

**Deloitte.**

# Driving positive impact

Toward a more sustainable,  
equitable, prosperous world

2023 IMPACT REPORT • GREECE

MAKING AN  
IMPACT THAT  
MATTERS  
*since 1845*

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# Executive Summary – Message of CEO

With 457,000 people in fiscal year 2023 and revenues at \$64,9 billion, Deloitte is a leader in the global consulting services industry. The Deloitte brand, recognized in the international market as synonymous with excellence and quality, has once again emerged as the world's most valuable commercial services brand after its value increased to USD\$34.5 billion (Brand Finance).

**In Greece, the firm has grown steadily, now employing** more than 2,900 people (representing a 14% increase since FY22), with a widespread presence in 5 cities, following the opening of 2 new offices in Ioannina and Patras.

From high inflation, geopolitical conflicts, climate change implications, to rapid advancements in technology and generative

AI, this was another year where the world experienced disruptions, change and uncertainty. **Throughout these challenges, I take pride in how we have supported our people and communities**, maintaining our commitment to serving our clients with distinction.

Building on this commitment, we are proud to present **Deloitte Greece's Impact report, a comprehensive overview of our efforts towards driving positive impact on our people, our clients and society** along with our sustainability initiatives over the past year.

Our company's Impact Report for 2023 presents all **our actions and initiatives which bring to life our commitment to being a responsible and sustainable business**. By consistently reducing our carbon footprint, fostering a respectful and inclusive culture and making a positive impact on our environment, communities, and stakeholders, we are actively working towards building better futures for all.

Our progress is credited to all Deloitte people, who contribute with their work and make a difference every day. We are also grateful to our partners from all sectors of society for working with us to create an equitable, prosperous and sustainable future.

**As we continue our journey, we acknowledge that much remains to be accomplished - but with the dedication of our team and all those who work with us, we are confident in our ability to overcome future challenges and achieve our shared goals.**

**Thank you for your interest in Deloitte.**

We invite you to explore our Impact Report and hope you find it insightful and inspiring.



**Dimitris Koutsopoulos**

CEO  
Deloitte Greece

# Purpose & Shared Values

Our Purpose - to make an impact that matters – and our aspiration – to be the undisputed leader in professional services – define us. At the root of these goals are our Shared Values. They reflect our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable.

Our Shared Values are a set of core principles that guide our collective behavior. They set the expectations we have for one another and define how we, as stewards of Deloitte, should behave. They provide common ground to unite us across cultures and geographies. And, most importantly, they help us earn the trust and respect of our key stakeholders.

## Lead the way

Deloitte is not only leading the profession, but also reinventing it for the future. We're also committed to creating opportunity and leading the way to a more sustainable world.

## Serve with integrity

By acting ethically and with integrity, Deloitte has earned the trust of clients, regulators, and the public. Upholding that trust is our single most important responsibility.

## Take care of each other

We look out for one another and prioritise respect, fairness, development, and well-being.

## Foster inclusion

We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.

## Collaborate for measurable impact

We approach our work with a collaborative mindset, teaming across businesses, geographies, and skill sets to deliver tangible, measurable, attributable impact.



# Business





# How we support our clients

Since 1975, Deloitte has been operating in Greece as a member of the globally renowned professional services network, Deloitte Touche Tohmatsu. Our offices in Athens, Thessaloniki, Heraklion, Patras, and Ioannina collectively house over **2,900** professionals.

With nearly five decades of successful and dynamic presence in the Greek market, we boast a comprehensive range of capabilities in consulting, audit and assurance, financial advisory, risk advisory, and tax and legal services. Embracing a true multidisciplinary model allows us to leverage world-class talent, matching the ideal skillset for each task and collaborating seamlessly across sectors to tackle our clients' most challenging issues.

Our clientele spans diverse industries, including Consumer Products, Energy Resources & Industrials, Financial Services, Life Sciences & Health Care, Government & Public Services, Technology, Media & Telecommunications. We pride ourselves on delivering innovative solutions using cutting-edge tools and technologies.

In 2018, we launched the Deloitte Competence Center (DACC) as a hub focused on developing and delivering customized, innovative solutions leveraging cutting-edge technologies for both local and global projects. In this scope the Center provides services focusing on Consulting and Risk Advisory.

In 2022, Deloitte Digital extended its services to Greece, combining the capabilities of an end-to-end digital transformation agency with those of a consulting firm.

The Deloitte Academy offers learning programs for Reskilling, Upskilling and Executive Education, integrating theory with real-world business examples and hands-on experience based on emerging market needs. Through flexible training courses offered at our premises, virtually or at clients' premises, participants can master cutting-edge technologies, advance leadership skills, and earn valuable certifications.

KBVL, a member of the Deloitte Legal international network, stands as an independent law firm registered with the Athens Bar. It aligns its legal services with clients' key business objectives.

# Deloitte core services

## Audit & Assurance

- Audit Services
- Assurance Services

At Deloitte, meeting expectations is where Audit & Assurance begins. By bringing bright minds, effective processes, and world-class technologies from across our global organization while drawing on our years of experience, we empower our people to deliver an impact beyond expectations.

