practical reference point for other domestic institutional investors who have also announced a similar strategy,” said Oksu Lee, Risk Advisory CSE Partner, Deloitte Korea.

New Zealand: Signing up for an industry-first sustainability-linked loan

As stakeholder demand increasingly prompts companies to embed ESG metrics in their business strategies, Deloitte New Zealand is advancing its sustainability initiatives—getting on the front foot with practical steps that have measurable outputs.

Over the past year, this has included taking out a sustainability-linked loan (SLL) with the Bank of New Zealand. Our loan is the first of its kind by a professional services firm in New Zealand, and only the second loan of its type taken out by a Big Four firm in the world.

The initiative reflects Deloitte’s long-standing commitment to equity, inclusion, and social and environmental goals. It also sets sustainability targets over the next three years that are linked to our [ALL IN](#) and [WorldClimate](#) commitments, driving change as we transition to a decarbonized world.

We began the process of creating our SLL in November 2021. Paperwork was signed in early June 2022. Our loan targets were externally assured by Sustainalytics, a Morningstar company based in Singapore. This process ensures that our targets are ambitious and measurable, and directly related to our *WorldClimate* goals.

Our loan targets are to increase the percentage of women in the Partner group by at least 22 percent, compared to 2021. We will also set and publish a target focused on diversity attributes beyond gender during the life of the loan.

At the same time, we aspire to increase the percentage of women across all leadership positions by at least 27 percent, again compared to 2021.

In addition, we have set a target to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 70 percent, and to reduce Scope 3 emissions by 50 percent per full-time equivalent

Each year, Deloitte New Zealand is required to report our independently assured results against each target to the bank. Interest rates are then adjusted either up or down accordingly for the next 12 months, depending on the results.

“This loan is a tangible representation of our commitment to equity, inclusion, and environmental goals, which have been part of our DNA for many years. Its immediate impact is that it becomes a vehicle for us to hold ourselves accountable to all our people, externally to our clients and our broader ecosystems of relationships and partnerships.”

Mike Horne, CEO, Deloitte New Zealand



Southeast Asia: Working with the Singapore Tourism Board on the potential of sustainable tourism

Over the past year, Deloitte Southeast Asia’s Financial Advisory team has supported leading Singapore clients as they prioritize progressive approaches to embracing sustainability. Our work with the Singapore Tourism Board (STB) is just one example.

The STB engaged us to undertake a study that could help it develop a more sustainable tourism industry. In response, our team conducted a large-scale tourist survey across six key source markets, a series of consumer focus group discussions, and consultations with Singapore’s major tourism sector stakeholders.

Today, STB is using insights from this research to help it better understand tourists’ decision-making behaviours and sustainability-related travel preferences. We also worked with STB to propose a series of high-level strategies to support visitor growth in Singapore.

“Our work with STB highlights Deloitte’s capabilities when it comes to helping clients future-proof their operations with more sustainable ways of working.” Chris de Lavigne, Financial Advisory Partner, Deloitte Southeast Asia.

Digital



Advancing the Olympic movement

In April 2022, the International Olympic Committee (IOC) and Deloitte announced a decade-long, five-games TOP (The Olympic Partner) partnership to advance the Olympic Movement.

[Deloitte will serve as a Worldwide Olympic and Paralympic Partner](#) for the following games: Paris 2024, the Olympic and Paralympic Winter Games Milano-Cortina 2026, Los Angeles 2028, the Olympic and Paralympic Winter Games 2030, and Brisbane 2032.

Enabling the transformation of the Olympic Movement

As a Worldwide Olympic Partner, Deloitte will apply our deep expertise in management and business consulting to help enhance and secure the IOC's digital ecosystem supporting the Olympic Movement.

Deloitte will support the IOC with its digital transformation strategy. It will utilize its digital expertise to help advise in such areas as personalizing the fan experience and enhancing digital services, connecting fans around the world and extending the appeal of the Olympic Games between editions.

"We are living through one of the most consequential moments in history. The Olympic Movement plays a vital role in uniting the world through friendship, solidarity, and fair play, and never has this been more important than now. Together, Deloitte and the IOC aspire to make an impact that matters—to strengthen, enhance, and create a long-lasting and positive impact on society through the Olympic Movement."

Punit Renjen, Deloitte Global CEO

Advancing the IOC's purpose and efforts to address global challenges

Deloitte and the IOC have formed a 'partnership with purpose that leverages Deloitte's considerable business acumen to help the IOC realise the possibilities of its strategic roadmap for the future, Olympic Agenda 2020+5, and its vision to build a better world through sport. In partnership with the IOC, Deloitte will provide a global team with wide-ranging management and business consulting capabilities to deliver meaningful impact to the National Olympic Committees, billions of fans, and the thousands of athletes who make the Olympic Games possible.

Deloitte will utilize our environmental, social and governance services expertise to assist the Olympic Movement in driving progress on critical challenges identified in the Olympic Agenda 2020+5 related to corporate governance, strategy, sustainability, diversity, equity and inclusion, and athlete support and well-being. Deloitte will work with the IOC to develop programs, legacy projects, and playbooks on these initiatives.

In recognition of the importance of good governance and transparency, as expressed in Olympic Agenda 2020+5, a "Centre of Excellence" will be developed through this partnership relating to best practices in administration and management operations for participating National Olympic Committees.



"We are delighted to be working with Deloitte and excited by the opportunity this partnership presents. Deloitte's initiatives to advance the UN Sustainable Development Goals align with the IOC's philosophy of further change and transformation as expressed in the IOC's Olympic Agenda 2020+5 strategic roadmap for the future."

Thomas Bach, IOC President



Worldwide Olympic and Paralympic Partner

Resilience



Taiwan: Deepening supply chain resilience for a leading consumer electronics organization

As environmental, social and governance considerations are increasingly integrated into reporting and disclosure, businesses have a new focus for their ESG efforts—the supply chain.

Growing scrutiny and market expectations mean more large organizations need to assess the integration of ESG considerations into their suppliers' core business strategies. That way, the organization can better meet the requirements of regulators, investors, and other stakeholders.

In line with this development, Deloitte Taiwan recently conducted a supply chain audit for a leading consumer electronics client in East Asia. Our teams joined forces with Deloitte China to help the organization better assess its suppliers' ESG performance and carbon management processes, and boost its own supply chain management approach.

Drawing on our deep knowledge of the global electronic components industry, we systematically reviewed the suppliers' sustainability actions and goals. Every aspect of the supply chain was examined, in line with sustainable supply chain management best practice.

Our findings strengthened our client's understanding of its supply chain and how to improve communications with suppliers.

Deloitte Taiwan also identified three ways to help the organization improve supply chain resilience by:

- Building a more effective management mechanism to communicate with suppliers about ESG initiatives;
- Providing training to help the suppliers establish sustainable approaches; and
- Using digital tools to track performance and analyze progress, and working to improve results through due diligence, interviews, and follow-up audits.

"When we conduct a supply chain audit, we draw on a range of connected skillsets and knowledge from across our global organization, along with years of experience in serving the industry. That way, we can actively assist global brands to strengthen their supply chains' ESG management while also identifying and eliminating potential risks, and reducing operational costs," said Cathy Lee, Risk Advisory Director, Deloitte Taiwan.



Work



Australia: Turning tax returns into compelling datasets for the Australian Tax Office

Deloitte thrives in helping organizations harness the power of data to make faster, better decisions and improve outcomes. We recently supported the Australian Tax Office (ATO) to do so as it modernizes into a leading tax authority of the future.

Specifically, we worked with the ATO to find out how we could implement Artificial Intelligence (AI) and machine learning to enable its employees to play to their strengths.

How? By implementing AI to check thousands of work-related expense claims and only flagging the highest risk cases which needed to be reviewed by ATO experts.

It didn't end there. Our AI solution also supported thousands of taxpayers during tax time to encourage accurate reporting. Now, interactions with the ATO are becoming increasingly streamlined, saving both employees and citizens' valuable time.

Southeast Asia: Transforming HR capabilities for a leading automotive client

Deloitte Southeast Asia has won a two-year engagement to support a major automotive company as it works to standardize human resources (HR) processes across its operations.

Our client's entities are located in more than 10 geographies across Asia and Oceania. Until recently, each maintained separate HR information systems. This approach made it difficult for the organization to align and standardize HR processes across the region and deliver consistent employee experiences. It was also not easy to obtain a single, accurate view of its headcount to facilitate decision-making and mitigate risk.

To help our client transform its HR function, our engagement team is implementing an SAP SuccessFactors platform. This will enable the HR team to standardize and automate recruitment, career development, and compensation processes, facilitating better management of the entire employee lifecycle.

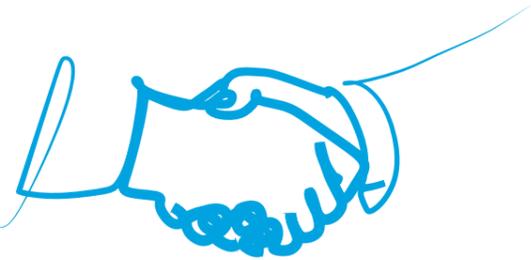
After launching a pilot of the new platform, we will help our client introduce it across the organization in 2023. We will also conduct change management activities to support implementation.



"As there is no single path to reimagining HR, it can be daunting for our clients to bring together the different elements of a modern workforce. That is where we come in. Through our deep expertise and experience, we can help clients accelerate their transformation journey and reap the rewards more quickly."

Angeline Leong, Enterprise Technology & Performance Portfolio Leader, Deloitte Asia Pacific and Deloitte Southeast Asia

Trust



New Zealand: How rugby is lifting the Pasifika community in Aotearoa

Rugby is a game deeply embedded in New Zealand's cultural fabric. It welcomes all players, from grassroots clubs through to the revered national team.

Today, Super Rugby's newest franchise, Moana Pasifika, is on a mission to champion Pasifika people and the communities the team represents. The team's recent formation signifies the coming together of Pacific nations and cultures, working towards a common goal.

It all started when the New Zealand Rugby Players' Association proposed the idea of having a Pasifika team compete in the Super Rugby competition. From there, an impressive steering committee of distinguished Pasifika leaders, including the former Samoa Attorney General, Herman Retzlaff, former Tonga Attorney General, Aminiasi Kefu, and All Black legend, Sir Bryan Williams, was formed to table a bid with New Zealand Rugby for entry to the competition.

The committee turned to Deloitte New Zealand to help it map out how a community rugby club could enter the big league.

Its vision was clear—to create a rugby franchise managed by a charitable trust that would not only compete against the established Super Rugby squads, but also build opportunities and better outcomes for the Pacific community.

Deloitte Private's Doug Wilson and Pâs Peau lead, Lisa Tai, worked behind the scenes to connect steering committee members with key rugby circles, building a stakeholder community that could help get the franchise approved and deepening trust in the committee's vision. The bid was successful, and Moana Pasifika was granted entry for the 2022 Super Rugby Pacific season.

Our support did not end there. Our people also helped the committee kickstart critical campaigns to enable them to build momentum and support for their first season, and worked to accelerate Moana Pasifika's operational capabilities.

It was a roaring success. Moana Pasifika finished its debut campaign on a high with a massive win over the Brumbies in front of an enthralled Mount Smart Stadium.

Now, the team and its players are paving the way for future generations. The squad regularly visits schools to present on the power of sport and education in personal and professional development, and in preparing young people for the future.



