



**A year of connection,
action and impact**

Asia Pacific Impact Report

2021



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CEO and Chair message

A year of connection, action and impact in Asia Pacific

If we had just one word to describe Deloitte Asia Pacific in FY2021, we would pick "resilience." Thanks to the remarkable commitment, motivation, and expertise of more than 60,000 colleagues working across more than 100 cities in Asia Pacific, we were able to adapt to new challenges in a difficult year, continue to take care of staff, and make an impact in our markets.

Strengthening connections for wider impact

In this first report, we highlight the impact that Deloitte Asia Pacific has created for our people, clients, and communities in FY2021.

Specifically, it indicates how we are continuing to advance our corporate responsibility and sustainability commitments through *WorldImpact*. This portfolio of initiatives focuses on making a tangible impact on society's biggest challenges and creating a more sustainable and equitable world. It also includes *ALL IN*, our global diversity, equity, and inclusion strategy to ensure that staff remain firmly at the heart of our investment approach.

In Asia Pacific, we have committed to increasing the representation of women among partners and leaders from 24 percent to 32 percent by 2025 as part of *ALL IN*. We have also broadened our innovative suite of leadership and talent development programs to include virtual learning platforms *Cura* and the Asia Pacific Academy, and are preparing to expand the Asia Pacific Deloitte University facility into China.

Other *WorldImpact* initiatives include our *Impact Every Day* initiative, where we support staff to make an impact in their communities year-round, and [WorldClass](#), our global ambition to expand opportunities for 100 million people by 2030.

In Asia Pacific, we are committed to developing job skills, improving educational outcomes and expanding opportunities for 23 million people across the region by 2030. By FY2021, we had made an impact on a total of 1.8 million lives.

Then there is *WorldClimate*, our global strategy to drive responsible climate choices within our organization and beyond. In Asia Pacific, we are committed to achieving net-zero greenhouse gas emissions by 2030 at the latest, and have begun the journey to make the necessary changes in our operations, travel, and real estate to achieve this ambition.

Finally, we navigated the challenges of the past year and reinvented how we serve clients—in all sectors and across the entire region—bringing the full extent of our capabilities and expertise to them, working together in an ever more virtual world. This paradigm shift has enabled us to team up effectively across borders, supporting clients as they transform and thrive into the future.

Broadening our focus, deepening our action

In FY2022, we will continue to embrace our responsibility to lead by example, to drive impactful change through collaboration, and to innovate to overcome challenges.

We will also continue to focus on our people mission—connecting with each other, enhancing our wellbeing, and developing our leadership skills and lifelong learning.

At the same time, we will continue to live our purpose and enhance our *WorldImpact* initiatives. That means working to achieve bold societal and environmental goals through the collective strengths of our staff and the wider ecosystems in which we operate.

We are excited every day by the opportunity to make an even greater impact and open one door to the future for everyone in Asia Pacific—for clients, staff, and our communities.



Cindy Hook
Chief Executive Officer,
Deloitte Asia Pacific



Hitoshi Matsumoto
Chairman of the Board,
Deloitte Asia Pacific



Business





Revenue in Asia Pacific

US\$7.9B

Talent in Asia Pacific

60,854

Women

Men

50%

50%

30,368

30,486



Total headcount by age



15,422
25%

New hires as a percentage
of total headcount



23.6%
turnover rate

A year of connection, action and impact powered by technology, innovation and expertise

As we work with governments and businesses across Asia Pacific, we combine our professional expertise with Deloitte's purpose as a firm—to make an impact that matters.

Harnessing the innovation, expertise and intellectual property of more than 60,000 professionals working across more than 100 cities in the region allows us to focus on areas where our capabilities and experience can have the greatest impact for clients.

This includes delivering skills companies will need to take advantage of opportunities in the future of work, from digital and cognitive capabilities to social and emotional skills and approaches that develop adaptability and resilience. It also includes making significant investments in technology that can help clients disrupt their markets while withstanding new forms of competition arising from disruption.

At the same time, Deloitte Asia Pacific envisions and creates industry-defining innovations that allow clients to drive change and transform disruption into lasting value for their customers.

It is an approach that has stood us in good stead since the onset of the COVID-19 pandemic. Backed by the technologies in which we've invested, the relationships we've built and the innovation we nurture, our practitioners have devised and embraced strategies that enable them to adapt quickly to meet each client's needs.

It helped that we had already been preparing ourselves and clients to transition to a different way of working—one that's digital, cloud-based, flexible, more sustainable and data-driven.

The pandemic merely accelerated the inevitable.

Accelerating digital transformation

One example of our approach in action is the work that has been performed in helping clients move forward with their digital transformation strategies.

Until the pandemic struck, it had been tempting for many organizations in the region to see such initiatives as long-horizon projects. But that horizon has since come into view faster than anyone could have imagined, testing the resilience of those on the journey and prompting many to accelerate their progress or risk obsolescence.

Clients have been assisted to future-proof their organizations with faster, more flexible and economical ways of working. We have delivered the latest technologies that have enabled them to sharpen their customer lens and keep them in tune with evolving needs. This has made them more alert and better coordinated in their ability to respond and thrive through adversity.

Above all, we have equipped clients to be resilient and successful in this changing world.





Building organizational resilience

Another example of the Deloitte Asia Pacific approach in action is our work in helping clients build organizational resilience. During the past year, Deloitte Consulting practitioners in the region contributed significantly to public health outcomes by providing solutions for government and private-sector clients in the areas of vaccination, supply chain disruption and more.



Resilient organizations recognize the untapped potential in humans. They capitalize on the extraordinary adaptability that is often underestimated in the traditional workplace. We believe that the surest way to create true resilience, while also deriving the greatest value from our workforce, is to create an environment that provides the opportunity and motivation for talent to flourish.

Nicole Scoble-Williams

Asia Pacific Future of Work Leader

Supporting human capital development

At Deloitte Asia Pacific, we believe developing a resilient approach to work is valuable preparation for the kind of unexpected disruption we have recently experienced. But more than this, it is vital preparation for a future in which how and where we work will be very different to the present.

Across the region, we have supported clients as they prioritized progressive approaches to managing work, the workforce and the workplace. These projects include helping clients embrace flexible teamwork in ways that would not have been thought practicable a short while ago.

At the same time, we assisted clients as they moved to redefine roles to align with rapidly changing customer needs, sometimes deploying staff into completely new activities, or leveraging core skills to provide urgent relief in other sectors.



The pandemic has taught us that companies with the foresight to imagine the uncertainties ahead, and the vision to take a proactive and holistic approach to building resilience, are better positioned to withstand the effects of any unexpected event.

Nobuo Okubo

Asia Pacific Clients & Industries Leader

Guiding businesses to a more sustainable future

Ultimately, the ability of our professionals to pivot quickly and successfully has helped clients do the same and position themselves for sustainable growth. We also believe that the ability to do well makes it possible for businesses to do good.

As the global vaccine roll-out accelerates and the pandemic eventually wanes, our attention can turn to the biggest questions of our age. That includes how to tackle climate change and make the most of rapid technological advancements so we can create more opportunity and spur economic growth that is truly inclusive and fair, helping all people fulfil their dreams.

Our professionals across the region are working diligently to devise innovative ways to support our clients as they seek to instill and build trust in their stakeholders, post-COVID-19.

In the section that follows, we profile further examples of work that stand as evidence of the way we are activating our approach to help build sustainable organizations, resilient communities and inclusive societies across the region.

We can rewrite the playbook on authentic business responsibility together.

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Today's climate crisis urges us to rethink, reinvent and reimagine our economy. Stakeholders across the region are calling for greater transparency and accountability. Business needs to change to meet higher expectations of sustainability, and Deloitte is well equipped to guide organizations through this transition.

David Hill

Asia Pacific Deputy CEO and COO



Australia

Supporting Indigenous business owners to grow their capabilities

Deloitte Australia has a long history of supporting not-for-profit organization the Wirrpanda Foundation, which aims to provide education, employment and business opportunities for Aboriginal and Torres Strait Islander Australians.

The Foundation realized it needed new ways to inspire and empower Aboriginal and Torres Strait Islander people to build their business capabilities. In the words of business coach Shirley McPherson, “Everyone talks about closing the gap. But they don’t give the tools to our businesses to close the gap.”

Wirrpanda turned to Deloitte for support. In response, we worked closely with the team to design and develop the Western Australia Indigenous Business and Employment Hub, or Wirra Hub. This offers focused assistance to Indigenous business owners so they can cultivate competent and resilient businesses.

Driving impact for Indigenous businesses

The Deloitte team undertook significant stakeholder consultation to help develop the Hub’s operating model. That support saw the Wirra Hub launch in March 2020.

Today, the Hub’s team includes six Indigenous business coaches from diverse professional backgrounds ranging from finance, accounting, oil and gas mining to small businesses, among others. It offers access to specialized business support services, including HR, industrial support, marketing business and accounting advice. And it offers free facilities including laptops for loan, a bookable meeting room and 38 workstations.

Already, the Hub’s impact has been profound: It has supported dozens of existing and emerging Indigenous-owned businesses, delivering the skills they need to grow and connecting them to new opportunities.

Boosting workforce transformation

The Wirra Hub is a tangible example of Deloitte’s commitment to walking together with First Nations communities. At the same time, it demonstrates our commitment to supporting Australia’s workforce transformation more broadly and enabling organizations of all sizes to advance the quality of their business operations.

The Foundation’s CEO Lisa Cunningham put it this way, “We are really proud of all the work we have done with the Hub. And just think—it all started with Deloitte!”