## Consulting

- Strategy, Analytics and M&A
- Core Business Operations
- Human Capital
- Enterprise Technology & Performance
- Customer & Marketing
- Deloitte Digital
- Deloitte Academy

As the world's largest management consulting business, Deloitte is using the latest technologies and deep industry insights to help businesses of every size prosper by creating impactful solutions tailored to their unique needs today and for the future.

## Financial Advisory

- Corporate Finance Advisory
- Forensic
- Infrastructure and Capital Project, Economics and Real Estate
- Mergers and Acquisitions Transaction Services
- Turnaround & Restructuring Services
- Valuation & Business Modeling

With a focus on delivering innovative, effective solutions tailored towards clients' specific requirements, our Financial Advisory team provides advisory services around M&A transactions, restructurings, raising capital, and forensic investigations. It also offers multi-situational capabilities, business modeling, Public Private Partnerships and infrastructure advisory services and valuations.

## Risk Advisory Strategy

- Accounting & Internal Controls
- Cyber & Strategic Risk
- Regulatory & Legal Support
- Sustainability & Climate

We are living in a volatile, uncertain, complex, and ambiguous world of constant change – and the rate of change is accelerating, introducing new risks into the business environment, for all organizations and across all industries. By managing risk effectively, organizations can unleash their full potential, creating and protecting value for their stakeholders and making lasting impact on the organization. We provide integrated solutions in order to prevent, detect, correct and/or monitor risk depending on the nature of the project.

## Tax & Legal

- Business Tax
- International Tax
- Mergers and Acquisitions
- Global Investments and Innovation Incentives (Gi3)
- Transfer Pricing
- Indirect Tax
- Business Process Solutions
- Global Employer Services

## Legal

- Legal Advisory
- Tax Litigation
- Private Client Service

Deloitte offers clients a broad range of fully integrated tax and legal services. Our approach combines insight and innovation from multiple disciplines with business and industry knowledge to help businesses excel in local and global markets. KBVL, member of the Deloitte Legal international network, is an independent law firm registered with the Athens Bar, that offers legal services aligned with clients' key business objectives.

## Notes

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

# Highlights



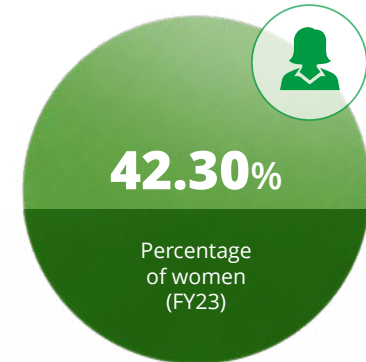
## Headcount

May 2023  
**2,719**

May 2024  
**2,905**



**Number of hours  
of learning (FY23)**  
**68,765**

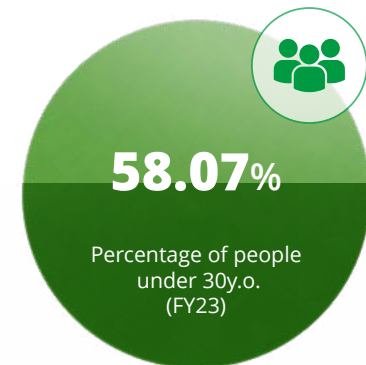


## Offices

- Athens
- Thessaloniki Technopolis
- Thessaloniki Phoenix
- Heraklion
- Patras
- Ioannina



**Donations**  
**263,435€**





# Environmental





At Deloitte, we strive to live by our Purpose every day, which is to make an impact that matters for our clients, for our people, and for society.

We know that it is not possible to be a leader without committing to sustainability and empowering our network to follow that path.

The future of our people, planet, and profession depends on the business community taking measurable, decisive action on climate change. This is what our stakeholders and our professionals expect of us and it's what we should expect of ourselves as responsible global citizens. This is what undisputed leadership looks like.

# Deloitte Greece Sustainability Statement

At Deloitte Greece, we are committed to creating a sustainable future, aligning our actions and services with global climate targets.

That is why we have adopted *WorldClimate*, Deloitte's enhanced strategy to drive responsible climate choices within our organization and beyond. This initiative is not only a commitment; it's a calling. We understand the significance of industries with high greenhouse gas (GHG) emissions and how pivotal are to Greece's economy and society. Hence, we choose to lead them towards sustainable practices to bring about the most positive change.

## Science-Based Emission Reduction

- **Reducing Emissions:** Our strategies are designed to effectively lower the carbon footprint of the industries we work with in line with scientifically established targets.
- **Alternative Energy Sources:** Gradual integration of alternative energy sources, such as biofuels and Renewable Energy Sources (RES). We advocate for and facilitate the transition to cleaner energy solutions.
- **Verified and Transparent Data:** Ensuring that all emission-related information is verified and transparent is crucial. We maintain strict standards for data accuracy and completeness, fostering responsibility and accountability.

## Non-Negotiable Principles

- **Unwillingness to Reduce Emissions:** We evaluate collaboration with organizations that show unwillingness to consider new, effective ways of reducing emissions.
- **Data Transparency:** We assess practices involving non-transparent data that could lead to potential cases of greenwashing.
- **Lack of Investments in Sustainability:** We evaluate the lack of investments in sustainability that do not significantly enhance the chances of climate change adaptation. We focus on substantial and effective environmental initiatives.