"This project is an amazing example of our people living the Deloitte shared value of *mahitahi* (collaborating for measurable impact), with a combined effort across our Financial Advisory and Risk Advisory business units. The impact of this work has been evident, with the Moana Pasifika Steering Committee relaying their deep gratitude for Deloitte's support to date."

Lisa Tai, Partner, Pâs Peau Lead and Risk Specialist, Deloitte New Zealand

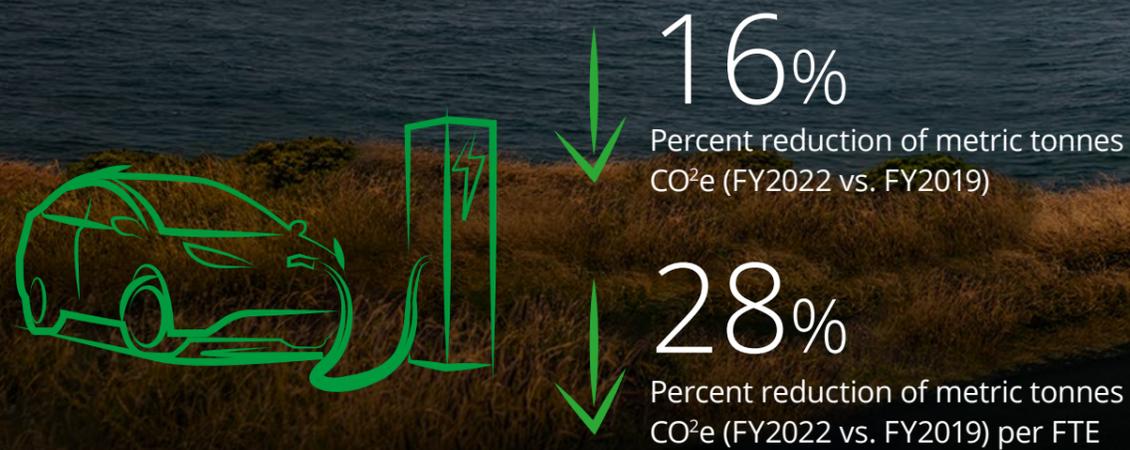


"Moana Pasifika is focused on providing pathways for players so they can enter the world stage of rugby and represent their home nations. Just as the ocean connects us, it creates new opportunities. For many, sport has been the wave that carries people and creates success beyond just what happens on the pitch. For Moana Pasifika, the vision isn't just to score tries, it's to be a wave that lifts everyone in the community."

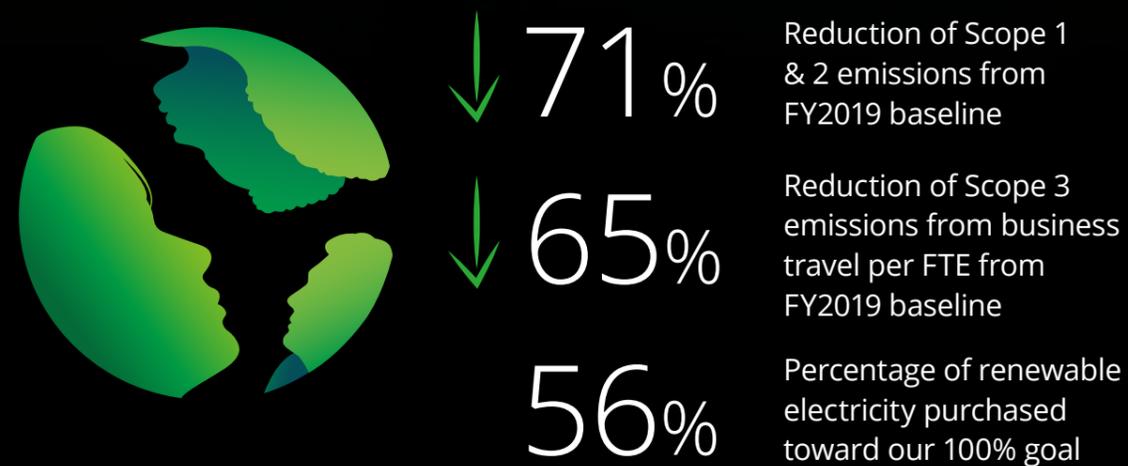
Doug Wilson, Partner, Deloitte Private, Deloitte New Zealand

Environmental

Greenhouse gas (GHG) emissions



Progress towards WorldClimate goals



Building better futures for all through positive climate action

FY2022 saw Deloitte Asia Pacific work hard to advance WorldClimate—our global climate strategy—in meaningful, measurable and transparent ways.

Our WorldClimate strategy has four pillars:



Cut emissions

This encompasses our commitment to science-based net-zero with 2030 goals.



Embed sustainability

This covers our work to ensure that our firm is operating as sustainably as possible.



Empower individuals

This aspect sees us work with our 68,000 people across Asia Pacific to drive collective action.



Engage ecosystems

Here, we partner with leading organizations across our region to solve complex climate issues and drive systemic change.

Taking action to advance WorldClimate

Our strategy includes a commitment to achieving science-based net-zero emissions, and we currently have a 1.5° C near-term (2030) goal in place. That goal has been validated by the Science Based Targets initiative, a collaboration between the Carbon Disclosure Project, the United Nations Global Compact, World Resources Institute, and the World Wildlife Fund (WWF), which drives ambitious climate action in the private sector.

We are also working to embed sustainability into policies and practices throughout our organization, and measure performance against our goals. During FY2022, we made strong progress in realizing our commitments to all [three core initiatives](#) of the Climate Group, a non-profit organization that works with businesses and government leaders to address climate change.

These initiatives support the advancement of renewable electricity (RE100), electric vehicle adoption (EV100) and energy efficiency/productivity (EP100).

At the same time, we invested in both WorldClimate and our climate and sustainability market offerings, underscoring how vital these are to our climate action ambitions. April 2022 saw us announce a global investment of USD \$1 billion in our climate and sustainability client-related services, data-driven research, and assets and capabilities.

At Deloitte Asia Pacific, we believe we must lead by example when it comes to reducing GHG emissions. During FY2022, we reduced our emissions by 16 percent from our FY2019 baseline. At the same time, 56 percent of the energy Deloitte Asia Pacific purchased was renewable.

As well as monitoring our own operations, we are reviewing our global supply chains more closely to help ensure procurement sustainability. That is seeing us work to quantify Deloitte emissions across our organization's entire supply chain.

As we translate our ambition into action, we also continue to examine environmental issues more widely—looking at our impact on nature and biodiversity as well as our carbon footprint. Biodiversity is critical to the health of the planet, and while our organization's direct impacts in this area are limited, Deloitte supports nature-positive solutions and will assess any impacts throughout our value chain.

Deloitte Asia Pacific is also working with Indigenous peoples across our geographies to advance nature-based climate solutions. We recognize the importance of collaborating with these communities to honor their knowledge and to support Indigenous-led climate solutions. In addition, Deloitte has published insights into environmental issues impacting Indigenous peoples. These include [When day comes](#), a report on reframing the relationship between the mining industry and Australia's First Peoples.

Embedding sustainability across our operations

Across Asia Pacific, our commitment to advancing WorldClimate in FY2022 took many forms. For example, it prompted some large changes for our Australia practice, including making a switch to renewable energy in all offices. All our new buildings have a NABERS Tenant 5-star energy rating, along with 5-star Green Star interiors and an A-rated sustainability rating for their design and fit-out. They also meet Platinum WELL building standards.

In Japan, the Deloitte Tohmatsumi Group switched the power at its Marunouchi Nijubashi and Shin-Tokyo offices to renewable energy sources, taking their renewable energy usage across Japan offices to 60 percent.

For the emissions that we haven't yet eliminated, we are purchasing purposeful offsets—mainly through Climate Impact Partners, a leading voluntary carbon market organization. This approach is helping us fulfill our commitment to operating in a way that is environmentally sustainable, even as we recognize that it does not replace the need to reduce emissions in line with science-based approaches.

Inspiring our people to make positive climate contributions

During the past year, Deloitte launched a [climate e-learning program](#) to inform, challenge and inspire our people to act. Developed in collaboration with the WWF, the program helps our people around the world understand what Deloitte is doing to address climate change. It also underlines how they can make a positive impact through responsible choices at home and at work. Over 65,000 people across Asia Pacific have completed the training and 94 percent have committed to taking action to reduce their climate change impact.

We also continued to encourage our people to take part in [Climate Exchange](#), a global hub where we publish the latest thought leadership and where people can debate and discuss ideas to inspire climate action.

At the same time, we continued to expand our Asia Pacific Climate & Sustainability Community of Practice. This allows our people to easily access expertise within the firm that can help them deliver world-class, climate-related services and solutions for our clients.

FY2022 also saw us regularly update our CURA platform with fresh content that can boost our people's knowledge and understanding of climate action. CURA is an AI-powered learning hub that enables our professionals to create and share content with peers and connect with subject matter experts to build their knowledge globally.

Drawing on these and other resources helped our people make an impact during Earth Month in April 2022. Earth Month is an annual event that allows organizations everywhere to demonstrate support for climate action. Across our geographies, many practices marked it by holding well-attended local events with an environmental agenda, including beach clean-ups and recycling efforts.

Over 4,000 of our Asia Pacific professionals also joined a special WorldClimate-focused townhall during Earth Month. We focused on specific, achievable ways our people can help build 'Better Futures Together.' Participants shared their stories about their climate and sustainability work in the community and took part in discussions on how we are achieving net-zero in the region.

"It is time for businesses to change the way they operate. For Deloitte to build long-term sustainable value for all stakeholders, we must do our bit to build an equitable and sustainable future. Our switch to renewable energy sources is part of that—we want to help our businesses develop a culture of sustainability and climate-conscious thinking at the very core of their work."

Nicola Weir, Internal Climate & Sustainability Leader, Deloitte Asia Pacific





Helping our clients navigate the climate challenge

Our WorldClimate strategy also complements the growing range of sustainability services provided by Deloitte Asia Pacific's practices. We offer our experience in governance, systems thinking, and sustainable finance. We also offer support in accessing finance, developing decarbonization strategies, advising on net-zero targets, and building climate resilience and capabilities.

FY2022 saw us draw on these capabilities to accelerate clients' journeys to net-zero in multiple engagements. These included helping firms adopt more sustainable supply chains, and enabling their stakeholders to better understand and respond to growing climate risk.

In line with this approach, Deloitte Australia recently joined forces with ESG advisory services firm OCT Emissions Solutions to create Deloitte Emissions Solutions. This is allowing the practice to take new and early-stage technologies to market and accelerate the time it takes to deliver large-scale solutions.

Acting as a trusted advisor to ecosystem partners

During FY2022, Deloitte Asia Pacific continued to engage with our ecosystem—including alliance partners, non-government organizations, industry groups, and suppliers—to help create solutions that can facilitate the transition to a low-carbon economy.

This includes our activities as a member of the Taskforce on Nature-related Financial Disclosure (TNFD). Launched in 2021, this global initiative was set up to help financial institutions and companies better understand how nature can impact an organization's immediate financial performance, along with the longer-term financial risks that may arise from how the organization, positively or negatively, is impacting nature.

A key part of the TNFD's work is to develop and deliver a risk management and disclosure framework for organizations to report and act on evolving nature-related risks. Deloitte Asia Pacific is co-developing this framework, and participating in the TNFD's first five global readiness projects in partnership with key clients from the agriculture, finance, retail and extractives sectors.

Supporting Asia Pacific to lead the way on climate change

Mitigating the impacts of the climate crisis is a monumental task. Yet we know positive outcomes are still possible if we act quickly and collectively.