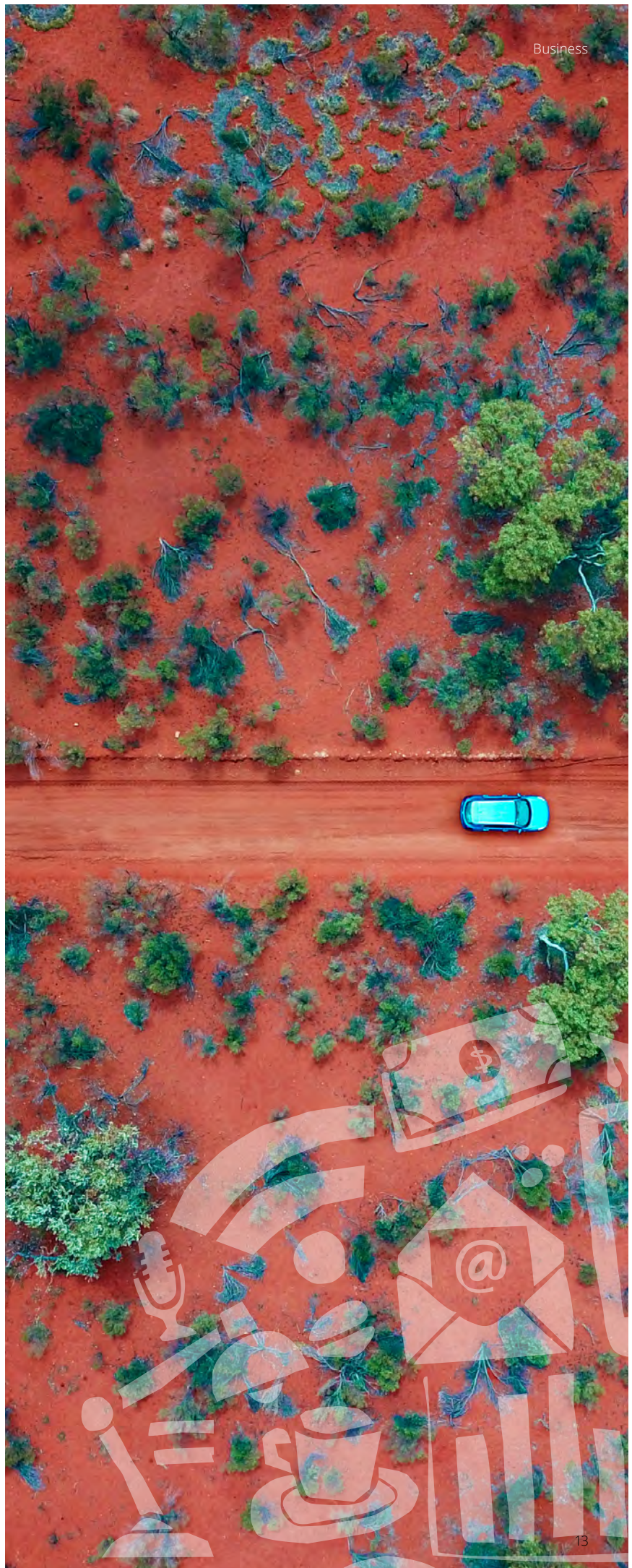


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It's been inspiring to see Wirrpanda develop from a fledgling idea in 2005 into a thriving organization run by and for Indigenous Australians that's making a huge impact on the lives of Aboriginal and Torres Strait Islanders. Through my work as a longstanding board member, I have been privileged to meet many inspirational leaders here and am honored to have played a small part in the organization's success.

Michael McNulty

Managing Partner, Deloitte Western Australia



China

Empowering the charity sector with leading edge technology

Over the last few years, charitable organizations in China have seen a welcome rise in online donations, as more convenient payment processes have boosted individuals' willingness to donate. The sector increasingly relies on online giving for a large part of its charitable programs and operations.

However, the increased volume of transactions has also created new business challenges for the sector. For example, many organizations carrying out manual ledger reconciliation and data archiving now find these processes far more labor-intensive and time-consuming, and more prone to error.

In response, Deloitte China recently worked pro bono to design and develop a 'charity robot' based on robotic process automation (RPA) technology for several of our charitable organization partners. This enterprise digital solution automates ledger reconciliation for online donations, freeing charity employees to focus on core tasks.

"By connecting charitable organizations with innovative technology, we aimed to enable them to address their online donation challenges and make their processes more efficient, transparent and reliable. We also wanted to make a positive impact on the charity sector's digital transformation as a whole," said Christophe Chen, Assurance Partner (Digital), Deloitte China.

Connecting organizations to innovative technology

Our project kicked off with a seminar at our Beijing office for 12 charitable institutions. Our team introduced participants to RPA technology and discussed the feasibility of applying an automatic ledger reconciliation to their online donation processes.

In March 2021, our team confirmed that it would collaborate with five of the organizations on the project. Using RPA technology and business intelligence tools, we got to work, developing our charity robot in just four months.

By July, we were able to introduce the tool to the five organizations at an online training session. And by August, our charity robot was ready for roll-out.

Transforming accuracy and reliability

The results have been impressive. Four of the five organizations (the China Social Welfare Foundation, Shenzhen Longyue Charity Foundation, Hainan Chengmei Charity Foundation, and Zhejiang Women and Children's Foundation) first deployed our charity robot on 99 Giving Day 2020, an annual charitable project celebrated every September in China.

By the next day, our robot had processed ledger reconciliations worth more than RMB76 million relating to over 1.68 million donations, with an accuracy of nearly 100 percent.

Previously, staff at the four organizations would have taken three to five days to handle the same volume of work.

Making an impact sector-wide

As well as enabling automated ledger reconciliation, the charity robot uses business intelligence to analyze donation data. This means foundation managers can instantly track the progress of donations to any project, which makes management and decision-making more efficient.

"I was very excited that finally someone saw the pressing need and pain points in data processing that charitable organizations face," said Liu Yingzi, Secretary-General, Hainan Chengmei Charity Foundation.

"The Deloitte charity robot fulfills our need for diverse statistics across functions in a timely, accurate manner. This change will increase the credibility and impact of charitable organizations, as well as the level of professionalism in the charity sector. When we deepen donors' trust in the reliability of our processes, we enable the provision of more support to charitable causes, helping to boost the sector's sustainable and healthy development."



Japan

Transforming human capital approaches with an innovative talent management solution

Leading amino acids-based food and biotechnology company, The Ajinomoto Group, sells products in more than 130 countries and regions. In 2021, the organization decided to upgrade its existing human resources and career management system as part of a strategic plan to drive growth, achieve its long-term goals and become a company that helps resolve social issues related to food and health.

Ajinomoto Co., Inc also recognized the importance for the company and its employees to grow hand-in-hand while promoting personal empowerment among employees. This is why they decided to build and operate a human resources career management platform designed to further develop and empower their people while building on its talent efforts to date.

To help the corporation on this journey, they turned to Deloitte Tohmatsu Consulting, part of the Deloitte Tohmatsu Group, for advice.



By connecting Ajinomoto Co., Inc to innovative approaches to human capital, we are enabling it to develop its workforce and make more of an impact in its sector.

Kenichiro Hamaura

Partner, Deloitte Tohmatsu Consulting

Accelerating human capital development

Our team drew on its extensive knowledge and experience in designing innovative HR management solutions to come up with a new system for Ajinomoto Co., Inc. We also worked to ensure that our solution would be able to accommodate any changes in work styles and technological approaches spurred by the COVID-19 pandemic.

The talent career management system we built and implemented was based on SAP's SuccessFactors, an innovative human resources tool that provides cloud-based software-as-a-service model.

This new system enables the company to collect and share employees' talent data, including their unique skills and work experiences. Better access to this data makes it easier for the company to allocate human resources. At the same time, it allows employees to shape their career paths at the Ajinomoto Group more effectively.

Deloitte connected teams across the firm to provide all-out project support for Ajinomoto. Our approach drew on our expertise in talent management planning, personnel system design, and system infrastructure construction.

Looking ahead, Ajinomoto Co., Inc plans to use its human resources career management platform to continue to develop its human resources strategy. Deploying our solution places it in a stronger position to manage human resources across the organization and provide more opportunities to its employees.





New Zealand

Enabling digital transformation for wider impact

Hummingly is a New Zealand startup that aims to get people humming again after a disaster. Founded by cognitive scientist Jolie Wills and disaster expert Elizabeth McNaughton, the organization delivers practical tools to workplaces and communities that can help equip them with the adaptability to achieve positive change and the resilience to thrive, even in tough times.

In May 2021, Hummingly partnered with Deloitte Digital to co-design a digital version of its signature [Cards for Calamity](#) solution. It wanted to grow its reach and be better positioned to become the go-to digital organization for disaster recovery. Deloitte contributed 221 hours of pro bono time to help it achieve those goals.



Making an impact through digital transformation

Cards for Calamity is a set of practical strategies presented as a card deck, which helps disaster-impacted people manage their wellbeing and make the potentially life-changing decisions that can improve recovery outcomes.

Together, our Deloitte Digital colleagues and Hummingly ran a design sprint to co-design a digital version of the Cards for Calamity experience. The team took an experience-led approach, drawing on insights from disaster-affected people as well as experts in the field of disaster recovery.

At the end of the sprint period, Hummingly had a cutting-edge design for a digital Cards for Calamity application (app), along with a roadmap for how to take the project into development.

Deloitte had connected Hummingly with the innovative technology it needed to take action and make more of an impact in its sector. Now, Hummingly is well positioned to scale its offering and improve wellbeing and recovery outcomes for more people, communities and organizations globally.

Deepening connections across sectors

This partnership was enabled by [The Impact Accelerator](#), a Deloitte New Zealand initiative that connects purpose-driven enterprises and ventures to professional advisors who provide pro bono services to support and strengthen the organization's impact.



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The Deloitte Digital team quickly understood what those hit by disaster needed and designed a process to swiftly take us from an idea to something concrete that people could visualize. They are a dream to work with and soon felt like part of our Hummingly team!

Elizabeth McNaughton

Co-Founder and Director,
Hummingly

New Zealand

Helping protect the nation in its fight against COVID-19

With New Zealand battling several community outbreaks of COVID-19 over the last 18 months, the country's National Contact Tracing Solution (NCTS) has been a critical tool in the Government's fight against the virus. Working closely with the Ministry of Health, Deloitte set up and continually enhanced the system, which placed New Zealand in a better position to manage COVID-19 outbreaks. In March 2020 when the virus first arrived in New Zealand, the Ministry of Health engaged Deloitte to help develop a solution for contact tracing, which led to the first iteration of the NCTS. This included the ability to identify cases, investigate exposure events, conduct individual contact tracing, and follow up on and monitor self-isolation.

A community outbreak in August 2020 saw the system pushed to peak capacity, unearthing several performance and efficiency challenges when performing contact tracing at scale. We spent time in 2021 focused on enhancing the solution. This led to an object model redesign of NCTS 2.0, with the goal of making its data model and functionality more flexible and future-proof.

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With teams working continuously since March 2020, this been a huge program, with over a hundred Deloitte people taking part from across different parts of the business—working evenings, weekends, and holidays to support a successful COVID-19 response. The efforts of our team epitomise 'making an impact that matters,' while also delivering a solid technological backbone that will support New Zealand's health response going forward.