# Our Green Goals



To do our part to help address the climate crisis, we have aligned our green goals with our *WorldClimate* strategy. These commitments include:

- **Net-zero with near-term 2030 goals:** We commit to achieving science-based net-zero greenhouse gas emissions with 2030 goals for our own operations. Specific goals include reducing business travel 50% per FTE by FY2030 from FY2019 levels; sourcing 100 percent renewable energy for our buildings; and converting 100 percent of our fleet to hybrid and electric vehicles by FY2030; and engaging with our suppliers with the goal of having two thirds of them (by emissions) adopt science-based targets. We will invest in market solutions for emissions we cannot eliminate.
- **Embed sustainability:** We recognize we must align our climate policies, practices, and actions across our organization, by designating a senior leader to be responsible for climate in each geography; prioritizing discussion of climate change on executive agendas; and embedding climate-smart considerations into decisions on office operations, real estate, and investments.
- **Empowering individuals:** By engaging and educating our employees on climate change impact – decisions about what they consume, use, and buy – we will enable our people to make positive climate choices at home and at work, and amplify these through their personal networks.
- **Engaging ecosystems:** We will collaborate with clients, alliance partners, NGOs, industry groups, suppliers, and others to address climate change at a systems and operations level.

# Our Net Zero Journey



## Emissions Reduction Carbon Offsets

We have started to reduce our total emissions in line with the 1.5°C pathway, and while we are on this decarbonization journey, we will also maintain carbon neutrality across our business by sourcing 100% renewable electricity and investing in carbon offsets to compensate for our residual emissions.

In FY2023, Deloitte Greece electricity (location-based) emissions totaled 497 tCO<sub>2</sub>e marking a decrease of 13% from FY2022 and our business travel emissions totaled 552 tCO<sub>2</sub>e.

## Mobility

Deloitte Greece has embarked on its sustainability journey by setting ambitious goals around two key impact areas: mobility and business travel.

In FY23 our car fleet consists of 241 cars in total, in comparison to the 227 we had in FY22.

We have managed to decrease the number of diesel cars from 175 to 154 and the number of petrol cars from 9 to 6 in FY23.

Furthermore, we achieved to increase the number of our fleet's plug-in hybrid cars to 79 in FY23 in comparison to the 41 we had in FY22.

These targets align with our E-Mobility Plan to exclude ICE cars from our fleet until 2026.

Moreover, there are 2 electrical vehicle charging stations in our parking premises.

As part of our efforts to assist our people in reducing their emissions and empowering them to make more sustainable choices, we introduced the Deloitte Ride Coach Transport Service to also help them easily commute to work. This service was officially announced in February 2023 for both our offices in Thessaloniki and operates daily. For our offices in Athens, the shuttle was announced in May 2023 and operates every Tuesday and Thursday.

# Embedding Sustainability

## Green Initiatives & Certifications

At Deloitte Greece, we have implemented eco-friendly initiatives to green our firm in the areas of waste reduction and sustainable procurement and have strived to achieve several green certifications.

Deloitte NSE LLP (Deloitte Greece is part of Deloitte NSE) has received limited assurance from BDO on the environmental performance data for FY23, as disclosed in the Deloitte NSE Greenhouse Gas Statement.

## Recognition for Air Quality from a 3rd party

SUK Hellas, a Greek-German Waste Management and Environmental Applications Company, assessed that our working spaces used by the teams of Tax, FA, Consulting, Audit, Marketing, KBVL as well as the Restaurant, Second floor and the Executive Boardroom are within the limits proposed by the Department of Labour Inspection.

## Collaboration with ReThink IoT Solutions

Impeding installation will show in a dashboard all water use, energy consumption etc., to report our emissions more accurately.

## Certification from ISO 14001

Deloitte Greece has been awarded this certification, as it has established an Environmental Management System that is in conformance with the requirements of the International Standard EN ISO 14001:2015

## Supplementary contract with PPC called "GreenPass"

Through the Renewable Energy Guarantees of Origin, GreenPass reserves energy generated by Public Power Corporation renewable energy power plants, equivalent to the amount consumed by our office Athens (Fragkoklissias 3a, Marousi). This add-on service was guaranteed for 2023 by our 1-year certification from PPC.

## LEED Gold Certification

The construction of the building that will host our new office space in Thessaloniki will be completed by the 1st quarter of 2025 and will hold a certification for sustainable development under the Certification Program LEED Gold.





# Empowering Our People



Deloitte Greece's 2023 Impact Week focused on *WorldClimate*, creating awareness regarding the 17 Sustainable Development Goals (SDGs).

Throughout Impact Week, we organized a series of webinars in collaboration with Wise Greece and Deloitte's learned more about each goal and our organization's contribution to them. Experts from four different organizations displayed how they are contributing to the SDGs through their innovative actions in:

N.08 **Decent Work and Economic Growth**

N.03 **Good Health and Well-Being**

N.11 **Sustainable Cities and Communities**

and N.12 **Responsible Consumption and Production**

In continuation of our collaboration with Wise Greece, we have presented each of the following SDGs monthly after Impact Week:



**N.01:**  
No Poverty



**N.02:**  
Zero Hunger



**N.04:**  
Quality Education



**N.05:**  
Gender Equality



**N.07:**  
Affordable and Clean Energy



**N.13:**  
Climate Action



**N.14:**  
Life Below Water



**N.15:**  
Life on Land

# Engaging our Ecosystem

## Sustainable Delivery

We believe we can make a positive environmental impact by not only addressing our own contributions to global emissions, but also by empowering our professionals and engaging our broader ecosystem to create solutions that facilitate the transition to a low carbon economy.