Read on for more details of how our practices are working to help Asia Pacific lead the way on climate change through the actions we make, actions we inspire our people to make, and actions we make with our clients and others in our ecosystem.





Asia Pacific: Championing climate governance across our region

Organizations across Asia Pacific are under growing pressure to address climate change. However, many lack the expertise to manage risks and obligations.

To help address this problem, our practices are actively engaging with ecosystems set up in the region to create innovative climate solutions.

Australia

In Australia, our practice announced an important partnership with WWF in June 2022. A key focus will be our contribution to WWF Australia's 'Innovate to Regenerate' program, which supports regenerative community-led solutions that encourage impact investment in climate biodiversity and food.

We are also helping shape the climate agenda through our work with the Business Council of Australia on the report *Achieving a Net Zero Economy*. This important research shows that failing to limit global warming to well below 2°C will cost the economy a staggering USD \$3.4 trillion over the next 50 years. This work, and support for a 50 percent reduction on 2005-level emissions by the end of the decade, has helped the Australian business community coalesce around the need for transformation.

Over the past 12 months, Deloitte Australia continued to guide the Climate Leaders Coalition, a group of 44 Australian CEOs who have committed to support the aims of the Paris Agreement by setting public decarbonization targets. Our work has included helping to design the coalition's 'Roadmap to 2030' guide for CEOs on shifting their organizations to a low-carbon future. The coalition launched its guide at COP26 in Glasgow in November 2021.

Finally, we have helped to establish the Climate Governance Initiative Australia alongside the Australian Institute of Company Directors and World Economic Forum. This initiative aims to embed climate considerations in Australian boardrooms.

Singapore

In Singapore, our practice partnered with stakeholders—including Singapore Management University and Singapore Institute of Directors—to support Climate Governance Singapore (CGS).

CGS is Singapore's chapter of the World Economic Forum's Climate Governance Initiative (CGI). Its vision is to raise board members' awareness of the impact of climate change and equip them with the skills needed to navigate associated risks and opportunities. CGS also wants to embed climate considerations in all board decisions.

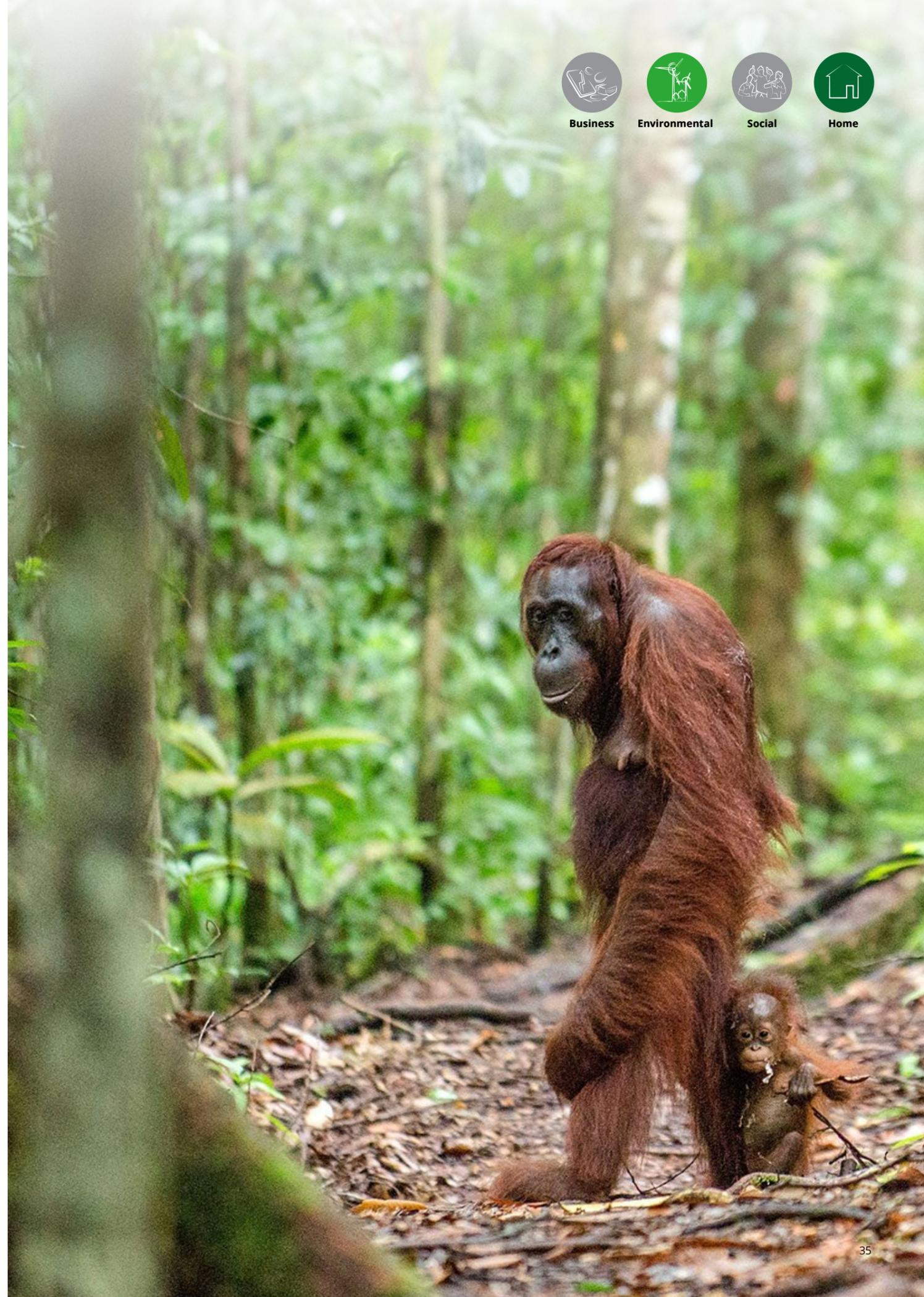
Through CGS, board members can leverage the expertise of specialists in strategic, financial, and human capital planning, risk management, and remuneration. They can do this via workshops, conferences, and a curated library of resources. They are also able to access legal and governance models from Singapore and the CGI's global network.

As an active partner of CGS, Deloitte Singapore contributes to its management and governance, and provides subject-matter expertise.

Over the past year, we have helped organize four training sessions for directors and senior management:

- Understanding the Climate Challenge;
- Law, Policy and Regulations;
- Implications for Business; and
- Implications for the Board.

"During these sessions, we invited industry experts to share their expertise as well as insights from their own organizations' sustainability journeys. Participants were able to gain valuable insider knowledge on climate change and how to make it a priority in the boardroom," shared Philip Yuen, Deloitte Southeast Asia CEO and Advisory Board Member of CGS.





Asia Pacific: Celebrating Earth Month 2022 in Asia Pacific

Earth Month takes place every April. Around the world, it is seen as a time to raise awareness of climate change and drive positive action. Deloitte Asia Pacific is no exception.

Throughout the month, we encourage our people to get involved in climate action-related initiatives and influence others to do the same. In FY2022, our Earth Month activities included the launch of our global #BetterFuturesTogether campaign, designed to inspire the people in our organization to think and act more sustainably at work, at home, and in our communities. In Asia Pacific, our different geographies adopted a local version of this global theme alongside their own Earth Day activities.

Australia

In Australia, engagement with our people was a major focus of our 'Better Futures, Together' Earth Month campaign. We inspired our people to take climate action both personally and collectively. This included a competition to encourage them to share their personal examples of climate actions. We also supported our people to volunteer with environmental organizations, such as Clean Up Australia.

We created awareness of steps our people could take to bring a sustainability

lens to everything they do, both at home—by doing things like switching to renewable energy and more sustainable superannuation investment options—and at work. As part of this, we published a series of online blog posts on climate action, covering topics such as the circular economy. We also organized several speaker events: a webinar with two of our partners, and a session with Oxfam on the theme of empowering collective action.

Across the country, our firms organized activities with an Earth Day theme, ranging from panel discussions on the climate emergency to tree planting.

Deloitte Australia also launched a Sustainable Actions Index for clients to further raise awareness of the importance of building climate change resilience. At the same time, we launched a new Climate & Sustainability offering to help businesses



integrate climate into their strategy and support them to take practical steps as they navigate the rapidly changing and complex climate landscape.

China

In China, our Earth Month activities included hosting two comprehensive webinars on the effects of climate change across the globe. In total, these were watched a record 1,539 times.

We also carried out a range of other events across the country. This included 75 team members volunteering their time for beach clean-ups at Baishawan Bay, Shenzhen, and Dongjiang Yang Port in Tianjin.

At Baishawan Bay, it took us under two hours to collect 1,068 pieces of litter from just under a single mile of coastline. Our haul weighed in at 88 kilograms—the equivalent of two adult sea otters.

At Dongjiang Yang Port, our volunteers braved tempestuous weather to collect 27 kilograms of coastline waste.

On World Earth Day itself—22 April—18 Deloitte volunteers joined a biodiversity initiative held at Beijing's Olympic Forest Park. With guidance from staff at the local Shan Shui Conservation Center, our people observed and recorded birds and plants within designated park areas to help facilitate conservation efforts. They also worked to install infrared light recording devices so park staff can better observe wildlife around the clock.

"We were amazed to find that in just one square meter of grassland, there were more than 10 kinds of plants. Thanks to the informative sharing by the conservation center's staff, we learned more about urban biodiversity and innovative ways to protect it. As the old saying goes, 'do good even if it's a small action'. We can start to tackle climate change just by getting to know our local environment better," said one participating volunteer.

Japan

At our Japan practice, 23 April saw 30 volunteers gather with their families on the banks of Tokyo's Arakawa River. They were there for an Earth Month litter clean-up activity run by non-profit organization, the Arakawa River Clean-aid Forum.

Our people collected the equivalent of about 55 garbage bags worth of litter. As they reported, surveying the quantity of



trash on the riverbank—and the variety of items involved—was a sobering reminder of the sheer amount of waste that a consumer society can produce.

For many of our professionals, this was the first outdoor volunteer activity they had been involved in since the start of the pandemic in early 2020, so it also provided an opportunity to re-establish bonds with valued colleagues.

Korea

In Korea, we marked Earth Month with a campaign that challenged our people to practice vegetarianism for a week.

"We designed the campaign to highlight how roughly one-third of all greenhouse gas emissions are caused by the global food system—including the way we produce, process, and package red meat. We wanted to encourage our people to consider if a vegetarian diet could contribute to carbon emission reduction," said Hannah Chang, WorldImpact Lead, Deloitte Korea.

Deloitte provided a vegetarian diet to professionals who signed up for the challenge. Their reflections were later shared on our practice's social media channels.

Our people also held a two-week event with a sustainability theme at our Seoul in-house

cafeteria during Earth Month. When people brought their own tumbler into the cafeteria, they were offered a free upgrade to a bigger-sized hot drink.

Southeast Asia

In Southeast Asia, our practices launched a Green Impact challenge in April 2022 to help our people across the region make climate-positive choices at home and work.

As part of the challenge, our people take a variety of sustainability-related actions, following the guidance of an interactive online toolkit. The actions are organized into three levels of complexity, each with a corresponding award: gold, silver, or bronze.

Participating in the Green Impact challenge empowers our people to build positive daily habits. This might include eating less red meat, cutting water usage, saving energy, and making responsible travel choices.

They might also commit to refuse single-use packaging, plant vegetables at home, or take part in a community clean-up event.