Mike Horne

Chief Executive, Deloitte New Zealand



Deepening trust in New Zealand's COVID-19 response

In 2020, Deloitte also implemented the National Border Solution (NBS). This allowed us to seamlessly manage incoming travelers to New Zealand, so we could triage and allocate them into Managed Isolation and Quarantine Facilities (MIQFs). This solution also catered for Quarantine Free Travel (QFT), maritime community arrivals and departures and a managed isolation allocation system streamlining the traveler journey through the NBS process by allowing them to receive booking details ahead of their arrival in New Zealand.

In addition, we built the Border Worker Testing (BWT) solution, which ensures that staff involved in border control and at the MIQFs are tested and monitored on a regular basis.

This solution includes enabling compliance monitoring to identify non-compliant employers or workers, mitigating the risk to public health by ensuring workers are being tested on a regular basis as per New Zealand's agreed policy. We enhanced the BWT solution to inform employers of their workers' vaccination status. Deploying these new enhancements allows the Government to identify workers who are at greater risk of contracting COVID-19, and subsequently preventing at-risk staff from entering MIQFs.

A key part of New Zealand's COVID-19 response is the ability to deliver vaccinations to citizens. One of the main platforms supporting this is the COVID Immunisation Register (CIR), which Deloitte also worked on. The solution went live in February 2021 after little more than two months of development, and is now the single source of truth for the vaccination status for all New Zealanders.

Underpinning all our work with the Ministry has been the drive to support equitable vaccination access for all communities across New Zealand. Developing a solution to support population health has allowed public health teams to maximize the effectiveness of the COVID-19 vaccination program through improved equity, better consumer experience, efficient communications and coherent national coordination. The program's key purpose is to identify who needs to be vaccinated, based on the agreed roll-out framework.

The Deloitte team has also been engaged to lead the change management, adoption and improvement activities involved in the roll-out to over 10,000 vaccinators and administrators across more than 1,000 sites.



Southeast Asia



Empowering the next generation of cocoa farmers

Deloitte Asia Pacific's commitment to sustainable development takes many forms. In Indonesia, for example, our practice has signed a memorandum of understanding with leading chocolate and cocoa product manufacturer, Barry Callebaut, that aims to transform the livelihoods of local cocoa-farming communities.

The agreement paves the way for our organizations to pool resources and deliver solutions such as financial literacy and entrepreneurship training for Barry Callebaut's cocoa-farming communities in Indonesia, and sales and marketing training for its field facilitators.

"This new collaboration with Deloitte Indonesia will significantly scale our efforts on the ground and enable us to continue to provide pressing support to the cocoa farmers in Indonesia," said Richard Fahey, Vice-President, Barry Callebaut Cocoa Asia Pacific. "I am confident that together with the talented team at Deloitte, we will make an impact on this generation of cocoa farmers and beyond."

Deloitte will also work to deliver soft skills training for teachers and educators in schools within Barry Callebaut's farming communities, in collaboration with non-profit organization Generation Peace.

Deepening connections with like-minded partners

This is not our first collaboration with Barry Callebaut. In 2020, Deloitte Singapore partnered with it and social enterprise Wildness Organic Chocolate to create a range of organic chocolate bars as part of our WorldClass social impact program.

Wildness works closely with the Association for Persons with Special Needs Centre for Adults, a vocational training center in Singapore. Among other activities, it empowers trainees with skills in chocolate manufacturing as part of a drive to prepare them for open employment and lifelong learning.

All the ingredients Wildness uses in its chocolates are sourced from eco-friendly companies using sustainable methods. That includes the raw chocolate itself, which is a sustainable product from Barry Callebaut.

Our project saw trainees create a series of Deloitte WorldClass chocolate bars in unique flavors, including bee pollen and Vietnamese mango. All proceeds from the sale of the chocolates go directly to Wildness.

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We are pleased to be collaborating with Wildness under our WorldClass initiative, where our priority is to drive programs for the underserved by investing in people and lifelong learning. As a purpose-driven organization, we strive to leave no one behind. Our commitment with Wildness helps connect adults with special needs to resources such as job training or skills to expand employment opportunities.

James Walton

Southeast Asia Corporate Responsibility Leader



Taiwan

Driving access to education

When non-profit organization Teach For Taiwan (TFT) embarked on a digitalization drive to modernize its infrastructure, Deloitte Taiwan stepped in with pro bono project work to help it solve key business challenges, including information security issues and human resource optimization.

TFT is Taiwan's largest rural teacher training institution, working with schools, communities, like-minded organizations, businesses and government agencies to eliminate educational inequity.

Recently, the organization decided to digitalize certain operational processes to help it achieve higher efficiency and productivity. However, TFT needed to adjust its corporate culture so all employees could fully embrace its new, data-driven ways of working. At the same time, as TFT implemented more digital tools, it wanted to make sure it could avoid any information security breaches.

Taking action to help expand TFT's social impact

In response, our Risk Advisory team donated 310 hours of consulting time in three pro bono projects to help TFT build its organizational resilience and enhance the quality of its operations. In total, these projects made an impact on over 1,000 people, including TFT teachers, employees and students.

Our contribution included conducting human resource maturity assessments, resulting in insights and data that TFT can apply as it seeks effective ways to transform its internal culture.

We also reviewed TFT's information security structure to help ensure systems are in place that can support its security needs, protect its data and safeguard the organization.





Our support for TFT has helped enhance its organizational efficiency and resiliency and boost its human capital approaches. And by connecting the organization with new ways to solve operational challenges, we have strengthened its ability to make a more powerful social impact as it works to ensure more people have access to education in Taiwan.

Jason Ke

CEO, Deloitte Taiwan

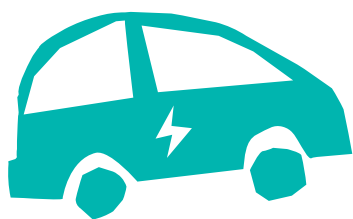


Environmental



Greenhouse gas emissions

Percentage reduction represents FY2021 performance vs. FY2019 baseline



↓30%

Scope 1 and 2 emissions reduction



↓23%

Gross emissions reduction

↓26%

Emissions reduction per FTE*

↓60%

Business travel emissions per FTE reduction



Offset
100%

of operational and business travel emissions in FY2020; FY2021 offsetting is underway



*FTE = full-time-equivalent employee

Helping Asia Pacific lead the way on climate change

Deloitte Asia Pacific believes climate change is the biggest shared challenge facing humanity. It is a social, humanitarian, moral, environmental, and economic issue. We also believe that there is only a narrow window of time—the next 10 years—to make the decisions needed to alter the world's current trajectory.

To mitigate the risks posed by climate change, the global economic system must be transformed to decouple growth from emissions-intensive activities. As a society, we will need to reimagine, reinvent, and redesign how our businesses and economies operate, and many aspects of our day-to-day lives.

We believe the fight against climate change will be won or lost in Asia Pacific, and so we must also do our part.





Advancing solutions for climate change across Asia Pacific

There is palpable urgency to act today. Our region is especially vulnerable to the risks posed by climate change. With its deserts, tropics, extensive coastlines, low-lying territories and many small island states, Asia Pacific is highly susceptible to rising sea levels and weather extremes.

[Asia Pacific's turning point](#), a new report from Deloitte Economics Institute, shows how climate action can significantly boost gross domestic product (GDP) and accelerate phenomenal growth across the region. Our analysis reveals how the region's economy could be boosted by US\$47 trillion by 2070 by limiting rising global temperatures and realizing its potential to 'export decarbonization' to the world, providing the skills, technology, innovation and finance for this global transformation.

With no action taken on climate change, average global temperatures could rise by 3°C or more by the end of this century. This would have a major impact on Asia Pacific economies, leaving them US\$96 trillion smaller in 2070—a loss of around seven times the size of China's current economy. Our economies will be less productive as we invest in repairing climate damage rather than value-adding innovations and infrastructure. While we will experience many hardships in our daily lives and business operations it will disproportionately impact the most vulnerable.

We have a narrow window of time—the next 10 years—to make the decisions needed to alter the trajectory of climate change. For Asia Pacific, this is a window of opportunity to lead the way and show how acting on climate change is not a narrative of cost but one of extraordinary possibilities for economic growth.



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The nations of Asia Pacific understand the sacrifices required to build powerful economies and societies. It's time for the region's business, political, and community leaders to apply that same determination and work together to address the shared challenge of climate change.

Will Symons

Asia Pacific Climate & Sustainability Leader

WorldClimate: Driving climate action within our organization

At Deloitte Asia Pacific, we recognize change starts from within. [WorldClimate](#) is our global strategy to drive responsible climate choices within our organization and beyond. We are committed to achieving net-zero greenhouse gas emissions by 2030 at the latest, and will lead the necessary changes in our travel to achieve this ambition. This commitment by the leadership and our people is reflected in our sustainable travel policy which takes into consideration the health and wellbeing of our people, our sustainability commitments and the financial performance of our organization.

We are also committed to promoting 'green' operations across the Asia Pacific region focusing on our real estate and empowering and educating our 60,000 people to become advocates of proactive climate action.

At the same time, we are engaging with the broader ecosystem of clients, alliance partners, non-government organizations, industry groups, suppliers, and others to create solutions that facilitate the transition to a low-carbon economy.

We help businesses and industries anticipate the operational and strategic changes needed, such as accessing finance, developing decarbonization strategies, advising on net-zero targets and building climate resilience and capabilities. We also provide our experience in governance, systems thinking, and sustainable finance.