Clients expect us to drive responsible climate choices and we are committed to making all climate engagements and internal projects more sustainable.

To help us navigate on this sustainability journey, we have developed the **Sustainable Delivery Framework** (SDF), which contains tools and guidance on taking a digital-first approach, empowering behavior change across our teams. Furthermore, in order to prioritize sustainable travel for client engagements, we use the Travel Emissions Calculator (TEC) to help us make more sustainable choices when travel is required.

Regarding client engagement letters, we have implemented the **Sustainability Delivery Clause**. The clause encourages and supports Deloitte and clients to deliver projects in a more sustainable way – for example by opting for digital options such as virtual meetings and using online tools to help make low carbon choices when travel is required.





# Social



BUSINESS

ENVIRONMENT

**SOCIAL**

GOVERNANCE





# People

From developing groundbreaking solutions to working towards building a more sustainable future, it is our people that make it all happen, through their connection and collaboration. Our people drive the impact that we make.

Recognizing this, our aspiration to prioritize people and our purpose define everything we do.

We have been working hard to foster a culture of listening at Deloitte. Through listening to our people and promptly taking action to improve their experience, we're making Deloitte a fulfilling and attractive place to work, recognized as one of Greece's top 10 best places to work by Best Workplaces™ Hellas 2023 and as Best Workplaces™ for Women Hellas 2023. From ensuring the growth and wellbeing of our people, to inspiring diversity and making responsible business choices, we continuously strive to support, develop and inspire our people.

## Well-being & mental health

At Deloitte, we take care of each other by making our well-being a priority. We believe that all our people should thrive both in their

work and personal lives. Our wellbeing program provides the resources and tools for each Deloitte to do just that. We are committed to providing support and assistance throughout the major milestones of our people's lives. Whether they are starting a family or pursuing a passion, we provide benefits to address their unique career and life needs no matter where they are on their well-being journey.

At Deloitte, our family-friendly culture isn't just about maternity leave. From marriage and civil partnerships' gifts, additional paid days of leave, monthly allowances, newborn bonuses,

discounts to parent-related services (schools, camps, activities), to funding summer camps, we support our people's changing family dynamics and evolving needs that emerge at different phases of life. Some of our initiatives include organizing kids-parents' annual play dates at Costeas Geitonas school and offering full scholarships for Deloitte employees' children to attend the Johns Hopkins Center for Talented Youth (CTY) program, a one-day bootcamp at our offices for our employees' children etc.



Furthermore, we have created a parents' community for all Deloitte parents to help them address everyday needs and challenges, share their thoughts and concerns and provide tips, through regular digital meetups. The community also actively supports us in shaping and implementing our parents' strategy, based on the actual needs of our people.

At Deloitte, we are dedicated to fostering an equitable workplace where every parent/caregiver is treated with the same respect and support. We are proud to be among those selected companies in Greece, which have extended their family programs and inclusive benefits—such as additional paid leaves, new child gifts, bonuses, and extra benefits—to all parents including LGBT+. To transcend the limitations of the Greek Labor Code, we updated our company policy in February 2023 extending it to all parents and caregivers.

Additional well-being initiatives focus on:

- Medical incidents & return to work after a career break: A comprehensive and very detailed Return-to-Work program fosters a supportive environment for employees returning after a long-term absence, fostering a culture of inclusivity and well-being. We have also established collaborations with various medical support vendors and secured discounts for hospitals through private insurance companies.
- Maternity: we host webinars related to fertility issues focusing on endometriosis, egg freezing, infertility, and iVF. We have also created a care room for nursing mothers to use, equipped with all the necessary lactation and breastfeeding equipment.
- Menopause inclusion: Individuals experiencing the occasionally debilitating symptoms of menopause often find themselves simultaneously ascending to senior roles in the workplace. Deloitte has developed guidance for menopause inclusion, setting policies and procedures, educating people, removing stigma, providing a range of workplace environment options (e.g., appropriate lighting and quiet spaces), and establishing forums for

Deloitte people to connect with each other (e.g., menopause cafes).

People may face several challenges whilst wishing to prioritize their **mental health**. At Deloitte, we have introduced the Mental Health Champions, who are trained in mental health first aid. Our Mental Health Champions are prepared to support our people in case they face challenges, or they need someone to talk to.

Focusing on education to reduce stigma and direct support we have implemented **Mental health strategies**.

In conjunction with World Mental Health Day, we instituted our annual well-being week in October. During this period, we conducted mental health sessions and workshops, while also offering our people educational materials and various resources.

Furthermore, throughout the year we launch various programs such as:

- Weekly mindfulness sessions for our people to familiarize themselves with the necessary tools to release tension, drive them through different states of awareness, and help them achieve their goals.