China: Boosting climate literacy among university and college students

Deloitte's global ambition is to help lead the world's transition to a low-carbon future. Over the past year, Deloitte China has taken a range of steps to help turn this ambition into meaningful collective action.

Our Zero-Carbon Campus Climate Education Program is one such step. Co-organized by the Deloitte China Foundation and non-governmental organization, China Youth Climate Action Network, the program aims to promote climate literacy among university and college students.

In FY2022, we ran a series of virtual and on-campus activities designed to raise awareness of environmental issues and encourage students to take more climate action. We focused on two themes: 'A Biodiversity Snapshot,' and 'Campus Canteen Food Waste Intervention.'

Nearly 1,800 university and college students participated in those activities directly or indirectly.

"The Biodiversity Snapshot event opened a window for me on climate action and strengthened my understanding of the importance of nature conservation. It helped me take a step forward towards getting involved with more environmental protection activities," said one student participant.

"Taking part in the Campus Canteen Food Waste Intervention event gave me the opportunity to learn more about the impact of carbon emissions from food production processes. I was also able to learn some valuable methods and procedures for conducting research into a social phenomenon," shared another participant.





Korea: Getting involved with 'plogging' to help create litter-free neighborhoods

Marking Earth Month in these ways is only a small component of what we do. Across Asia Pacific, our practices plan initiatives, webinars, and volunteering opportunities all year round to encourage more people to reduce their impact on the environment.

For example, 236 people from our Korea practice and their families joined forces in

November 2021 for a four-week bout of 'plogging'—that is, combining jogging or walking with picking up litter.

Our people set themselves a target of removing as much trash from their local neighborhoods as possible while walking and in total, they recorded over 30 million steps.

To commemorate our team reaching its goal, Deloitte Korea donated 10 million KRW (USD \$7,200) to WWF Korea.

"Our actions have the power to inspire others to take their own steps forward to drive a sustainability transformation. With every step, big or small, we are contributing to the growth of a climate action movement across Deloitte and through our connections, networks, families, and friends. We view our plogging initiative as part of that drive," said In Kyoo Baek, Chairman and Environmental, Social and Governance Centre Leader, Deloitte Korea.



New Zealand: Investing in a greener future for Fruitvale school

How do we help the next generation grow their understanding of where food comes from and how to grow it sustainably?

One answer: by encouraging schoolchildren to get hands-on with gardening projects where they can learn to cultivate, harvest, and share their food.

Recently, a group of Deloitte New Zealand volunteers teamed up with Fruitvale School in Auckland to enable pupils to do just that. As part of *WorldClimate*, our global climate and sustainability initiative, our team set out to plant a ‘food forest’ of fruit trees, vegetables, and herbs at the school that pupils and staff could then maintain.

Using tools provided by the school, we got to work. Our plan included purchasing and planting saplings, shrubs, and plants, and refurbishing a cycling track within the school’s gardening area to enable the students to interact with the growing food forest around them.

We also planned to construct a ‘hot compost’ patch—a blend of materials, including seaweed and mulch, that can yield quality fertilizer. At the same time, we undertook to restore a stream on the border of the school’s property, clearing weeds to encourage local bush regrowth.

As the project unfolded, we tackled various implementation challenges. On day two, for example, we narrowed the project scope to focus only on our food forest and hot compost initiatives. As it was midsummer and the weather extremely hot, we also took steps to prevent less-established plants from drying out in the ground.

This meant placing them in large plastic containers to ensure that they would survive the heat before being transplanted.

“Deloitte’s team has put in place important resources to help us keep this dream progressing,” said Donal Mclean, Principal at Fruitvale.

“As part of our *WorldClimate* commitment, we want to empower people across our region to become advocates of a more sustainable lifestyle. Getting involved with projects such as the Fruitvale food forest is just one way we are working to carry that out.”

Gareth Glover, Consulting Partner, Deloitte New Zealand



Social

Societal investment

Societal investment in FY2022

US\$39.1m

Total societal investments from FY2018 to FY2022

US\$175.9m

Hours contributed in pro bono and volunteering time

247,785

Individuals reached through WorldClass

2.2m

Individuals reached toward our 23M WorldClass goal from FY2018 to FY2022

4.6m

Headcount



People

68,498

Female

50.2%

Male

49.8%

Female partners, principals, and managing directors (goal of 32% by 2025)

25.3%

Attracting and developing top talent



Applications received

706,130

Internships

14,541

New hires

23,763

Annual training hours per individual

53

e-learning courses completed

1.58m

Annual direct training investment

US\$36.1m

Strengthening connections across Asia Pacific for positive impact

Empowering our people with new learning and development opportunities

Multiple complex societal shifts, including the ongoing effects of the pandemic, have made the past year difficult to navigate. Like organizations everywhere, Deloitte Asia Pacific has had to re-invent many aspects of how we live and work, including how we educate ourselves.

In response, we continued to devote significant resources to help our professionals adapt, listen to fresh perspectives, and evolve our skills to meet an emerging set of challenges. This included connecting people with classroom training, online learning and leadership development programs that nurture their growth.

Creating tailored leadership development programs

Our United+Unique executive leadership development program is one example of this approach. A strategic investment in our most talented senior partners, the program supports the realization of our Asia Pacific strategy, deepens our succession pipeline, grows our partners' capability and capacity to operate at the next level, and fosters strong relationships and networks with regional peers.

Designed and delivered by our Human Capital consultants, the program includes world-class content and personalized elements to create a challenging, relevant, and impactful experience, through a hybrid of virtual and face-to-face delivery. In FY2022, we delivered the program to 38 hand-picked senior partners, preparing them to take on future regional and global leadership positions.

FY2022 also saw us develop the Pinnacle program, a cutting-edge learning and development resource for senior partners in our Clients & Industries (C&I) business. Designed as a hybrid learning experience, Pinnacle works to sharpen the capabilities our leaders need to design impactful, future-focused solutions to client challenges. During the year, we delivered the program to 40 C&I senior leaders, leaving them in a stronger position to serve Deloitte's clients seeking regional growth.

“By supporting every professional in our firm on their unique learning and development journeys through each phase of their career, we are creating a technology-enabled, human-centered workforce with the capabilities and skills required now and in the future.”

Elizabeth Faber, Chief People & Purpose Officer, Deloitte Asia Pacific





Encouraging innovation to solve real-world problems

Another learning asset we created is the Asia Pacific Academy. This interactive platform enables our practitioners to collaborate around emerging issues, innovating and accelerating practical go-to-market solutions for Deloitte. The academy works to achieve this by facilitating an in-depth understanding of the local, regional and global developments affecting our clients' businesses. This takes the form of intense eight-week incubation sprints leveraging real-world examples, domain expertise, and client interactions.

A core goal is to support our professionals in cultivating a cutting-edge mindset, enabling rapid mobilization in the marketplace. Deloitte Asia Pacific is the first in Deloitte's global network to design and develop this kind of enablement platform.

In FY2022, the Asia Pacific Academy ran five programs, each focusing on designing a solution for an emerging issue with the potential to fundamentally transform our societies. Over 200 professionals—from Analysts to Partners—took part.

Topics included looking at the evolution of financial service, and the future of money and value. Other sprints focused on developing applications that can change or influence sustainable consumer behavior, creating a value trace-and-trade framework to help companies embrace transformation via the valuation of their emissions and natural assets, and helping businesses ensure a justice-led transition towards a climate-positive future.

Taking Asia Pacific Future-Ready to the next level

Asia Pacific Future-Ready is a digital curriculum that we have designed to help our professionals stay future-focused. The curriculum covers six core

capabilities: resilience, agility, collaboration, technological fluency, innovation, and 'building the business'.

Our subject matter experts curate the platform's learning content to include the very best articles, podcasts, videos, toolkits, and courses drawn from globally-recognized sources such as TED Talks and the *Harvard Business Review*. All the content is available on demand via CURA, our AI-enabled, globally integrated central learning platform.

Throughout FY2022, we substantially refreshed our Future-Ready content. The new material added includes resources on cloud, artificial intelligence and analytics. We also provided educational resources on effective collaboration to deliver complex solutions, and mental health and well-being support to build resilience. At the same time, we launched an Asia Pacific Future-Ready Playlist Competition, where professionals from across the region could submit personalized learning playlists inspired by

our Future-Ready content. At the end of the competition, our professionals voted for the best playlist on CURA.

Inspiring and celebrating our emerging female leaders

Inspiring Women is Deloitte Asia Pacific's program to celebrate, elevate, and inspire emerging female leaders. By providing access to tailored education, exposure, and support, we ensure more talented professionals can accelerate their leadership journeys.

In FY2022, 70 participants from across our region took part in coaching sessions with senior leaders to help them gain clarity on their career goals and how to achieve them. They also attended development workshops where they were supported to create a detailed two-year career plan. Among other things, the program connected participants with partner

sponsors and provided opportunities to build strategic networks of female peers across Asia Pacific.

Enabling seasoned professionals to rejoin the workforce

As Deloitte Asia Pacific hones its focus on the future, we recognize the highly competitive talent market. In response, we are leveraging the best of our global network and innovation capacity to increase our access to top talent while also creating more opportunities for more people. For example, we are piloting the Deloitte Encore program across selected practices.

First launched by our US firm in 2015, Encore welcomes seasoned professionals who have left the workforce for one to three years—including those who may have left for family reasons—and who are now ready to return.

The scheme aims to enable a smooth transition back into work by offering participants a paid, fixed-term contract. Participants have access to an accelerated learning program to help refresh skills, along with mentoring, coaching, and a personalized development plan.

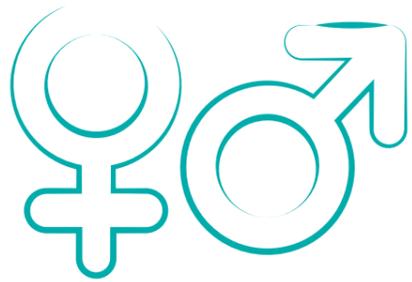
At the same time, we give all Encore participants opportunities to learn from each other and network with other Deloitte professionals during the program.

At our Australia practice we have been running a Return to Work program, which is similar to Encore, for several years.

Encore is a 24-week program with the intent to hire. We have run a marketing campaign aligned with International Women's Day, and posted details on flex-specific recruitment websites.

We are also encouraging individual business units to help us define how many participant applications to seek.

Following the success of the program, we will be rolling it out in other geographies, including Japan, New Zealand, and Southeast Asia.



Growing a diverse culture based on respect and inclusion

At Deloitte, we want everyone to feel that they can be themselves and thrive at work. Through our ALL *IN* global Diversity, Equity, and Inclusion (DEI) strategy, we are committed to creating a safe and respectful environment where everybody has an equal opportunity to grow, develop, succeed, and be recognized.

Asia Pacific is one of the world's most diverse regions, so by growing a strong, united culture, we are also fostering a competitive advantage. The business challenges faced by our clients are complex and benefit from the application of multi-dimensional thinking. With a culture built around connecting our talented people from different geographies, backgrounds, and points of view, we can become better professionals and leaders.

Courageous Conversations is an example of this approach in action. Sponsored by our Asia Pacific DEI Council, this platform allows our people across the region to share their unique and personal stories on tough issues and challenge the status quo. While it started out as a monthly interview series, it evolved after its first year into a live discussion format.

Over the past year, the platform has covered topics as domestic and family violence, and hosted a virtual panel discussion on gender bias to mark International Women's Day on 8 March 2022. The panel was attended by around 4,500 of our people from across the region.