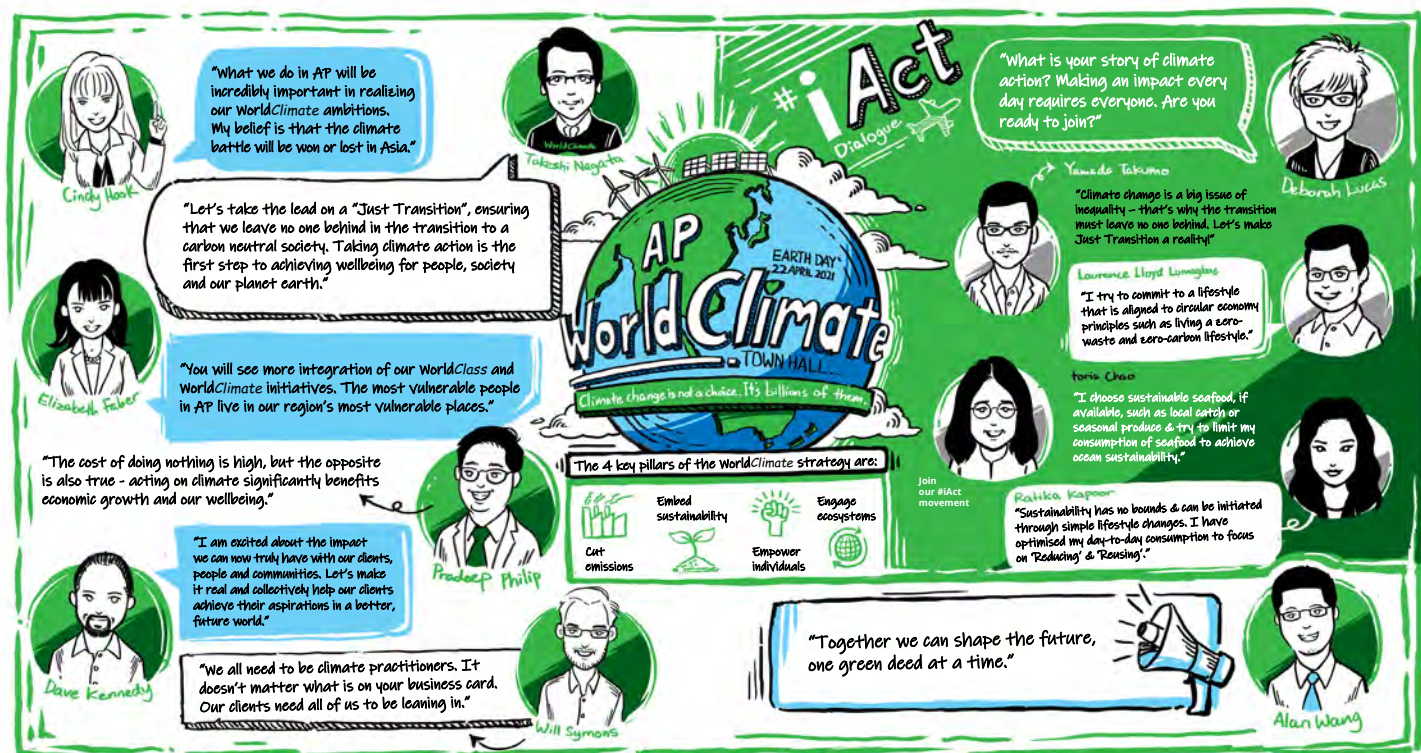
Advancing climate literacy within our organization

Foundational to any change is education. Responding to climate change and making positive climate choices start with properly understanding the issues. To enhance professionals' climate literacy, we have launched the *WorldClimate* eLearning program with the aim of 100 percent completion by the end of February 2022.

Our program has two core elements. 'Rewrite Our Future' is a 45-minute course that helps our people learn about climate change impacts, and it is accessible in English, Chinese, Japanese and Korean.

We are also harnessing our *WorldClimate* Cura channel in the drive to build staff knowledge and understanding of climate action. Cura is an AI-powered learning platform that enables our people to create and share content with peers and connect with subject matter experts to build their knowledge globally. Cura's *WorldClimate*-focused pathways provide detailed, regularly updated climate content for all our professionals, helping to increase climate literacy throughout the organization.

We have also started an Asia Pacific Climate & Sustainability Community of Practice (CoP), through which professionals can access resources and share ideas that can assist them in delivering world-class climate-related services and solutions to support our clients. The Asia Pacific CoP provides a network of capabilities and assets, empowering our people to help clients with their climate transformation journey.



Taking collective action through Climate Action Month

April 2021—Earth Month—saw us roll-out a series of activities to enable our people to make positive climate choices at home and at work, and amplify these actions through their personal network, all year round.

Our Climate Action Month line-up included launching an #iAct campaign to shed light on the impacts of travel, food, and home purchasing decisions. It also suggested other positive climate actions our people and their families and friends can take today.

Over 3,000 people from around the region attended the online launch to contribute their ideas and hear our leaders share information on our WorldClimate commitments and the innovative solutions we are delivering to clients.

We also dedicated an episode of our internal APTV news channel to climate change and sustainability. More than 3,500 people viewed stories from across Asia Pacific that highlight how our people are helping clients realize their sustainability aspirations.

Across our geographies, many practices held local events with an environmental agenda, published articles on climate action on a range of media platforms, and participated in thought leadership forums to broaden the conversation with leaders in business and government.

At Deloitte Asia Pacific, we strive to ensure that climate action and sustainability are top of mind for our practices all year round. In line with this approach, we held an Asia Pacific WorldClimate livestream townhall in November 2021. The event was presented in four languages and 7,000 of our people took part—a record turnout. The townhall featured an interview with John O'Brien, Partner, Energy Transition and Decarbonisation, Australia, who was Deloitte's representative at the UN Climate Change Conference of the Parties (COP26) in Glasgow. The interview allowed our people to understand more about how the global leaders who attended COP26 are attempting to align on climate action. During the webcast, we also heard inspirational stories from our Asia Pacific practices on how our people are taking individual climate action, from getting involved with sapling plantation drives to making green businesses their preferred choice.





Reducing our carbon footprint through offset projects

As Deloitte transitions to a net-zero business model, we are supporting a range of carbon-reduction projects that help us fulfill our commitment to operating in a way that is environmentally sustainable, even as we recognize that this does not replace the need to reduce emissions in line with science-based approaches.

In China, the local Deloitte practice supports a project in the Sichuan region that is working to install 1 million biogas digesters and smoke-free cookstoves in low-income households over the next 28 years. These digesters safely store and process animal manure, avoiding methane emissions and producing clean, convenient, and free biogas for participating rural households to use for cooking, heating, and lighting.

Our Australia, Japan, New Zealand, and Southeast Asia practices are supporting a carbon reduction project in the Rimba Raya Biodiversity Reserve, in the Indonesian state of Borneo. This project preserves carbon-dense tropical peat swamp by helping to avoid the deforestation of roughly 65,000 hectares of forest, originally slated for conversion to palm oil plantations. It focuses on both community development for the 2,500 households living in the area, and biodiversity conservation—particularly protection of the 105,000 endangered Borneo orangutan—all with the support of carbon finance. Overall, the project is scheduled to reduce emissions by more than 130 million tCO₂e over its 30-year lifespan.


Our Australia, Japan, and Korea practices are contributing to a carbon reduction project in India that uses solar technology, rather than fossil fuels, to meet the energy needs of urban households and businesses across the country. Here, solar water heaters are manufactured, installed, and maintained in a variety of residential, commercial, and community buildings. To date, the project has reduced emissions by approximately 120,000 tCO₂e.

**Climate change is not a choice—
it's billions of them**

Mitigating the impacts of climate change is a monumental task. Yet we know progress is possible if we take steps now. The further examples of our work profiled in this section indicate how we are doing just that.

The opportunity to create a more sustainable world is at our collective fingertips. We all are compelled to act.





Helping to advance Australia's commitment to climate action

In FY2021, Deloitte Australia was the co-founder and facilitator of a group of cross-sectoral Australian corporate CEOs supporting the Paris Agreement commitments and setting public decarbonization targets.

Combined, the Australian Climate Leaders Coalition (CLC) represents more than US\$307 billion in revenue, employing more than 669,000 people and contracting many thousands of others. The member companies account for the equivalent of 23 percent of Australia's current total emissions.

The CLC's purpose is to provide a common voice on why big business is seeing decarbonization as a way to ensure long-term economic sustainability. It also aims to show how businesses can have an impact and realize competitive advantage through early action in an apolitical and non-confrontational manner.

The CLC is action-orientated and provides an open, confidential and authentic forum for CEOs to share the challenges of their decarbonization journeys. Its inclusive approach includes providing information and case studies for those CEOs not yet taking action and wanting to understand their options.

Australia

Equipping children in Papua New Guinea with light to study and pursue their dreams

More than 1 billion people around the world live every day without safe and reliable lighting, including many of our Asia Pacific neighbors in Papua New Guinea (PNG).

Living in energy poverty brings many challenges. Not only does it raise safety and security implications in places where crime levels may be high, it also means school children cannot study after dark. Children in these conditions are also at risk from breathing in toxic smoke from unclean energy sources.

In 2020, Deloitte Australia supported [SolarBuddy](#), a charity that aims to gift 6 million solar lights to children living in energy poverty by 2030, helping them to study after dark and improve their education outcomes.



Our collaboration with Deloitte helped us to grow our programs even further so that we could positively impact more children's lives around the world.

Simon Doble

SolarBuddy Founder and CEO

Increasing STEM skills and encouraging good global citizenship

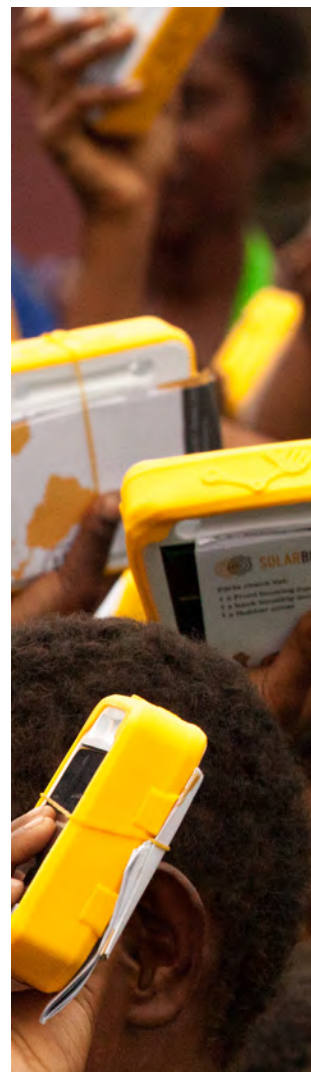
Our year-long relationship with SolarBuddy involved a AU\$50,000 contribution from Deloitte as well as pro bono professional marketing strategy support.

Our funding enabled 11 schools across six Australian states to gain access to a SolarBuddy education program that gives high school students the skills to assemble portable solar lights while raising awareness of energy poverty. The students built 1,000 lights, which were donated to 5,000 students and families in PNG along with letters to the recipients.

Through our support for the SolarBuddy program, the students learned about renewable energy and the collective impact that STEM (science, technology, engineering and mathematics) skills can have on humanity. They also gained a deeper understanding of ethical and intercultural approaches to good global citizenship.

Making an impact in diverse communities

Catalina Birch, a Deloitte facilitator in one of the SolarBuddy school workshops, said the experience was dynamic, interactive and fun. "A personal highlight was when students wrote letters to their 'solar buddies'," she said. "Many drew pictures, wrote messages of encouragement and were truly invested in seeing their solar buddy better equipped to study and pursue their dreams."