- Bi-weekly massage sessions to help professionals release tension and feel revitalized.
- Different resources and tools on how to manage difficult emotions, how to disconnect, and release tension and inner pain by understanding how a pet can help someone to explore their emotions.
- Laughter Yoga sessions as a fun and interactive way to reduce stress, increase positivity, and connect with colleagues.
- Deloitte Neighbor application, to help people socialize and stay connected.
- Deloitte Sports and Social Clubs to help our people connect and socialize.
- Team Bonding Guides to promote the importance of breed team communication and collaboration during the hybrid working era.
- Financial wellbeing webinars to minimize financial stress.

Resources for mental health and well-being include:

- e-Learnings and webinars addressing burn-out guidance on agile working with options

for reduced or adjustable working schedules, a 24/7 employee assistance support hotline available to Deloitte employees and their families, a 'collective disconnect program' that incorporates additional leave days, such as 4 D. Days for Easter, Summer, and Christmas, as well as early Fridays during the summer months, in order to encourage everyone to take time out and prioritize self-care.

- Direct support and financial incentives:
  - extra days of leave in case of need
  - availability of experienced psychologists to support our people and their families when in need.
  - additional time off granted to professionals, if their family and/or friends undergo a traumatic experience.

## Learning & Development

At Deloitte, continuous learning serves as a crucial catalyst for both personal and professional advancement. Learning at Deloitte is a multifaceted experience, extending beyond traditional classrooms or online courses. It is a continuous process embedded in our



daily work and conversations with clients and colleagues, seamlessly integrated into our working environment. Our learning journey is shaped by a combination of business requirements, career development goals, and personal interests. By being attuned to these learning opportunities and actively taking steps to apply and reflect on our skills, we advance our personal growth and development. A prime example of this commitment is our strong feedback culture, which we actively promote and practice in our daily interactions with both colleagues and clients alike.

Our feedback culture consists of **listening strategies** aiming to help Deloitteers provide constructive and anonymous feedback to leaders and are the following:

- **Upward feedback** helps our people provide feedback to leaders they have worked with over the past year.
- **Pulse Surveys** serve as a crucial means of gaining insights into people's workplace experiences, encompassing aspects such as work-life balance, well-being, and inclusion.
- **Well-being index** supports well-being based on our 3 core pillars: body, mind and purpose. Aiming at recognizing the power levels

of our people in their everyday working and personal life, we launch bi-annual surveys to help us form and design our well-being strategies.

Additionally, along with all Deloitte NSE member firms, we launched the **Deloitte Engage for Change survey**, a quarterly survey that aims to help us understand what matters most for our people and take concrete actions. Taking the pulse of how our people engage, we have implemented the following initiatives aiming at supporting continuous improvement:

- Deep dive focus groups & initiatives that rolled out by the Youth Audit Forum
- People Management workshops aimed to help managers build their people skills and lead high performance teams, while 1:1 coaching sessions, followed-up for participants.

### Investing in the best talent

We are proud of how we attract and support our talent—equipping our people throughout their careers through learning, skills development, and personal growth. During the 2023 fiscal year, we invested a

great number of resources in the learning & development of our people, while designing and rolling out 3 bootcamps to attract talent. It is important to note that among other skills, we offer reskilling and upskilling opportunities to potential employees even before they join Deloitte, through bootcamps. This is an innovative initiative that links talented graduates and passionate professionals to skills and capabilities necessary for the future. By providing certified training and development opportunities, we enhance knowledge and capabilities in cutting edge technologies. Our bootcamps combine high quality training courses delivered by top Deloitte specialists, with an opportunity to work on international projects and to collaborate with some of the most talented people in their fields. After the successful completion of the training, participants can get hired by Deloitte, receive a certification for all completed courses for free, and apply the knowledge and skills acquired. A remarkable 92% of our bootcamp participants, who have successfully completed the program, have secured employment. This accomplishment is particularly noteworthy, considering the challenges in the Greek market and the competitive talent landscape.

## Career performance and development

A focus on everyday coaching and development shifted Deloitte's performance model from evaluation and ratings to a person-centered, strengths-based approach. Deloitte's Global Performance Experience (GPE) helps develop individual strengths through feedback, coaching and check-in sessions reinforcing the emphasis on growth in our performance discussions. While we encourage a feedback culture through a series of actions and resources such as toolkits, dedicated live and on demand courses, we have also spotlighted the expansion of our coaching program. Coaching sessions allow professionals to identify areas for further development and craft their own career path based on their needs, goals and career aspirations along with the guidance of trained internal coaches. The program involves the active participation of a great number of internal coaches that keeps expanding every year. They all follow a specially designed training plan which includes:

- A **full-day annual live training "Be a Coach @ Deloitte"** for new coaches to learn and practice effective coaching techniques and methods based on Deloitte's approach & standards
- Bi-weekly **group coaching supervision sessions**. These sessions allow coaches to learn from others' experiences, discuss challenges, increase self-awareness, and explore possible helpful or limiting beliefs, gain access to additional learning resources, and become even more confident, objective and resourceful.
- Various **coaching resources** guide coaches through the different key moments that professionals experience throughout their careers.
- At the same time, some teams have developed a more guided coaching program, where all their professionals are assigned a coach. Coaches go through an awareness program, while all are supported by regular Q&A and technical sessions based on their needs.