In Southeast Asia, Deloitte has also designed an Inclusive Leadership Activation Lab to help equip our professionals to be role models and advocates for a safe and inclusive environment. In FY2022, all our partners and directors in Southeast Asia completed the workshop, along with more than 88 percent of senior managers.

Working to make gender balance the norm

Our leaders are also continuing to work hard to make gender balance the norm at every level of our organization.

Across the region, we have set a goal of growing the representation of women among our partners and leaders from 24 percent to 32 percent by 2025. In addition, we have developed consistent interventions spanning the entire career life cycle, from recruitment to development, promotion, and succession.

Deloitte also recognises our responsibility to set a benchmark for equitable pay across all our member firms around the world.

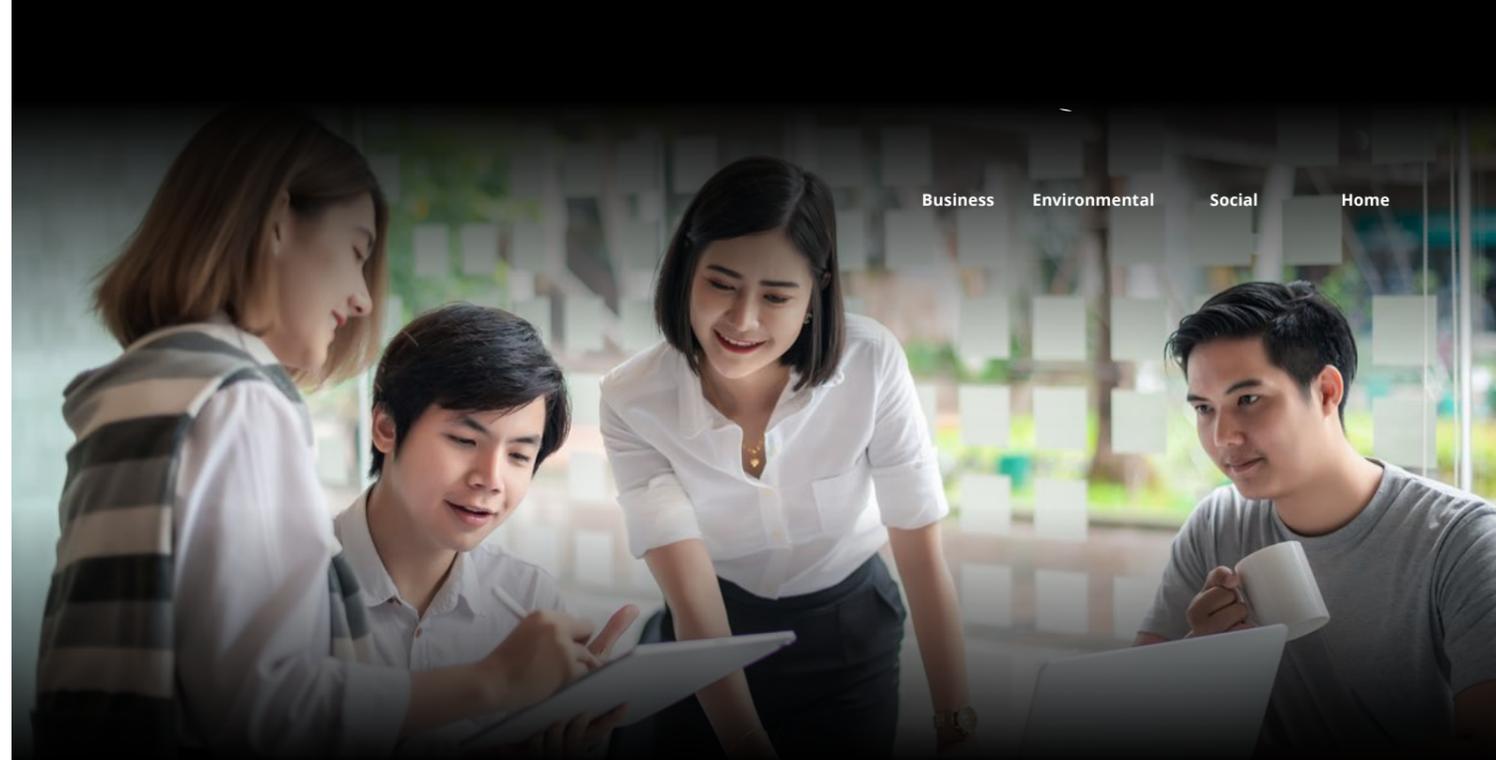
We are proud of our long-standing commitment to striving for fair and equitable pay for all our people in all our offices, across all levels.

We have comprehensive processes in place to help drive equitable pay, including committing to closing any differences due to gender on a like-for-like basis by the following pay cycle.

At the same time, we endeavor not to ask candidates for their compensation history when they apply for a job with Deloitte. That helps to remove any bias in the salary negotiation process and stops perpetuating gender pay differences in our communities.

Since 2020, we have also conducted an annual gender pay equity (GPE) audit. This year, we worked to enhance our methodology as part of a drive to continually improve our approach.

With the help of our AI & Data Analytics consultants, we refined our ability to monitor and track our progression in ensuring gender pay equity. We also began comparing partner earnings data for the first time so that we can evaluate gender pay gaps and pay equity at the highest level.



Our 2022 audit showed that the overall gender pay gap for our Asia Pacific professionals has steadily decreased over the past three years.

In FY2022, many of our geographies also began taking steps to operationalize GPE audits into their quarterly and annual processes to prevent pay differences from occurring at the onset.

Other initiatives include our Panel Promise. We know that due to various long-entrenched factors, the composition of speakers at events often does not reflect the myriad voices that make up the workforce and society today. We are committed to a speaker ratio of 40 percent women, 40 percent men, and 20 percent other underrepresented groups at all events or conferences that are either organized by Deloitte, or by a third party where Deloitte is involved as speaker, moderator, or panelist.

Practices within Asia Pacific have also adopted a range of creative measures to encourage gender balance. Deloitte Southeast Asia, for example, has sponsored workstreams on a range of DEI issues, including gender balance. Here, volunteers work to support the implementation of our DEI strategy by creating opportunities for meaningful discourse and interaction.

That's included launching the Chat @ DEI Café, a virtual space to share diverse perspectives on DEI topics within a safe and respectful environment. On International Women's Day 2022, the gender balance workstream hosted a well-attended session entitled '[Be the Butterfly: Break the Bias and Make an Impact.](#)'

Deloitte Southeast Asia has also established several programs to support the personal and professional development of senior women leaders within our clients' organizations. These include the Board-ready Women program, an initiative to prepare senior women executive leaders for board service.



“At Deloitte Asia Pacific, we want our LGBT+ people to feel confident in being who they are and empowered to thrive within the organization and the communities we serve. In FY2023, we’ll continue to strive to create a truly supportive ‘everyday’ culture when it comes to LGBT+ inclusion across our region.”

Phillip Gough, StandOUT Leader, Deloitte Asia Pacific

Deepening LGBT+ support

In June 2020, Deloitte Asia Pacific’s DEI Council affirmed the firm’s global commitment to our LGBT+ colleagues and to creating a workplace where everyone can be their true, authentic selves. We launched Asia Pacific StandOUT, our LGBT+ and Allies network, in December that same year.

Four percent of the people who completed a recent Deloitte Asia Pacific talent engagement survey self-identified as LGBT+. Our Asia Pacific StandOUT network helps us support all our LGBT+ colleagues, and allies committed to creating an environment of inclusion.

In FY2022, Asia Pacific StandOUT’s activities included providing access to online resources and event invitations to our people in geographies that lack local LGBT+ networks. In geographies where local networks do exist, Asia Pacific StandOUT continued to work to establish a larger community.

Our support work included hosting webinars promoting and advocating for LGBT+ issues.

Throughout the year, our senior leadership continued to help set the tone from the top. Webinar presenters included our Asia Pacific CEO, our Asia Pacific Board Chairperson, Asia Pacific Executive, and Asia Pacific DEI Council members, as well as other senior leaders from Japan, Korea, and Taiwan (China).

The sharing of personal stories always plays an important part in our Asia Pacific StandOUT webinars. In FY2022, we heard the voices of LGBT+ and ally practitioners from Indonesia, Singapore, China, Hong Kong SAR, Taiwan (China), Korea, Japan, Australia, and New Zealand.

Asia Pacific StandOUT also promotes resources created by practices across the region. In FY2022, these included a webinar hosted by Deloitte China to celebrate StandOUT China’s first anniversary.

Every year, Asia Pacific StandOUT and our DEI Council hold virtual events to mark key dates in the LGBT+ calendar, including Pride Month.

We aim to use these celebrations as a catalyst for supporting inclusion all year round. FY2022 was no exception, with events marking the International Day Against Homophobia, Biphobia, Interphobia and Transphobia in May, Pride Month in June (which drew over 3,000 participants) and Wear It Purple in August. October 2021 also saw our Hong Kong office participate in local Pride rally Pink Dot for the first time.

The Asia Pacific DEI Council has also been working to expand access to Deloitte’s LGBT+ learning materials, such as our ALL IN Allyship Guide.

**AP StandOUT Network
Pride @ Deloitte 2022
#QueerAllYear | 28 June, 2022**

MORE THAN 3,000 ATTENDEES ACROSS AP

UNDER OUR EMBASSY MODEL, YOU ARE SAFE TO BE YOUR TRUE SELF WITHIN DELOITTE NO MATTER WHERE IN THE WORLD YOU WORK. WHETHER ALLY OR LGBT+ WE ARE ALL AMBASSADORS TO MAKE OUR WORKPLACE AS INCLUSIVE AS POSSIBLE. **-YUMI TAKAHATA**

THE CULTURE OF INCLUSION & ACCEPTANCE MEANS POLICIES ARE NOT THE DRIVERS, BUT REAFFIRM WHAT WE BELIEVE & PRACTICE IN SPIRIT. **-MANOJ DIMJI**

USE OF PERSONAL PRONOUNS SIGNALS A SAFE PLACE AND IS ENCOURAGED FOR ALL OUR PEOPLE. WE CAN DO SO IN OUR EMAIL SIGNATURES, ZOOM, LINKEDIN AND OTHER PLATFORMS. **-ELIZABETH FABER**

IN MARCH 2023, SYDNEY AUSTRALIA WILL HOST THE FIRST WORLDPRIDE EVER HELD IN THE ASIA PACIFIC REGION. **-MEREDITH JONES**

EMBRACE DIFFERENCES WITH RESPECT AND LOVE. **-SHELLEY CHIA**

DURING PRIDE ITS ALSO A REMINDER THAT WE CAN ONLY LOVE AND RESPECT OTHERS TO THE EXTENT TO WHICH WE LOVE AND RESPECT OURSELVES - BE BRAVE TO DO THE WORK! **-COBUS PIETERSE**

EVERY JUNE, WE SAY HAPPY PRIDE. IN FACT, WE SHOULD BE HAVING PRIDE MONTH EVERY MONTH! **-EUGENE NG**

AT DELOITTE, CREATING A CULTURE OF INCLUSION IS CORE TO OUR FIRM STRATEGY. **-DENNIS CHOW**

DELOITTE IS NOT INCLUSIVE BECAUSE WE ARE GREAT FIRM. WE ARE A GREAT FIRM BECAUSE WE ARE INCLUSIVE. **-DAVID HILL**

INCLUSION DOES IMPACT RETENTION NOT ONLY FOR OUR LGBT+ COLLEAGUES BUT FOR ALL OF OUR PEOPLE. **-PHIL GOUGH**

WORLDPRIDE IS ABOUT DIVERSITY IN ALL ITS FORMS AND THE COMING TOGETHER OF THE LGBT+ COMMUNITY WITH CULTURALLY DIVERSE COMMUNITIES ACROSS THE WORLD. **-ROBBIE ROBERTSON**



Raising awareness on workplace mental health

Our Global Business Collaboration for Better Workplace Mental Health sets the mental health baseline to which Asia Pacific is committed to adhering. The baseline helps ensure we can continue to:

- Raise leadership education and awareness on workplace mental health;
- Focus in a concerted way on reducing stigma;
- Provide learning and support information to all our people; and
- Identify and evaluate causes of mental health, and identify actions to address these.