China

Driving responsible climate choices across our organization

As our Deloitte World*Climate* tagline says, 'Climate change is not a choice. It's billions of them.'

The Deloitte China practice tapped into this powerful concept by creating a World*Climate* application (app) that encourages all our people to engage with the issue of climate change in their everyday activities—'earning energy' as they go.

Developed by Deloitte China's Innovation and Digital Development Center, the app encourages users to record their environmental actions and contributions across four dimensions—travel, food, home, and purchasing—and use the resulting earned energy to receive a range of eco-friendly rewards.

With travel, for example, the app offers rewards for walking or using public transport, low-emission vehicles, or bikes, rather than driving a standard car.

To encourage sustainable food consumption, users can move up the app's league table by choosing organic, green, and clean food products, favoring eco-labeled food products, and using biodegradable utensils.

At home, they can earn energy by choosing renewable energy, using reusable plastic products, recycling water, repairing rather than replacing items, and showing that they have 'green fingers' by clearing weeds or planting in the garden.

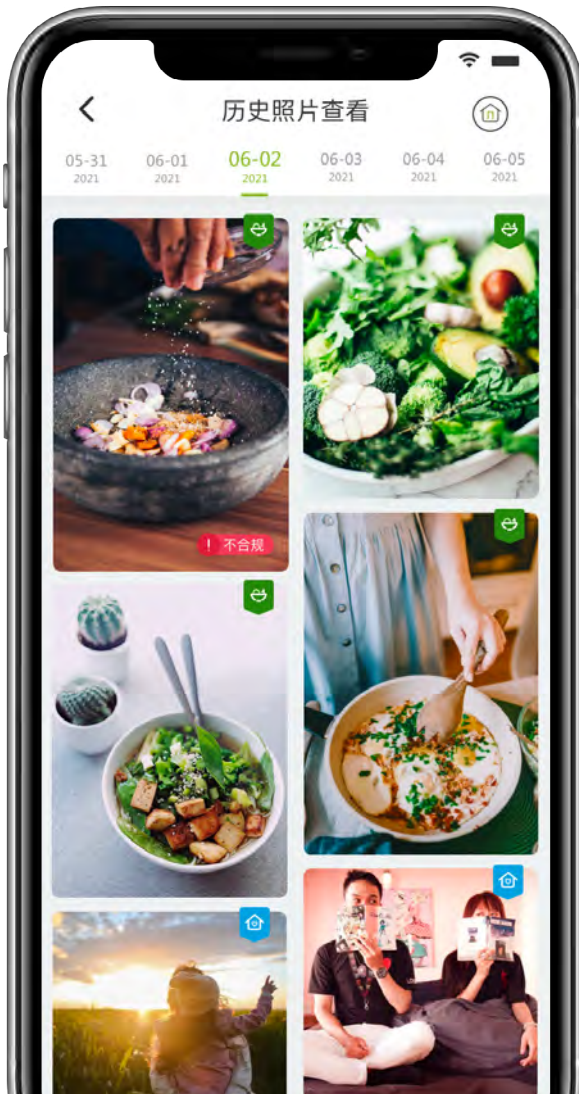
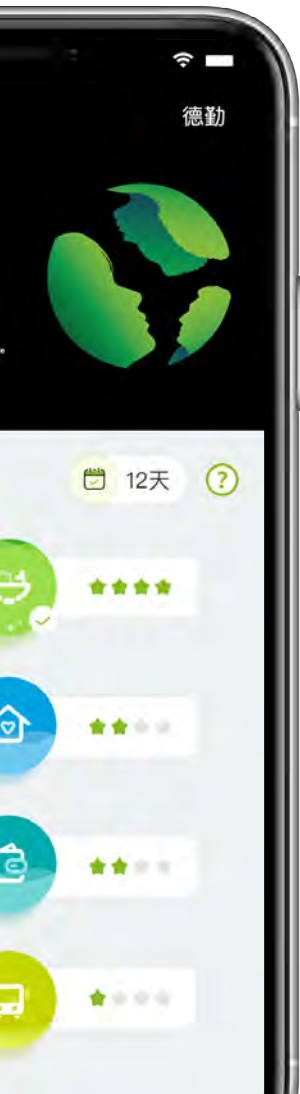
And when it comes to purchasing choices, app users can earn points when they buy or sell second-hand items, or opt for products made from eco-friendly materials.

Generating insights into community climate action

"Easily accessible with three sign-up methods, our World*Climate* app is more than just a way of encouraging environmentally conscious decisions in our people's everyday lives," said Lily Sheng, Deloitte China, Chief Marketing Officer.

"It also allows us to gather data on how our people are making green choices. This means it has the potential to generate profound insights into how our communities contribute—and can contribute more—to the fight against climate change."





Japan

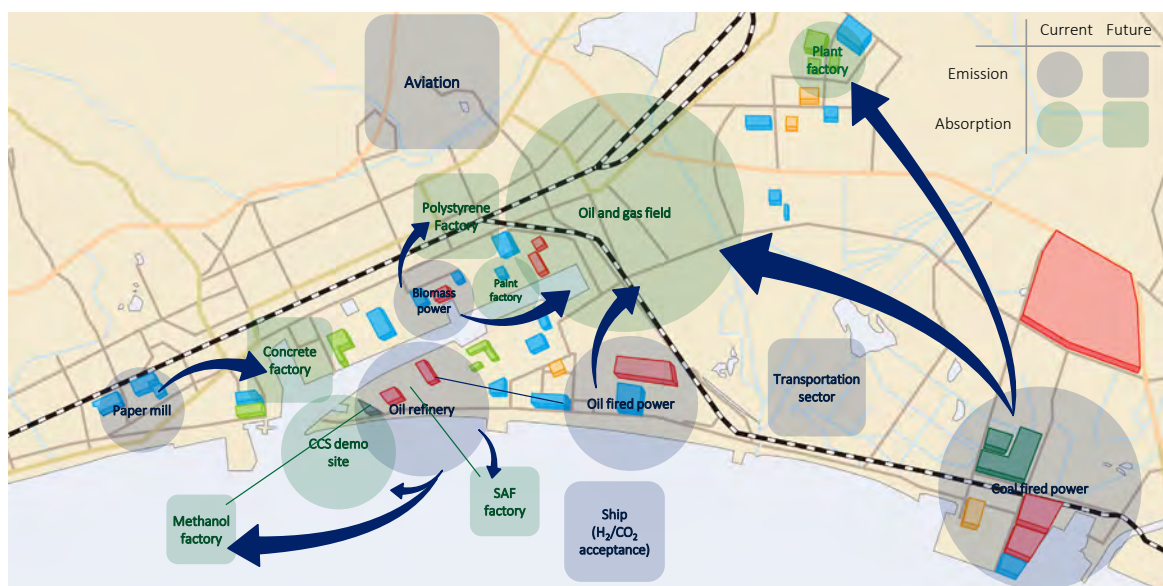
Collaborating to combat climate change and achieve sustainability

What kind of social transformation needs to happen for Japan to achieve carbon neutrality? And how can Deloitte help to accelerate the process?

These are some of the sustainability-related questions the Japan practice has been asking itself. In response, we have launched a major climate change and sustainability initiative that develops decarbonization strategies for individual companies.

We are also using our initiative to make an even wider impact by engaging our broader ecosystem, collaborating with national and municipal governments, businesses, non-profit organizations, alliance partners, industry groups, and others to address climate change at a systems level.

“For Japan to shift to carbon neutrality, all stakeholders are required to work together to bring about innovation, reform investment practices, and change behaviors in addressing challenges. Leveraging our multidisciplinary model and the deep expertise and insights of our professionals on the climate change issue, Deloitte is well positioned to lead the way.” said Hakuto Watanabe, Partner, Deloitte Tohmatsu Group.



Mapping Tomakomai City's CO₂ and material balance

This project examines the current CO₂ and material balance of Tomakomai City and designs future scenarios for zero emissions.

Creating innovative projects based on cross-industry partnerships

One example of how we are bringing this approach to life is through a cross-industry partnership we initiated with the City of Tomakomai, Hokkaido, to achieve net-zero emissions, working in collaboration with Japan Petroleum Exploration Co., Ltd. (JAPEX), a developer and producer of oil and gas.

This is part of a project undertaken by the New Energy and Industrial Technology Development Organization (NEDO), a research institute studying the feasibility of carbon recycling. Here, carbon dioxide is treated as a resource and collected for conversion into materials and fuel, thus reducing carbon emissions into the air.

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The project will explore the best energy balance among power and heat, and analyze balance among materials, including carbon dioxide, in a way that best fits the needs and characteristics of industries in the surrounding area. The ultimate goal of the project is to develop a carbon recycling business based on a strong cross-industry partnership.

Tetsuya Enomoto

Senior Manager, Deloitte Tohmatsu Group



Korea

Leading the way on environmental, social and governance strategies

For many companies in Korea and globally, thinking and acting on environmental, social and governance (ESG) concerns is rapidly becoming a strategic priority. That acceleration is being driven by more focused government and consumer attention on the impacts that large companies make, as well as by investors who believe that a strong ESG proposition can strengthen a company's long-term success.

This development presented Deloitte Korea with an opportunity to proactively respond to clients' needs. As a result, we launched a dedicated ESG Center in March 2021.

Making an impact on sustainable development across Asia Pacific

The ESG Center focuses on creating innovative solutions that can ensure an effective and efficient low carbon transition for our clients in Asia Pacific, while also having a positive impact on regional sustainable development.

Under the leadership of In Kyoo Baek, approximately 60 professionals from all business units work together to provide comprehensive advisory services to clients in areas including climate and decarbonization, sustainable finance, and ESG reporting.

Over the past six months, the Center's work has been widely publicized through interviews, lectures, panel discussions, and thought leadership articles. At the same time, we have built solid partnerships with the Korean Government, the private sector, and non-profit organizations. By August 2021, we had signed four memorandums of understanding (MOUs), and another MOU is currently under discussion.

Thanks to this initial effort, the Center is fast gaining recognition for its expertise in the market. In terms of ESG bond certification, for example, we recorded the highest market share (39 percent) based on the total number of bonds issuances in the first half of 2021.

"Drawing on the strengths of our multidisciplinary model, we're proactively moving forward in the highly competitive ESG advisory market," said Jong Sung Hong, CEO, Deloitte Korea, "By connecting with clients and engaging our broader ecosystem to create solutions that facilitate the transition to a low carbon economy, we are also proudly furthering the goals of *WorldClimate*, Deloitte's global climate strategy, across the Asia Pacific region."