## Shaping the future of learning

By embracing the Future of Work, Deloitte is developing progressive and innovative learning strategies. Our 'Future of Development' strategy focuses on rapidly building our people's 'hot skills'. As our people play a key role in shaping our global learning strategy, they also contribute to a wide range of cutting-edge learning methods in their own Deloitte teams.

This year, in collaboration with the Deloitte Innovation Centre in Prague, we **offered** our **people** the opportunity to take part in the **1st EMEA Virtual Reality pilot training** on enduring human capabilities. The main goal of this pilot program was to assess the impact of VR for soft skills training, compared to traditional modes of training (e.g. live classroom, virtual classroom, e-learning). Overall, the majority of participants found VR training more effective compared to traditional training methods and would prefer it to be used in future trainings.

Moreover, to integrate learning into our workflow, we have invested in new technologies, allowing our team members to customize their individual learning experiences. We implemented self-paced learning through

**CURA**, a digital platform that offers customized, on-demand content.

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 Deloitte people both a voice and a choice in their learning, while enabling collaboration and individual contribution.

Since the global rollout of CURA in 2021, the Deloitte network has embraced the platform as a key component of learning and development support, and has launched bespoke CURA learning journeys, encouraging Deloitte people to collaborate and communicate via the platform. At Deloitte Greece, we have created journeys and pathways for all levels that encompass digital courses covering both technical and human skills, such as time management, business writing, Microsoft Office, business analysis, etc. Also, all the supporting materials for our seminars, which include prework, handouts, presentations and recordings, are uploaded on CURA and are readily accessible by Deloitte professionals.

Additionally, we have created a CURA group for our Partners, called the "Partner Onboarding & Ongoing Journey", with resources that are helpful for both new and existing Partners. Finally, we encourage our professionals to use CURA whenever they require resources, as it encompasses not only learning materials but also other valuable resources such as presentations and articles.

Helping our people embrace innovation, adopt a creative mindset, and grow more confident in developing and sharing ideas with colleagues, is central to our approach to fostering an innovative culture. Providing world-class learning and development content is critical in achieving this, and we encourage people to contribute to the development of CURA across different subjects, including innovation, to maximize the impact.

## Learning Ambassadors

To invest more in our learning and development opportunities tailored to each business's needs, we have established the Learning Ambassadors community. Each Business has selected a group of individuals,



representing their service lines, whose role is to serve as liaisons between their service lines, leadership and the central learning and development team.

### Deloitte University

Deloitte University (DU) offers state-of-the-art facilities and world-class curricula to grow and connect the best leaders within our organization. DU is present in every region in which Deloitte operates and provides a range of learning formats, including blended digital, live-virtual, and live in-person sessions. DU plays a crucial role in engaging our people and uncovering our international way of working by facilitating interactions with employees from around the world and their diverse cultures. Special focus has been given to milestone programs, which all the professionals attend upon promotion to Manager, Senior Manager and Director level. Additionally, a wide range of

human skills programs are also offered, such as Negotiation Skills, Leading Into the Future, the Art of Engagement, High Impact Leadership, Presenting with Confidence, Critical Thinking, Managing difficult conversations. Finally, there is a curriculum dedicated to Industry learning and the professionals may attend several simulations and forums based on their specialization.

**Our Learn Fest** is an event offering a variety of Learning and Development opportunities available to all our professionals. This year, the festival was a two-week event, which was designed to engage and empower our employees with technical skills and enduring human capabilities needed to thrive in the workplace. Webinars and workshops covered topics such as Design Sprint, Time Management, Deloitte Coaching—and Excel automations. Additionally, we introduced a dedicated global e-learning program on Chat-GPT.



**LEARN  
FEST 2023**

# Diversity & Inclusion

At Deloitte, we want everyone to feel they can be themselves and thrive at work. We know this vision can only be achieved by providing a workplace culture that is always inclusive, underpinned by respect and appreciation for diversity in all its forms. We strive to provide a culture in which our people can thrive and grow professionally and personally. Our culture is about respect and inclusion, collaboration, high performance, and open communication.

As part of our inclusive culture, always underpinned by respect, we have rolled out an 'Inclusive Leadership Activation Lab'—an interactive training at Partner Level—facilitated by a Deloitte Partner who has been an accredited internal facilitator from the Deloitte University. Participants had the opportunity to gain greater clarity on the Diversity and Inclusion values and their impact on our everyday lives, to understand what it means to be an inclusive leader, and to realize the effect of their individual and collective leadership. During the training, they self-reflected on their leadership style and behavior, and identified strengths and development areas in becoming an inclusive leader. They also shared ideas for everyday actions of inclusion and began creating an action plan for positive, inclusive leadership change.

## Women empowerment

In March 2023, Deloitte Greece proudly joined the Women's Empowerment Principles global list of signatories, solidifying our commitment to championing gender equality and women's empowerment in the workplace, marketplace, and community.

Recognizing the importance of supporting women at pivotal points in their careers to ensure equitable progress, we introduced the Female Empowerment Journey Program aiming to increase female representation in senior roles. Furthermore, we have established a collaboration with the European Women ESTEAM (Entrepreneurship, Science, Technology, Engineering, Arts and Mathematics) community to enhance the digital and entrepreneurial skills of women and girls, raise awareness about STEM careers and instill confidence in pursuing such career paths. To bring these efforts to life, we organized two women ESTEAM festivals in Thessaloniki and Patras, featuring speakers and facilitators from Deloitte Greece, while esteemed women professionals from the Greek market were also invited to share their experiences and personal stories.