We offer flexibility in working and have assistance programs in place across all our Asia Pacific geographies. In addition, we have engaged a mental health subject matter expert to provide mental health learning to our partners and advise on our mental health education curriculum in our different geographies.

Our aim is to raise awareness on the importance of mental health and to advocate for, and accelerate, positive change for mental health in the workplace. Moving forward, we are accelerating our plans to raise awareness of workplace mental health beyond the global baseline, and we are committed to supporting all our people in this area.



Addressing domestic and family violence

Across our region, we strive to ensure the safety and wellbeing of all our professionals affected by domestic and family violence (DFV). We recognize that this is a business issue, so we have put DFV policies in place at all Asia Pacific practices.

These include a no-tolerance policy and access to a range of support measures, including counseling, paid leave, flexible working arrangements, salary advances, and safety planning, along with internal and external referral pathways.

We also provide specialised awareness and support training for our people, and have appointed a first responder in all our local practices. A first responder is a key point of contact that a professional can get in touch with if they require support.

Our first responders receive training to recognize, respond, and refer cases of domestic violence to the appropriate support pathways.

In December 2021, the Asia Pacific DEI Council also hosted a virtual panel discussion on DFV as part of our *Courageous Conversations* series, aligned with the [United Nations' 16 Days of Activism against Gender-Based Violence](#). Over 2,000 of our people joined the online event, where panelists discussed such issues as understanding DFV in the context of the workplace, its prevalence and who it affects, the types of support available in Deloitte for those affected by DFV, how our practitioners can help by playing the role of an active bystander, and other best practices when it comes to delivering victim support.

Standing against racism

Deloitte Asia Pacific 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.

We actively pursue global and local recruitment, learning and development, career progression, and mentoring initiatives aimed at increasing ethnic minority representation throughout our organization.

Enabling people with disabilities to reach their full potential

We also aim to provide an environment where people with both visible and invisible disabilities can actively and fully participate in the workplace and society.

Deloitte Asia Pacific has launched awareness-building, coaching, and education programs to enable professionals with disabilities. We have just appointed our first Accessibility Leader for Disability and Neurodiversity.



Our latest awards

Best companies to work for



In 2022, Great Place to Work®—the global authority in building high-trust, high-performing workplace cultures—and Fortune recognized Deloitte as one of the [World's Best Workplaces™ in 2022](#), ranking seventh on this year's list. This achievement is particularly meaningful because the recognition is based on our people's opinions of what it's like to work at Deloitte. In Asia Pacific, we are Great Place to Work Certified™ in Australia, China, India, and Vietnam.



[LinkedIn Top Companies](#) is a ranking of the best workplaces around the world in which to grow your career. In 2022, Deloitte Australia ranked 12th, and Deloitte New Zealand 19th, in their respective national lists.

Deloitte Consulting Korea was named as one of 'Korea's Top 100 Companies in Job Creation 2021' by the [Ministry of Employment and Labor](#). Deloitte Consulting Korea was the only company selected in the field of management consulting, and was recognized for its efforts to create quality jobs and stabilize women's employment.

In Southeast Asia, Deloitte Indonesia was named one of the [Best Companies to Work for in Asia 2022](#) by HR Asia—Asia's most authoritative publication for human resources professionals. This was the third consecutive year we received this recognition. Deloitte Indonesia was also awarded HR Asia's 'Most Caring Companies Award 2022' for the second consecutive year. Deloitte Thailand was recognized as one of the best workplaces in WorkVenture's [Top 50 Employers in Thailand survey](#).



Most attractive employers

Deloitte China was ranked top in the auditing and accounting industry in the 2022 'Most Attractive Employer in China' rankings by [Universum](#), the global leader in employer branding. This is the 14th consecutive year that we have been honored with this award. Deloitte Singapore was also ranked among Singapore's top 15 most attractive employers—an honor it has received for the last five years.

Deloitte China was also certified by the [Top Employers Institute](#) as a top employer in 2022, the only professional services organization to be recognized within the top 10. The institute has certified Deloitte China as a top employer for 16 consecutive years.

Top graduate employers

In 2022, Deloitte Australia maintained its position as one of the country's top three graduate employers. This is the third year in a row that Deloitte has placed in the top three in the [Grad Connection Top 100 Graduate Employers list](#). As part of the same list, we were also awarded "The Most Popular Internship Employers Award (Large)" and "The Most Popular Business and Commerce Employer Award". Deloitte Australia also placed 1st on Graduate Australia's list of [Australia's Top Accounting & Advisory Graduate Employers](#).

In Southeast Asia, our Singapore practice ranked 21st in [Singapore's 100 Leading Graduate Employers](#), and was the sector winner in the [Accounting & Financial Management Sector](#). Deloitte Vietnam was named by [Anphabe JSC](#) as 'Best Employer of Choice 2022 by Vietnamese University Students' for the second consecutive year.

Diversity, Equity & Inclusion Awards

In the [2022 Community Business Awards](#), Deloitte Asia Pacific was selected as a finalist in the LGBTQ+ Newcomer category. This recognizes companies that recently started on an LGBTQ+ inclusion journey in Asia and have made significant progress. We were nominated for Asia Pacific StandOUT, our LGBTQ+ and allies network.



Learning & Development Awards

In 2022, our Deloitte Australia practice received excellence awards for 'Best Leadership Development Program,' 'Best Learning and Development Program' and 'Best Workplace Diversity and Inclusion Program' awards at the [Australian HR Awards](#). We were also recognized as an Employer of Choice. Deloitte Australia also made the [HRD Innovative HR Teams 2022 List](#).

Our Malaysia practice was awarded Bronze at the [HR Excellence Awards 2021](#) in both the 'Excellence in Learning & Development' and 'Excellence in Women Empowerment' categories.

Our Singapore practice was awarded Gold at the [Employee Experience Awards 2022](#) in both the 'Best Career Development Program' and 'Best Diversity and Inclusion Strategy' categories.

2022 was the 21st consecutive year that Deloitte Australia was recognized by the [Workplace Gender EQUALITY Agency](#) as an Employer of Choice for Gender Equality. Deloitte Australia was also awarded Gold Employer Status at the [2022 LGBTQ Inclusion Awards](#) for a fourth year.

In 2021, Deloitte China was recognized for the first time with a Bronze Standard in the [Hong Kong LGBTQ+ Inclusion Index](#). Organized by Community Business, the index recognizes companies' efforts to put LGBTQ+ inclusion firmly on their corporate agendas.

Deloitte Japan was awarded [Best Workplace Accreditation and Semi-Grand Prize in the Large Enterprise Category over D&I Award 2021](#) for its efforts to foster a culture of diversity, equity and inclusion and create positive social impact.

In 2021, Deloitte Japan received its fourth consecutive [Gold Award](#) in the annual PRIDE Index. Hosted by voluntary organization [Work with Pride](#), the index evaluates corporate efforts to support inclusiveness for LGBTQ+ professionals in the workplace.





Supporting our people to respond to societal challenges

Deloitte’s global purpose—to make an impact that matters—compels us to take action beyond our organization and respond to the increasingly complex challenges that society faces.

In line with that approach, FY2022 saw us continue to advance our [WorldClass](#) initiative, through which we aim to develop job skills, improve educational outcomes, and expand opportunities for 100 million people worldwide by 2030.

In Asia Pacific, we strategically focus our support work in vital areas, including poverty, education, skills development, and the creation of opportunities for disadvantaged communities. Our partnerships with not-for-profit organizations, aligned with our purpose and our values, enable us to collaborate on projects that result in sustainable long-term impact.

Each year, Deloitte Asia Pacific partners and professionals are also encouraged to take a volunteer day that we call ‘Impact Day.’ By supporting our people to engage with communities year-round through volunteering, and addressing the issues that are most important locally, we believe we can make more of an [Impact Every Day](#).

In FY2022, we held Impact Day events across our region—some virtual and some in person. Our focus was on volunteering with organizations with specific commitment areas, including education, skills development and climate action.

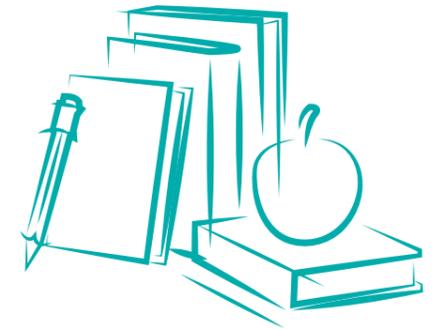
Our Australia practice contributed AUS \$290,000 (USD \$195,000) to five emergency appeals, including the refugee crisis in Afghanistan, tropical cyclone Odette recovery efforts in Philippines, the Tonga volcano recovery work, the Ukraine war, and flooding in Queensland. The funds are the sum of donations from our people as well as funds matched by the firm.

Similarly, 823 of our Deloitte Japan professionals contributed ¥10,493,000 (USD \$69,000) to emergency appeals following the outbreak of war in Ukraine.

Toward better futures for all

As these examples indicate, we are unwavering in our commitment to build a diverse and inclusive culture at Deloitte Asia Pacific, while also improving outcomes for some of Asia Pacific’s most vulnerable communities and helping to shape the future of the social sector.

Read on for more details on the bold plays we have taken across Asia Pacific to affirm this commitment, make a positive impact across our region, and achieve our ALL *IN* and *WorldClass* goals.



Asia Pacific: Empowering our people to reimagine work with the Deloitte Experience

The pandemic has profoundly changed the way we work. At Deloitte, that has given us a valuable opportunity to reconsider what modern work means for our firm. How best can we empower all our people to create a work experience that fits their needs, along with our clients and teams?

The Deloitte Experience is a new global approach that builds on our existing flexible work practices to answer that question and reimagine what hybrid working looks like today. Closely aligned with our global ALL *IN* priorities, it embeds a culture across the firm that enables our people to make an impact that matters.

Our new approach gives our people and teams detailed guidelines and resources for hybrid working and flexible work arrangements. Across our geographies, firms can customize the program based on local requirements.

Deloitte Asia Pacific first launched the Deloitte Experience in Australia in June 2021. Other practices—including those in New Zealand, Korea, and Southeast Asia—quickly followed suit.

Now, staff members can design their working week around client, team and personal needs. Core 9 a.m.–5 p.m. working hours have been removed. Instead, individuals can plan their week in a way that supports high productivity and performance, along with balance and wellbeing. The approach builds on the idea that trust is central to an environment where everyone can be successful.

Deloitte's market-leading flexible work options include *Flex-time*, where people can work with their team leaders to agree on start and finish times in the day. *Flex-break* allows requests for an extended leave of absence to pursue a passion, or simply to take a break. *Flex-place* gives people the option to work from a Deloitte office, a client site, home, or suitable location in between, based on personal needs as well as those of the client and the team.