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Typically, ESG-related advisory services are often limited to a specific area or industry. By contrast, our ESG Center focuses on providing the market with a diversified end-to-end advisory service, where we source relevant experts and industry leaders across all business units—from Audit and Assurance, and Risk Advisory to Financial Advisory, Tax, and Consulting.

In Kyoo Baek

ESG Center Leader and Chairman of the Board,
Deloitte Korea



Southeast Asia

Championing environmental change and inspiring community activism

At Deloitte Thailand, we are always seeking new ways to encourage our people to take meaningful action on climate change and help spread the word to our wider communities. That is why we teamed up with leading social enterprise Environmental Education Centre Thailand (EEC Thailand) to create a set of educational videos that can raise public awareness of environmental issues.

Initially conceived as a series of activities across twelve locations in Thailand, where our people would engage with up to 2,000 local students and community members per location, the plan had to change when COVID-19 struck and lockdowns commenced.

Undeterred, the team changed formats and created five video documentaries instead.

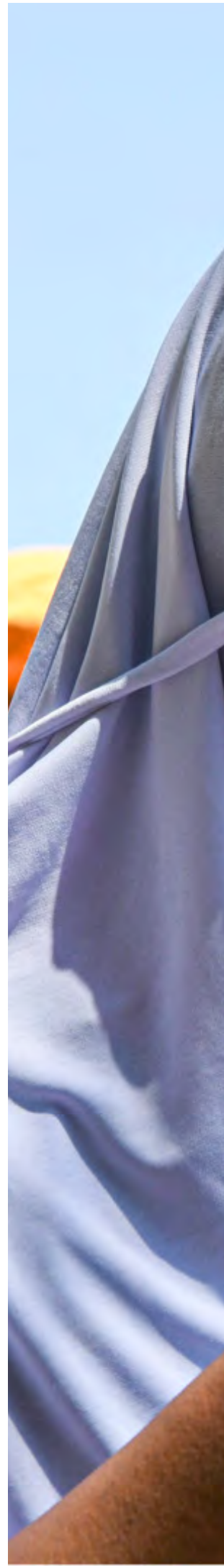
Raising awareness of the need to tackle climate change

Deloitte Thailand worked with leading sustainability experts in Thailand as well as marginalized communities to create the documentaries.

A core focus of the documentary series is the role traditional culture and ecological knowledge can play in environmental conservation. Destinations include the beaches of Krabi province, mangrove swamps in Chantaburi, the Nong Han wetland in northeastern Thailand, the province of Kanchanaburi and the Burma railway bridge, and northern Chiang Mai.

"Taking part in the video initiative changed my perspective on the need to take action for climate change," said Subhasakdi Krishnamra, CEO, Deloitte Thailand. "I'm really proud of the videos we created, which highlight now people can and must contribute to the conservation and sustainability of our country and the planet."

See latest episode below





Social



US\$29.2M

total societal investment



196,064

Total hours of volunteer
and pro bono time

1.48M

E-learning courses
completed



55 hours

Average training
hours per individual

Asia Pacific's commitment to WorldClass in FY2021

US\$14.3M

WorldClass investments

1,810,340

Individuals reached
in FY2021



105,600

Hours of volunteer
and pro bono time

2,447,624

individuals reached
toward our 23M goal

Building a diverse and inclusive culture

Purpose-led, diverse and inclusive, our culture at Deloitte Asia Pacific sets us apart.

Through our ALL */N* 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, and thrive.

Asia Pacific is one of the fastest growing and most diverse regions in the world. In this environment, Deloitte's united and unique culture is also a competitive advantage.

The business challenges faced by our clients are complex and benefit from the application of multi-dimensional thinking. Having a culture that connects talented people from different geographies, backgrounds and points of view helps us grow to become better professionals and leaders.

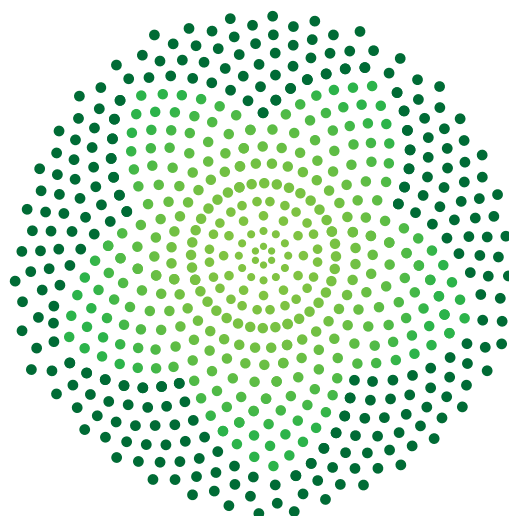
This connected approach also opens the door to future opportunities for our people across the Asia Pacific region. With our sector-leading learning and development programs, and by providing greater access to regional mobility and opportunities, we ensure our professionals can make an impact that matters and achieve their career aspirations.

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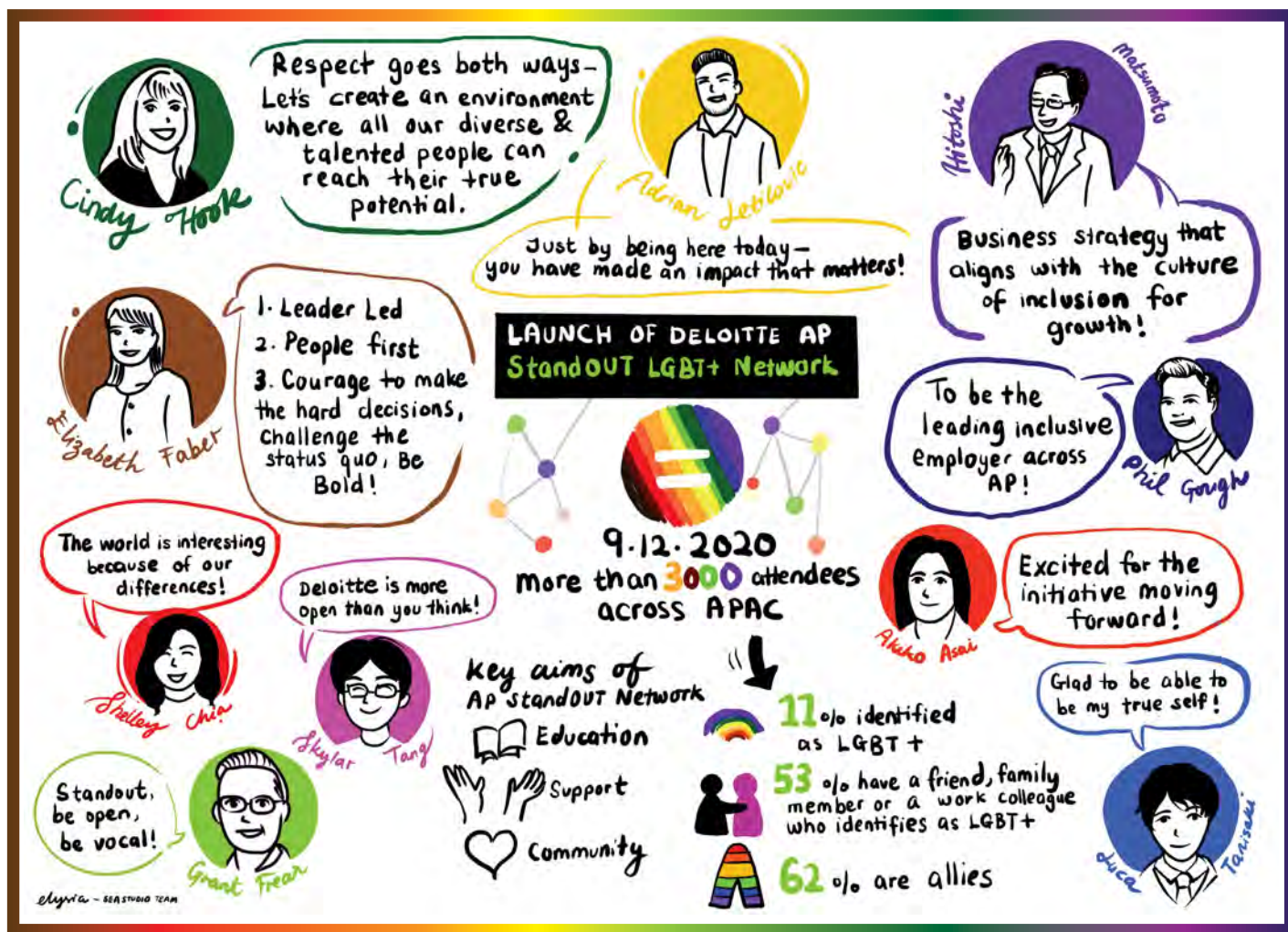
With this first Asia Pacific Impact Report, we demonstrate how we are taking a stand to live our purpose and translating our values into bold actions that impact our people, clients and society. We are proud to create transparency in sharing our results as we progress on our journey.

Elizabeth Faber

Asia Pacific Talent & WorldImpact Leader







Our Deloitte Asia Pacific CEO, Cindy Hook, sets the tone from the top. As the Chair of the Asia Pacific DEI Council, she ensures a culture of inclusion and growth remains a core strategic choice for Deloitte across the region and that we take tangible steps to accelerate change, such as the bold plays highlighted below.

Ensuring respect and inclusion

Our inclusive culture must be experienced by everyone, every day and in everything they do. As part of this approach, Deloitte Asia Pacific launched the Asia Pacific StandOUT Network in 2020 to support employees from the LGBTI+ community and allies who are committed to creating an environment of inclusion.

Fulfilling the network's aims takes many forms. In China, Japan and Korea, for example, we have created local language 'allyship toolkits' that include LGBTI+-friendly conversation guides and glossaries of terms.

Since 2016, our Australia practice has published a biannual report, [Outstanding 50 LGBTQI+ Leaders](#), that showcases LGBTI+ leaders across diverse industries. The aim is to show how courageous individuals are changing perceptions and creating more inclusive workplaces and communities.

Our practices support key dates in the LGBTI+ calendar such as PRIDE and the International Day Against Homophobia, Biphobia, Interphobia and Transphobia, using these as a catalyst for supporting LGBTI+ inclusion activities all year round. On these dates themselves, we host various activities in support, including webcasts that regularly draw over 3,000 professionals from all geographies across Asia Pacific.

We have also launched Courageous Conversations, a monthly interview series that fosters our inclusive culture and celebrates the diversity of our people across the region.