In our commitment towards female empowerment and representation in leadership roles, we have also launched the **SHE Leads** initiative. This program navigates the challenges of women's career development, addressing some of the most pressing issues in our professional lives and aims to support women in climbing the career ladder by harnessing their full potential. Participants include women employees from managerial levels and above, showcasing strong potential for development and career advancement. To further foster personal and professional development, events such as meetings, workshops and group bonding activities are regularly organized, to promote discussion and networking among group members. In addition, the group consistently considers the needs of its members by gathering feedback through both formal (e.g., surveys, focus groups) and informal (e.g., oral discussion) channels and based on the answers specific actions are then implemented. The group receives support by the local Talent & Development team and the CEO of the Greek member firm, who leads the initiative and is an active member.

In the context of women empowerment, in Greece, we have further developed the Her.Net program. **Her.Net** is a community of passionate all gender ambassadors, who strive to support and motivate women of all ages to get involved in the STEM sector, to enhance gender equality in the workplace. Through **Her.Net** we empower women by fostering the development of their skills and careers and highlighting the crucial roles of women and girls in the STEM sector. This community provides support to women through tailored workshops, such as design thinking sessions and in collaboration with various NGOs we strive to ensure equal educational opportunities for women who may lack access and resources. Our commitment further extends to hosting webinars featuring influential speakers from the STEM field and showcasing pioneering Deloitte female role models. Moreover, we organize awareness sessions and meetups within our Deloitte network to facilitate the sharing of experiences and discussions on future trends. Led by a shared purpose, our Her.Net ambassadors are driven to orchestrate diverse initiatives centering around three fundamental pillars: Networking, Learning & Development and Volunteering.

The goals of our Her.Net community are as follows:

- minimize the gender gap in STEM education at schools, through the organization of different workshops and projects tailored for girls aged 10-17.
- inspire and empower university students, new graduates and young professionals by hosting mentoring sessions, career days and seminars, creating internship programs, collaborating with universities etc.
- support and encourage women in new career beginnings, through vocational guidance and internships dedicated to reskilling and upskilling experienced professionals aged 30 and above.

### LGBT+ inclusion

Deloitte is committed to supporting and empowering all our people in achieving their full potential. In this context, we have updated all our policies. All policies use gender-neutral pronouns, avoid gendered language and acknowledge same-sex relationships. Our local community GLOBE, a network of engaged LGBT+ employees and allies, collaborates with

the firm to raise awareness on various topics that affect the Greek workplaces. The members of the community help attract and retain talent by creating an inclusive environment where people can be themselves at work. They also provide opportunities for our people to develop and maintain new and existing client and community relationships. Moreover, GLOBE provides networking opportunities and cooperation with the already existing Deloitte networks.

A global LGBT+ digital learning program, 'Demystifying LGBT+ Inclusion,' has also been developed to raise awareness on the importance of LGBT+ inclusion and to equip learners to advocate and discuss LGBT+ topics.

Deloitte Pride celebrations play a key role in LGBT+ inclusion across our firm. Every year, we organize several events, from interactive workshops regarding gender identity and understanding the experiences of LGBT+ people, to meet ups, podcasts and the local Pride parades. Additionally, every November (Transgender Awareness Month) we join forces with NGOs or other groups, such as the Greek Association of Transgender People and Proud Parents Greece, to deliver webinars and create



podcasts to support the destigmatization of all gender identities and discuss raising transgender children. It is important to us that all people feel included, a message highlighted by Deloitte Greece CEO, shared with all professionals during last year's Transgender Awareness Month.

### Fostering disability and neurodiversity inclusion

In June 2022, Deloitte Global added disability and neurodiversity as part of Deloitte's ALL/IN strategy, reflecting our commitment to building environments where people with visible and non-obvious disabilities can fully participate in the workplace and society.

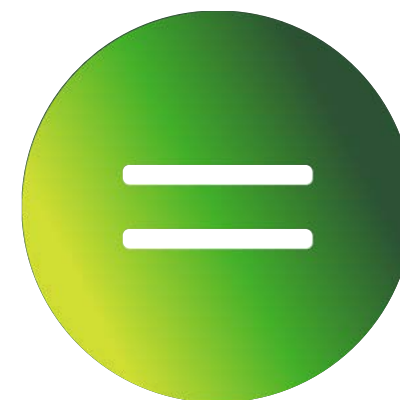
Deloitte Global has developed "how to" conversation guides to help our people address difficult or challenging subjects, including a guide on neurodiversity. Our "Can You See Me?" campaign features the story of Thiago, a wheelchair user, and Delphine, an autistic woman, helping our people understand the unique challenges and strengths of disabled and neurodiverse colleagues.

In Greece, we dedicate various days throughout the year to discuss disability with experts from local NGOs and organizations such as Me alla matia, 1st Teen Business School of University of Macedonia for Blind Children in Thessaloniki, EKEK AmeA Thessaloniki etc. while we also sponsored the 1st Accessible Stand-Up Comedy Festival late in December 2022.