At the same time, making connections in person remains a critical part of the Deloitte Experience. We believe it is the face-to-face 'moments that matter' that help build connectivity with colleagues and clients in powerful ways.

Such moments can enable individuals and teams to develop better collaboration during critical project milestones. They can also nurture client relationship-building, helping to expand sales opportunities.

By using our Deloitte Experience guidelines, we can be clear about whether to make a connection in person or virtually. The bottom line is always what will create the best outcome for our colleagues, our clients, and the firm.



Making an impact that matters, everyday

Australia: Arming school leaders with corporate best-practice and resilience

The COVID-19 pandemic posed an unprecedented setback and risk to education across the globe. Students all over the world were impacted by school closures, threatening efforts—including those by Deloitte Australia—to help prepare millions of futures for a changing world.

Deloitte Australia launched a series of professional development webinars in April 2021 targeted at school leaders and teachers. These interactive webinars were geographically, ethnically, and socio-economically diverse. The first, The Power of Inclusive Leadership, helped educators build understanding of the importance of inclusion and diversity, and what it means to lead classrooms and schools in a way that takes these issues into account.

The second series, Leading into the New World, explored critical leadership qualities for the future, particularly in times of change and uncertainty. This included a deep dive on individual resilience and inspiring others through coaching. The third series, Foundations of Performance Development, included topics such as performance-management, wellbeing, and a practical guide to challenging conversations.

To date, our webinar program has reached almost 300 school leaders. It has also impacted the education outcomes of more than 77,000 students for whom the pandemic had proven extremely disruptive.

“Despite its origins in the pandemic, our Education Series has proven to be a pioneering leadership training model, equipping teachers with the skills to lead and navigate the future of work even as their own workplaces rapidly transform. Our next activation phase will invite Deloitte people to nominate schools with whom they are connected to participate, further helping to broaden and enrich our community for many years to come,” said Marnie Anning, Consulting Director, Deloitte Australia.

China: Broadening horizons for migrant youth by extending English language skills

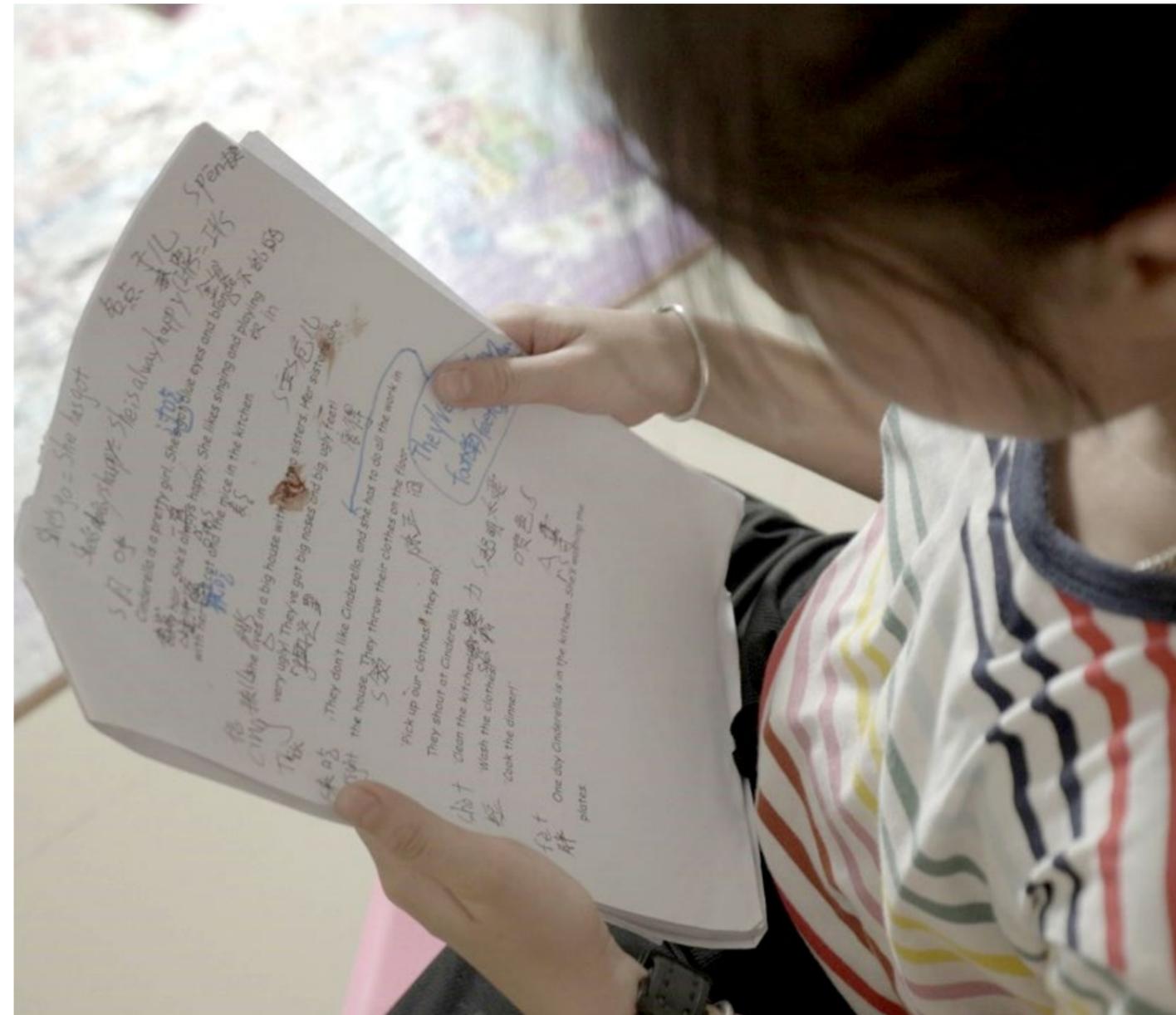
While learning English is mandatory in Chinese schools, some students—especially young migrants—can need support in improving their spoken or conversational English skills.

In response, Deloitte China teamed up with non-governmental organization, The Harmony Community Foundation, to launch the Deloitte Oral English Tutoring Program in July 2021. Through this scheme,

which aligns with our global WorldClass goals, we are helping to provide online English tutoring for migrant teenagers.

Our Deloitte China practitioners volunteer their time to deliver one-on-one tutoring, along with live storytelling sessions in English where they read and discuss current events. In this way, they encourage the students to develop their fluency and express themselves in English.

Over the past 12 months, we have run nine activities through our English tutoring scheme, enriching the students’ extracurricular opportunities. A total of 231 Deloitte Partners and staff volunteered for these activities, reaching 3,320 volunteering service hours. This has resulted in 188 beneficiaries gaining knowledge of English and becoming more confident in speaking the language.



“I signed up as a volunteer for the Deloitte Oral English Tutoring Program because I wanted my three kids to understand that not everyone has the opportunity to have a bilingual education. Through taking part, I’ve learnt a lot more about the program’s purpose and seen how meaningful it can be. In fact, teaching and interacting with my students has become one of the activities I look forward to most every week. I will certainly be continuing to volunteer for the program, and I highly recommend that other colleagues join us.”

Conrad Chan, Financial Advisory Partner, Deloitte China

Japan: Enhancing social wellbeing and empowering communities through education and skills development

At Deloitte Japan, we are committed to driving societal change in line with Deloitte’s global WorldClass initiative. Working in innovative ways with government, non-profit organizations, and civil society, we design and deliver solutions that contribute to a sustainable and prosperous future for all. We also work to empower communities by developing education and skills.

One way we are carrying this out is through our Deloitte Tohmatsu Well-being Foundation (DTWF). Launched in FY2021, the foundation collaborates with like-minded organizations to make a positive impact in local communities. For example, we recently partnered with the Kumon Institute of Education to support Almond Community Network (ACN), a non-profit organization that is working to create a safe space for children in the Tokyo suburb of Yokohama. This space is also known as a children’s cafeteria, a name given to similar venues across Japan that offer free or affordable meals and groceries to children experiencing hardship.



“Through this project, we want to ensure that the children’s cafeteria can better operate as a safe ‘third’ space after home or school for children experiencing hardship, while also maintaining or expanding their future options. Looking ahead, we hope our collaboration with Kumon—which is based on mutual empathy and trust—can be expanded to the approximately 5,000 other children’s cafeterias that exist across Japan.”

Gentoku Yoshikawa, CEO, DTWF

Drawing on Kumon’s expertise, the DTWF is offering support to some of the children who attend the cafeteria to help them improve their study habits and learning abilities, along with their non-cognitive abilities such as self-esteem. Kumon is also training ACN staff who have contact with the children.

In addition to supporting children in need, the DTWF is providing expertise to ACN for free to help it become a stronger organization.

Japan: Supporting Ukrainian evacuees

The Russian invasion of Ukraine in February 2022 upended the lives of thousands of Ukrainian students enrolled in academic programs at language schools and universities abroad.

Unable to return home, many now face the need to look for a job in their adopted countries once their courses come to an end.

In Japan, our people have come up with a range of ways to offer support. This has included running pro bono work skills seminars in partnership with non-governmental organization Pathways Japan. Participants gain advice on interview skills, resume writing, and more. That way, they can be in a stronger position to get a job in Japan and support themselves.

Another way we are assisting is by working in partnership with refugee support group Peace Winds Japan (PWJ) on a scheme to help people who fled Ukraine with their pets.

This has led to many difficulties for pet owners, from complying with quarantine rules to finding animal-friendly housing. Here too, our people are offering pro bono support. This involves engaging with the evacuees to understand their challenges, conducting research to propose solutions, and helping PWJ successfully manage the project.

Korea: Sponsoring scholarships for young adults moving off welfare

In Korea, young adults who have grown up in government orphanages must reenter society once they turn 18. However, many struggle when they leave the welfare system and attempt to support themselves independently for the first time.

Often, these young adults can put their dreams of going to university aside as they urgently seek employment and housing. In response, Deloitte Korea is partnering with non-governmental organization Areumdaun Jaedan (also known as The Beautiful Foundation) to deliver a program that provides educational and self-development opportunities to affected young adults.

Our initiative aims to provide an economic and psychological support system that can help participants better prepare for independence as young members of society.

Deloitte Korea is sponsoring five college students through the program per year. Our scholarships cover university entrance fees as well as some living expenses and study equipment, such as the purchase of tablet devices.

This program accords with our global WorldClass mission of empowering communities by providing more educational opportunities.

Two members of our Reputation & Risk Office (RRO) legal team have also provided pro bono legal knowledge and advice through the project to young adults leaving the welfare system. This has involved leading online discussions on issues such as managing debt.

“Children who have ended their welfare protection without close guardians can face various difficulties as they suddenly go out into the world. At Deloitte, we’re proud to support our professionals in helping these young people as they work to become independent adults with the skills to flourish in society,” said Sung Hyun Choi, RRO Director, Deloitte Korea.



Southeast Asia: Widening children’s access to education in Malaysia

At Deloitte, we believe education breaks the poverty cycle. KidsEdu was launched in 2019 to help make education more accessible to children from low-income households.

“Looking at a recent household income survey, the statistics clearly indicated the large gap between the bottom 40 percent, the middle 40 percent, and the top 20 percent of income groups in Malaysia. If even just one family member can get a better education, become successful, and earn a good salary, they can immediately elevate the family from the bottom 40 percent to the middle 40 percent. Getting as many people as possible to the middle-income group—that is our goal.”