The series features real stories of inclusion from people across Asia Pacific who take on tough issues and challenge the status quo. Topics we cover include accessibility, cultural differences, mental health, ethnicity and race, maternity bias, LGBTI+, generational diversity, and managing through COVID-19.

Across the region, we also strive to ensure the safety and wellbeing of all partners and employees affected by domestic and family violence. We recognize this is a business issue, so all people in every Asia Pacific geography are protected by domestic and family violence policies. Our approach includes providing 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.

In observation of the United Nations campaign 16 Days of Activism against Gender-Based Violence, we are hosting the first-ever Asia Pacific-wide livestream event on domestic and family violence in December. This special webcast aims to convey that this is a business issue prevalent in Asia Pacific, to give guidance on how to help when approached by or aware of a domestic and family violence victim, and to make our people aware of available internal and external resources.



Improving gender balance

At Deloitte Asia Pacific, achieving gender balance at all levels of our organization is a business imperative and explicit strategic choice. We have developed consistent interventions spanning the entire career life cycle, from recruitment to development, promotion and succession. We have ambitious targets to increase the percentage of female partners, aiming to grow from 24 percent today to 32 percent by 2025.

Our leaders recognize there is a lot of work to do to reach these targets but are committed to reaching them. Two examples of gender equity bold plays we have taken in this regard are our Panel Promise initiative and our annual gender pay equity studies.

Through our Panel Promise initiative, our leaders pledge to achieve more balanced gender representation at conferences and on panels in the region. The pledge is a practical and visible action to influence system-wide change on gender equality, and advance women in leadership venues. It recognizes the influence our organization can have to help achieve more balanced gender representation, and indeed hundreds of leaders and partners across the region have already signed up to host or join events that meet our 40/40/20 expectations (40 percent men, 40 percent women, and 20 percent either or other underrepresented groups).

Deloitte also recognizes our responsibility in setting a benchmark for equitable pay across all our member firms around the world, including here in Asia Pacific. We are proud of our long-standing commitment to striving for fair and equitable pay for all people in all offices, across all levels.

We have comprehensive processes in place to help drive equitable pay across the Asia Pacific region, including conducting an annual gender pay equity audit and committing to closing any differences due to gender on a like-for-like basis by the following pay cycle.

Engaging in regular external salary benchmarking in the markets where we compete also allows us to ensure there is equity in our hiring practices. By establishing salary bands, we can better attain consistency and equity in our entry-level hiring practices.

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.





Supporting mental health

We aim to help our people understand the importance of their mental health, as well as the ways in which they can access support should they face challenges—and to do so without stigma.

Our [Global Business Collaboration \(GBC\) for Better Workplace Mental Health](#) initiative works to raise awareness of the importance of workplace mental health and facilitates the adoption of best practices. In Asia Pacific, our practices are already applying the GBC initiative to their local contexts and seeking ways to drive its agenda forward.

The GBC pledge is aligned to our existing Global and Asia Pacific focus on mental health. As part of this, we have put in place a mental health baseline with the expectation that all member firms meet requirements by August 2022. The focus here involves evaluating the causes of poor mental health and identifying key actions to reduce stigma.

All our leaders receive mental health education and awareness training. We also ensure our people can easily access relevant information, resources and support. All geographies have external Employee Assistance Programs in place for partners, employees and families to access. In addition, some geographies have appointed mental health first aiders.

Fostering wellbeing

Professionals place high value on having flexibility in their working lives to help them manage their personal wellbeing.

As responses from our annual talent survey indicate, our efforts have led to a 10 percent increase year on year in the number of staff who feel that they are supported when it comes to balancing work and personal life. Maintaining wellbeing and respecting working boundaries remain a key focus area as we adopt a strategy of hybrid working for all of our people.



Learning and development

Deloitte firmly believes that professionals are on a continuous development journey and the learning never stops. But when the COVID-19 pandemic hit, it accelerated the need for a different approach to professional development. Fortunately, prior to the lockdowns in many places around the region, Deloitte had spent years developing a digital learning platform that enabled us to respond quickly.

That platform, called Cura, uses artificial intelligence to provide a customized, online learning option that aggregates content from both internal and external sources and personalizes learning based on the learner's needs and interests. Cura democratizes learning, giving our people both a voice and a choice in their learning while enabling collaboration and individual contribution.

One way we are deploying Cura at Deloitte Asia Pacific is to host our Asia Pacific Future-Ready program, a newly created on-demand digital curriculum to help future-proof people and ensure we can navigate the post-pandemic world with confidence and resilience. Curated by a team of Deloitte subject matter experts from across the region, the curriculum has six key pillars—resilience, agility, building the business, collaboration, innovation, and tech fluency.

Another new learning asset we have created is the Asia Pacific Academy, an interactive learning platform designed to bridge ideation, activate innovation, and enable direct market impact. Deloitte Asia Pacific is the first in Deloitte's global network to design and develop this kind of enablement platform.

We launched the Academy in March 2021 with a series on the future of value transfer, and are continuing to leverage our global knowledge capital to tackle emerging issues with the potential to fundamentally transform our other sectors, such as Smart Cities and Climate.

For our next generation of Asia Pacific leaders, we have created the iconic United+Unique Executive Leadership Program to accelerate their impact and develop their readiness for successive leadership roles. Developed and delivered by our Human Capital professionals, this year-long development journey involves, personal assessments, executive coaching, experiential learning, access to external speakers, and networking opportunity with the Asia Pacific Leadership. This demonstrates a significant investment in our future Asia Pacific leaders.

Finally, we are driving impact and connectivity through concerted investment in our premium learning and leadership development channel, Deloitte University Asia Pacific (DUAP), which focuses on world-class, experiential learning.

As DUAP's first flagship Singapore campus gears up for a post-pandemic relaunch, we have also signed a [memorandum of understanding](#) for a new greenfield campus to be built outside Beijing. Here, we will continue to develop Deloitte practitioners' leadership skills while providing enriching learning experiences and tools to help them deliver service excellence to clients across the region.





Our latest awards



Universum featured our global firm for the 13th consecutive year in its [2021 World's Most Attractive Employer](#) rankings, a list of the **Top 50 most desirable workplaces for students entering the workplace**. Deloitte retained its position as the most attractive professional services employer overall.



At the [2021 ITR Asia-Pacific Tax Awards 2021](#), Deloitte Asia Pacific scooped the **Diversity and Inclusion Firm of the Year award**, the first of its kind. This recognizes the top tax team across the region that has used a diverse range of people to achieve diversity goals through tax matters.



The [Australia, China, and Japan](#) practices were named in the **2021 LinkedIn Top Companies** list as a best place for professionals to grow their careers and develop skills.



At the [Australia HR Awards 2021](#), Deloitte Australia's talent team was recognized as **HR Team of the Year**. In addition, Deloitte Australia won a gold rating at the **Australian LGBTQ Inclusion Awards**.



Deloitte China was certified by the [Top Employers Institute](#) as a **top employer in 2021**. Deloitte China was also recognized as one of the **top three employers in China** for the second consecutive year. The Institute has certified Deloitte China as a **top employer in China for 15 consecutive years**. Deloitte China also received the bronze award in the **Hong Kong LGBT+ Inclusion Index**.



In 2021, Deloitte Japan won a **Gold rating in the PRIDE Index** for the fourth consecutive year. Run by voluntary organization [work with Pride](#), this index evaluates corporate LGBTI+ initiatives and their efforts to create inclusive environments where LGBTI+ individuals can be proud to work.



2020 saw Deloitte Malaysia crowned **winner in the Gender-Inclusive Workplace** category in Malaysia, and first runner-up in the region, at the inaugural [UN Women Asia-Pacific Women's Empowerment Principles Awards](#).



[At the 2020 Diversity Awards NZ](#), the New Zealand practice received an **Empowerment award for its initiatives to accelerate the representation of women at senior levels** in the firm.



The Singapore practice was recognized among **Singapore's top 20 most attractive employers in 2021** in [Universum's annual talent survey](#), an honor we also received in 2020.



In 2021, Deloitte Taiwan was awarded the **Gender Equality Leadership Award** at the TCSA Taiwan Corporate Sustainability Awards.







Making an impact on society's biggest challenges

Our commitment to inclusion, diversity and wellbeing extends beyond our firm. Deloitte's purpose—to make an impact that matters—compels us to act on the increasingly complex challenges society faces today.

Through our [WorldClass](#) initiative, we aim to develop job skills, improve educational outcomes and expand opportunities for 100 million people worldwide and 23 million people in Asia Pacific by 2030. We believe we make the greatest impact when people use their skills and knowledge to help individuals achieve their aspirations and reach their potential.

By focusing on making an [Impact Everyday](#), we support our people to engage with communities year-round through volunteering and by addressing the issues that are most important locally.

We strategically focus our support work in vital areas including poverty, education and the creation of opportunities for disadvantaged communities across Asia Pacific. 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.

We are unwavering in our commitment to making a real difference, improving outcomes for some of Asia Pacific's most vulnerable communities and contributing to shaping the future of the social sector.

This powerful spirit of connecting for impact has seen us rally to help our communities in times of crisis, including during the COVID-19 pandemic.

Our activities have included teaming up with the US-ASEAN Business Council Institute and the American Indonesian Chamber of Commerce to successfully facilitate the delivery of 30 pallets of critical relief material to Indonesia amidst a recent spike in COVID-19 cases.

Deloitte's expertise and technical assistance helped to coordinate two pallet shipments, which collectively included over 1 million swab kits.

Making an impact through our culture and in our communities

As these examples indicate, our unwavering mission at Deloitte Asia Pacific is to build a diverse and inclusive culture and make an impact on society's biggest challenges.

In the next section, we profile further examples of activities that show how we are affirming this commitment through our *ALL IN*, *WorldClass* and *Impact Everyday* initiatives across Asia Pacific, connecting the region and creating our future.

Australia

Supporting Diversity, Equity and Inclusion (DEI) within our organization and wider communities

Celebrating WorldPride 2023 in Sydney as first major sponsor

At Deloitte Asia Pacific, we want our LGBTQI+ people to feel confident in being who they are and empowered to thrive at work and in the communities we serve.

That is why we are proudly supporting WorldPride 2023 in Sydney as the event's first major sponsor.

The biennial WorldPride festival—the world's largest LGBTQI+ event—will coincide with the 2023 Sydney Gay and Lesbian Mardi Gras. Sydney will be the first city in the Southern Hemisphere to host WorldPride.

The Sydney Gay and Lesbian Mardi Gras led the city's bid to host WorldPride 2023. Working closely with the organization, Deloitte Australia played a significant role in the bid's success by providing pro bono commercial, digital, design and project management support.