Yee Wing Peng, CEO, Deloitte Malaysia

Today, together with more than 120 Deloitte volunteers from across Southeast Asia, KidsEdu conducts English classes fortnightly for children in Kuala Lumpur, Selangor, Penang, Sarawak, Johor, and Negeri Sembilan.

March and June 2022 saw Deloitte Malaysia welcome new students from Negeri Sembilan and Kuching, respectively, to our thriving program. This brings the total number of students in the current cohort of Deloitte KidsEdu to 1,000. Looking ahead, there are plans to expand KidsEdu into Ipoh and Pahang as well.



During Impact Month 2021, Deloitte Malaysia partnered with Monash University Malaysia’s School of Engineering and Information Technology on a laptop refurbishment project. We helped students at Monash University refurbish 80 laptops, which will be used by KidsEdu program participants and their families to facilitate e-learning and other educational needs.

New Zealand: Sowing the seeds for young Kiwis to grow entrepreneurship skills

Deloitte in New Zealand works alongside educators, not-for-profit leaders, and the government to lead and contribute to solutions for our most pressing education and skills challenges.

A key example is Deloitte Grow, our signature social innovation program. Co-designed with high school students and teachers, it is delivered by our professionals and aligns with our global WorldClass commitment to prepare 100 million futures for a world of opportunity.

Grow encourages year 11 and 12 high school students aged between 14 and 17 to explore possibilities beyond school by participating in an entrepreneurial group challenge. This is focused on working collaboratively to ‘grow’ seed capital.

The program seeks to fill the gap left by traditional financial literacy programs, which often have a savings focus. Instead, Grow works to develop entrepreneurial confidence in students.

We bring the ‘real world’ of business to the classroom throughout the six-week program. Our business clients share their stories and experiences of striving for growth. At the same time, Deloitte professionals act as coaches, supporting and inspiring the students on their entrepreneurial journey as they plan and launch their own small business idea. In addition to the basic business concepts they learn, such as growth models, risk, and types of revenue, students are empowered to build soft skills such as collaboration, confidence, creative problem solving, and self-awareness.

“As the delivery of Deloitte Grow continues to expand, so too does the suite of learning initiatives we have devised to meet the needs of the schools we partner with,” shared Shane Kelly, Corporate Responsibility Manager, Deloitte New Zealand and Deloitte Grow Facilitator.

He added, “We are evolving the program to explore other possible future pathways for young people, through workshops that gives them a flavor of the variety of careers that professional services offer. That includes wāhine [women] in technology, for example. These additions create a deeper opportunity for our people to share their skills and insights with young Kiwis from diverse communities.”

Asia Pacific Impact Report highlights



Business



Total revenue
US\$10b
17.1% Year-on-Year revenue growth

Revenue by business

Audit & Assurance US\$2.5b	Financial Advisory US\$1.6b
Consulting US\$3.3b	Risk Advisory US\$1.2b
	Tax & Legal US\$1.4b

Revenue by industry



Consumer US\$2.3b	Government & Public Services US\$1.4b
Energy, Resources & Industrials US\$1.8b	Life Sciences & Health Care US\$0.5b
Financial Services US\$2.4b	Technology, Media & Telecommunications US\$1.6b

Environmental

Greenhouse gas (GHG) emissions



↓ 16%
Percent reduction of metric tonnes CO₂e (FY2022 vs. FY2019)

↓ 28%
Percent reduction of metric tonnes CO₂e (FY2022 vs. FY2019) per FTE

Progress towards WorldClimate goals



↓ 71%
Reduction of Scope 1 & 2 emissions from FY2019 baseline

↓ 65%
Reduction of Scope 3 emissions from business travel per FTE from FY2019 baseline

14%
Percentage of global suppliers (by emissions) adopted science-based targets

56%
Percentage of renewable electricity purchased toward our 100% goal

100%
Offset percentage of operational and business travel emissions

+65,000
People have completed WorldClimate e-learning

Social

Societal investment

Total societal investments from FY2018 to FY2022
US\$175.9m

Societal investment in FY2022
US\$39.1m

Hours contributed in pro bono and volunteering time
247,785

Individuals reached through WorldClass
2.2m

Individuals reached toward our 23M WorldClass goal from FY2018 to FY2022
4.6m

Headcount

People	Female	Male
68,498	50.2%	49.8%

Female partners, principals, and managing directors (goal of 32% by 2025) 25.3%

Attracting and developing top talent

Applications received 706,130	Internships 14,541	New hires 23,763
Annual training hours per individual 53	e-learning courses completed 1.58m	Annual direct training investment US\$36.1m

Asia Pacific's performance metrics table

Business		
Revenues (US\$ billion)	FY2022	FY2021
Total revenue*	10.0	8.5
Revenue by business		
Audit & Assurance	2.5	2.5
Consulting	3.3	2.6
Financial Advisory	1.6	1.1
Risk Advisory	1.2	1.0
Tax & Legal	1.4	1.3
Revenue by industry		
Consumer	2.3	2.0
Energy, Resources & Industrials	1.8	1.6
Financial Services	2.4	2.0
Government & Public Services	1.4	1.1
Life Sciences & Health Care	0.5	0.5
Technology, Media & Telecommunications	1.6	1.4
Revenue growth (Percentage growth in US\$)		
Revenue growth	17.1%	14.0%

*Totals may be different to the sum due to rounding

Environmental			
Progress toward goals—WorldClimate*			
Goal description	Goal year	Goal	FY2022 progress
Percent renewable electricity	2030	100%	56%
Reduction of Scope 1 & 2 emissions from FY2019 baseline	2030	70%	71%
Reduction of Scope 3 emissions from business travel per FTE from FY2019 baseline	2030	50%	65%
Percent of suppliers with science-based targets (by emissions)	2025	67%	14%
Environmental sustainability		FY2022	FY2021
GHG emissions by scope and source (Metric tonnes CO ₂ e)			
Scope 1 GHG emissions by source			
Fuel combustion in buildings		344	396
Vehicle fleet (internal combustion engine)		36	68
Total Scope 1 emissions		380	464
Scope 2 GHG emissions by source			
Electricity in buildings (market-based)		5,682	10,867
District heating and cooling		2,059	1,988
Total Scope 2 emissions		7,741	12,855
Scope 3 GHG emissions by source			
Business travel: air travel		12,835	11,019
Business travel: other sources		22,248	20,633
Total business travel emissions		35,083	31,652
Purchased goods & services (PG&S)		125,652	79,655
Total Scope 3 Emissions		160,735	111,307
GHG emissions totals			
Gross GHG emissions		168,856	124,626
Beyond value chain mitigation: carbon credit purchases		45,965	50,832
Percentage of gross GHG emissions addressed through carbon credit purchases		27%	41%
GHG intensity measures (Metric tonnes CO₂e per FTE)			
Operational and business travel emissions per FTE		0.63	0.69
Gross GHG emissions per FTE		2.47	1.92
Scope 2 GHG emissions by methodology (Metric tonnes CO₂e)			
Electricity (market-based)		5,682	10,867

* A detailed description of this report's boundaries and the performance measurement methods used is available in the "Basis of Reporting" section of our Global Impact Report

Environmental sustainability	FY2022	FY2021
Electricity Usage (MWh)		
Percent renewable energy purchased	56%	32%
Renewable electricity purchased (Green Tariff and RECs)	15,843	9,751
Total electricity consumed	28,307	30,842
Energy Usage (TJ)		
Renewable electricity (Green Tariff and RECs)	57	35
Non-renewable electricity	40	75
District cooling and heating	20	18
Natural gas	6.5	7
Heating oil	0.1	0.2
LPG	NA	NA
Gasoline (fleet, volume)	0.25	0.36
Gasoline (fleet, distance)	NA	0.06
Gasoline (hybrid fleet, distance)	0.14	0.08
Gasoline (plug in hybrid fleet, distance)	NA	NA
Gasoline (unknown fuel fleet, distance)	NA	0.46
Diesel fuel (buildings and fleet, volume)	0.2	0.04
Diesel fuel (fleet, distance)	NA	NA
Total energy consumed	NA	NA

Societal impact				
Progress toward goals—WorldClass				
Goal description	Goal year	Goal	FY2022 progress	Total progress to date
Individuals impacted through WorldClass	2030	23,000,000	2,154,695	4,602,319

Societal impact	FY2022	FY2021
Monetary value of societal investments (US\$)		
By source-donations		
Firm and foundation donations (monetary and in-kind)	7,970,453	5,094,002
Donations by Deloitte people (to Deloitte-supported organizations and fundraisers)	1,133,772	1,052,321
Total donations	9,104,225	6,146,323
By source-volunteer and pro bono work		
Pro bono work	16,630,080	9,280,940
Skills-based volunteering	6,203,503	8,829,932
Traditional volunteering	2,781,873	2,118,211
Volunteering expenses	NA	228,679
Total value of volunteer and pro bono work by Deloitte people	25,615,456	20,457,762
By source-program costs		
Costs for managing societal impact	4,426,608	2,662,477
Total societal investments	39,146,290	29,266,561
Societal investments by contribution area (Percentage of total)		
Contributions aligned towards WorldClass (education and skills-building)	34%	49%
Value of pro bono and skills-based volunteering as percentage of all volunteering and pro bono work	89%	89%
Hours of societal investments		
Member firm pro bono work	120,439	100,350
Skills-based volunteering	86,979	70,807
Traditional volunteering	40,367	24,907
Total hours of volunteering and pro bono work by Deloitte people	247,785	196,064

Social	FY2022	FY2021
People metrics		
Total Talent Headcount	68,498	60,854
By level		
Partners, principals	3,947	3,696
Professional staff (Director to Junior staff)	57,755	51,082
Administrative staff	6,796	6,076
By Gender		
Female	50.2%	49.9%
Male	49.8%	50.1%
Percentage of women by level		
Partners, principals	25.3%	24.2%
Professional staff (Director to Junior staff)	49.0%	48.9%
Administrative staff	74.8%	74.3%
By Age		
<30	46%	44%
30-50	47%	51%
>50	8%	5%
Attracting top talent		
New hires	23,763	15,422
New hires as a percentage of total headcount	34.7%	25.3%
By level		
Partners, principals new hires	210	135
Partners, principals new hire rate	5.3%	3.7%
Professional staff (Director to Junior staff) new hires	21,815	14,290
Professional staff (Director to Junior staff) new hire rate	37.8%	28.0%
Administrative staff new hires	1,738	997
Administrative staff new hire rate	25.6%	16.4%
By gender		
Male new hires	11,630	7,461
Male new hire rate	34.1%	24.5%
Female new hires	12,132	7,961
Female new hire rate	35.3%	26.2%
Turnover	16,296	14,245
Turnover rate	25.2%	23.6%

Social	FY2022	FY2021
Attracting top talent		
By gender		
Male turnover	7,966	6,948
Male turnover rate	24.9%	23.1%
Female turnover	8,328	7,297
Female turnover rate	25.6%	24.1%
Applications and internships		
Applications received in Asia Pacific	706,130	NA
Internships	14,541	NA
Male	35%	NA
Female	65%	NA
Developing top talent		
Hours of training per individual	53	55
By gender		
Male	48	NA
Female	52	NA
By level		
Partners, principals	42	NA
Professional staff (Director to Junior staff)	59	NA
Administrative staff	5	NA
Total annual direct training investment	US\$36.1m	NA
Annual direct training investment per individual	US\$528	NA
Annual indirect training investment	US\$1.1b	NA
e-learning courses completed	1.58m	1.48m

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