Sydney WorldPride 2023 will unite LGBTQI+ communities and Prides from across the world and bring them to Asia Pacific. As a major sponsor, we will have the unique opportunity to listen and learn from some of the most isolated LGBTQI+ communities in the world, being part of unified conversations around diversity and the development of a more inclusive society for all.

Robbie Robertson

Deloitte Digital Partner and WorldPride Engagement Partner

Connecting and empowering LGBTQI+ communities and allies

Deloitte's sponsorship is a multi-year arrangement that extends beyond WorldPride 2023 to include the Sydney Gay and Lesbian Mardi Gras through to 2024.

Our teams will provide a range of operational and event support. For example, we are working to create a platform that can enable millions of people across the globe to watch, engage with and celebrate the event virtually. In this way, we will help to bring WorldPride to those who can't be there due to discrimination or fear of coming out.

Alongside our project capability, we were selected as a key event partner given our DEI agenda with its focus on LGBTQI+ inclusion.



Deloitte's values and ethics align with our community and we are fortunate to be working alongside their talented, creative and committed team to design a world-class digital platform that connects, educates and empowers LGBTQI+ communities and their allies across the globe.

Kate Wickett

CEO, Sydney WorldPride

China

Boosting innovation and empowering women in STEM education

Every year since 2014, the Hong Kong University of Science and Technology (HKUST) has held a 'hackUST' hackathon for students, alumni and staff. The aim is to cultivate innovation and entrepreneurship and give participants a platform to develop digital solutions that can address business and societal challenges.

At Deloitte Digital, we share a purpose with HKUST in seeking ways to nurture future-ready and digital talent. As part of this shared purpose, we collaborated with the university's Entrepreneurship Centre to organize hackUST in 2021. This resulted in the largest hackathon ever held in Greater China, with a record-breaking 860 hackers from 19 countries and cities taking part. The hackers formed teams to design and develop creative solutions to urgent problems, refine their ideas with advice from experienced mentors, and pitch their concepts to expert judges.

The teams were competing for 15 awards valued at more than HK\$300,000 (US\$40,000) in total. Supported by Deloitte China's Women Leadership Committee, Deloitte also created two special awards for the event.



Our Female-Specific Solution Award recognized the development of innovative solutions to address social challenges faced by women, whether in the workplace or at home. Through the Deloitte Women Hacker Recognition Award, we aimed to promote gender equality among young talent and empower women in science, technology, engineering and mathematics (STEM).

Both awards reflect Deloitte's global commitment to diversity and inclusion, and to fostering a culture where everyone has an equal opportunity to develop. Entries for our awards far exceeded expectations, with more than 800 enrollments.

At the same time, the hackathon attracted record female participation (32 percent), a substantial increase from 2019 (20 percent).

"Participating in hackUST 2021 was one of the most memorable experiences in my life, because it helped me cultivate an entrepreneurship mindset," said a participant from the winning team. "We had the option to choose from themes ranging from energy and the Internet of Things to female empowerment through social innovation, which exposed me to a multitude of societal challenges.

"Our team emerged as the champions of hackUST 2021 thanks to the mobile application we developed. We worked to embed our app with an algorithm that enables local women to connect based on needs—they can post a request for support, for example, or seek a way to monetize their talents and hobbies."



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I definitely benefitted from taking part in hackUST 2021 and firmly believe this experience has acted as a catalyst for me to initiate my journey as a real-world problem solver.

Naman Tekriwal

Champion Team Member

Japan

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This is the first time Ghana has established and systematized specific operating rules to eliminate child labor. It is a key moment in the history of the fight to protect children from hazardous forms of work here, and Deloitte Japan was privileged to play a part.

Miwo Ono

Manager, Deloitte Tohmatsu Group

Advancing the end of child labor in Ghana

Deloitte Tohmatsu Group is leading the way in deterring child labor in Ghana. Between 2018 and 2020, we worked on an important project to help introduce a new Child Labor Free Zone (CLFZ) system in the country. Our work was part of a collaboration with the Japan-based non-government organization Action against Child Exploitation (ACE) and other stakeholders.

Deloitte Tohmatsu Consulting team played a key role in creating guidelines and protocols for the new CLFZ system, alongside Ghanaian community members and leaders, the Ghanaian Government, the International Labour Organization and ACE.

The Ghanaian Government is now using the new system to monitor and certify that areas have eliminated child labor and ensure that mechanisms are in place to protect children from hazardous work. Eligible areas are assessed and, if successful, the government certifies them as free of child labor.

Cacao production areas are currently the main targets, but the Ghanaian Government is set to expand the system nationwide. The guidelines will allow community residents and local governments to resolve problems more quickly and efficiently once they occur.

Enabling Ghana to build sustainable development

In addition to our activities in Ghana, we are using blockchain technology to establish a traceability system for child labor-free cacao production in West Africa. This system will help to enhance transparency and traceability across the cacao production supply chain and advance sustainable development.

"One way to dramatically decrease the use of child labor is to redesign economic motivators and create a world in which companies see costs rise or sales fall the more they use child labor. Trade agreements can be a primary tool to help realize such a world," said Miwo Ono, Manager, Deloitte Tohmatsu Group. "But instead of relying on systems in individual countries, Deloitte in Japan propose the use of international trade rules in which only child labor-free products do not incur tariffs. That way, we can dramatically reduce the use of this practice. With this goal in mind, we will continue to diligently push this idea to the forefront of global policymaking."





New Zealand

Developing young entrepreneurs' business skills with HATCH

The Pacific Business Trust (PBT)'s HATCH program is designed to enable a new generation of innovative, connected and commercially savvy young Pasifika people to realize their leadership and entrepreneurial potential. The HATCH program seeks to change the low uptake of young Pasifika pursuing or considering business ownership as a future pathway and helps participants confidently launch, develop and grow their business in a culturally supportive environment.

The HATCH program was initially launched in 2017 through collaboration between PBT and Massey University. In early 2021, PBT teamed up with Deloitte's Pās Peau team to pilot a new release of HATCH. Through this partnership Deloitte helped PBT reimagine the HATCH program and played a key role in the delivery of the pilot program.



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When I started HATCH, I knew I was street-smart, but I needed to be book-smart. I thought, “How am I going to navigate this whole ‘business’ thing as a young Polynesian woman from South Auckland?” After our first day, and meeting the team, I knew I was in the right place and wanted to be in that room. Each week we were honored to be in a space with incredible facilitators and speakers. I learnt so much and was exposed to so many topics that support me and my business going from strength to strength. I know for a fact we will see wonders done for Pasifika and the Pasifika business community with HATCH.

Indigo Sagala
HATCH participant



Making an impact through collaboration and teaching early business skills

The 2021 HATCH pilot ran over 12 weeks from February to May, as participants turn innovative ideas into commercial reality through a range of workshops and professional development activities. The participants were all early stage entrepreneurs and start-ups, aged between 18 and 30 from Pasifika cultural backgrounds.

The Deloitte team helped PBT design the HATCH program to provide flexible learning and holistic support along with real world business coaching and experience. HATCH's unique learning approach has been developed to respond to the changing world we live in, grow commercial success and develop diverse leadership.

Deloitte supported the delivery of HATCH through its distinct program elements:

- Teaching of technical skills, such as accounting, tax, marketing, design thinking, digital, strategy, and business development.
- Exposing participants to unique experiences, like connecting with corporate business leaders and learning about their journeys.
- Enabling a strong sense of community and network support through providing a safe learning environment with support of business coaches and mentors.

The 2021 pilot showcased business ideas from 20 young Pasifika people, including a hip hop dance studio, a Pasifika design and creative agency, a vertical gardening and food production concept, and an online fitness and coaching platform.

At the end of the pilot, the Pasifika young adult entrepreneurs graduated alongside their friends and family and the HATCH coaches and business mentors. This gave them a community-centric platform to showcase their ideas and explain their story of the knowledge and skills they gained. Participant feedback throughout the pilot highlighted the importance of culture being integrated and maintained in all areas of the program.

After this 2021 pilot, HATCH is now continuing with a nationwide roll-out, enabling even more Pasifika entrepreneurs to transform their ideas into viable businesses.

Connecting to deliver better outcomes for Pasifika communities

This partnership was enabled by Pās Peau, Deloitte New Zealand's Pasifika Business Services, led by Lisa Tai. Pās Peau focuses on building Pasifika capability through partnership. The team helps build capability within the Pasifika community by collaborating with organizations and individuals committed to delivering better outcomes for Pasifika—including public sector, private sector and non-profit organizations.

Southeast Asia

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We want to provide young people with the right skills and opportunities. Through these actions—even in the simplest of ways—Deloitte wants to generate an ever-expanding pattern of small gestures and personal connections that we believe will ultimately lead to a more balanced world. Women's voices have not always been at the forefront of history, even though they have shaped history. That is why our younger generation—boys and girls alike—needs to hear about these amazing stories and be inspired to make a difference.

Philip Yuen

CEO, Deloitte Southeast Asia

Helping schoolchildren overcome gender bias

How do we help young people overturn gender barriers? One way is to communicate inspirational stories of awesome trailblazers.

Deloitte Singapore recently became a proud corporate partner of Project Awesome: Dare to Dream, an initiative from the Singapore Council of Women's Organisations and the Singapore Women's Hall of Fame (SWHF).

Project Awesome takes inspiring stories of women leaders in Singapore and turns them into teaching aids and interactive tools for schoolchildren. The aim is to encourage young Singaporeans—and especially girls—to dream big, aim high and chart their own path in life.

The initiative is based on a children's book, *Awesome Women of Singapore*, which showcases the stories of the 160 women in the SWHF. Launched in 2014, the SWHF seeks to recognize and salute the outstanding women of Singapore. It focuses on trailblazers who, driven by their vision of a better life, broke through structural and cultural barriers to carve out new paths for themselves and for others.

The Project Awesome pilot phase will run until March 2022. Feedback from the teachers and students who use the lesson plans and other tools will be used to refine the program.

Taking action to promote gender equality

Deloitte's commitment of funds and expertise to Project Awesome is in line with our global [WorldClass](#) initiative that seeks to impact 100 million futures by 2030.



AWESOME WOMEN OF SINGAPORE

EDITED BY MARGARET THOMAS

Related material

A year of connection, action and impact

Throughout the past year, Deloitte found new ways to maintain connections—the lifeblood of our organization—and developed measures to strengthen those connections, quantify our global impact and advance societal progress.

[Explore our Global Impact Report.](#)

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