As part of our ALL/IN strategy, we acknowledge that everyone possesses personal strengths, but for some individuals, the disparity between strengths and challenges is more pronounced. Neurodiversity encompasses a variety of human minds, reflecting differences in the ways people's brain function and process information. Therefore, we also strive to enhance awareness of neurodivergent conditions, including ADHD, Autism, Dyspraxia, Dyslexia, Dysgraphia, Dyscalculia, and many more. Our initiatives on neurodiversity topics aim to establish the groundwork for an inclusive workplace. We conduct campaigns and provide guides and toolkits that foster and sustain an inclusive culture, encouraging open conversations about common diversity-related topics, including neurodiversity.

### Fostering racial and ethnic inclusion

We are committed to a diverse workforce and increasing representation from racially and ethnically diverse communities, through programs that span recruitment, learning and development, career progression and mentoring. We are also committed to fostering racial and ethnic inclusion and provide the resources to our people to learn and understand cultural and inclusive practices and how to work more effectively in different environments, situations, and teams. A dedicated intranet page with guides, toolkits and a cultural navigator app has been launched and it's regularly updated with new resources.



# Highlights



## Headcount

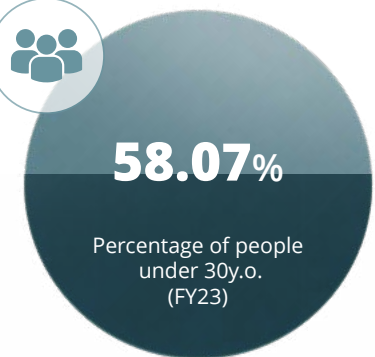
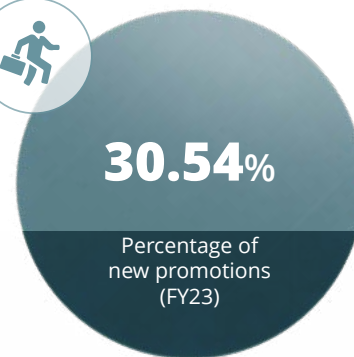
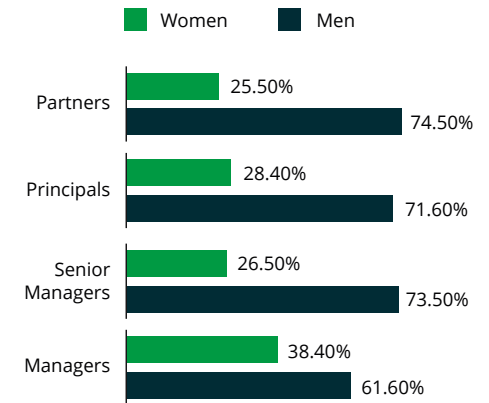
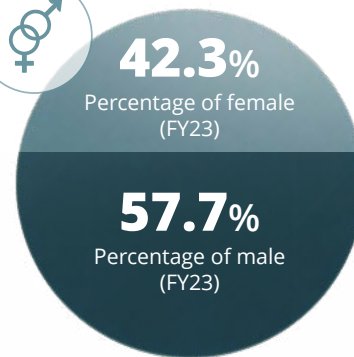
May 2023  
**2,719**  
 May 2024  
**2,905**



**Number of hours  
of learning (FY23)**  
**68,765**



**Number of new  
colleagues/hires (FY23)**  
**966**



# Purpose



## WorldClass

Millions of people around the world are held back from achieving their full potential, but the key lies in investing in education and skills. This investment forms the bedrock of opportunity and progress, paving the way for brighter futures for everyone. The innovators, entrepreneurs, and leaders of the future will require fresh skills to confront upcoming challenges. We're committed to pioneering approaches that foster education, digital skills, and training opportunities, ensuring success for all in the contemporary economy.

Deloitte's WorldClass initiative aims to impact 100 million people by 2030 through collaborative programs with leading educational organizations globally. It is important to support and empower students, teachers, and education leaders across the globe through our peoples' time and by donating to this cause.

As part of Deloitte Greece's 2023 WorldClass initiatives, we extended our collaboration for the second consecutive year with the Bodossaki Foundation for implementing the program "Experience Science". This year, 6 more schools located in remote islands of Greece in Chios, Samos, Andros, Ikaria, Ithaca and Elafonisos were funded. This initiative was developed to address the critical shortage, in many public lower secondary schools, of the modern equipment required for laboratory-based teaching of the subjects of physics, chemistry and biology.

We supported the participation of the 4th Primary School of Voula "The Inventors" team in the FIRST LEGO League Robotics Competition 2023. Additionally, we donated 1 printing machine to General High School of Amfilochia, to contribute to their effort of equipping their school's technology and upgrading their educational process.





## Impact Every Day

**Impact Day** is Deloitte's year-round celebration of our commitment to local communities by hosting activities where Deloitte professionals spend the day volunteering.

In Athens, we contributed by painting the railings of KAAPAA, a welfare organization for the care and protection of 162 children and adults with severe mental retardation or physical disabilities, the majority of whom are abandoned. In Thessaloniki, Deloitte people painted the entrance and transformed the facilities of the Melissa foundation which hosts and provides care to children who, for various reasons, cannot be cared for by their biological families. In Heraklion, our team dedicated a whole day to painting a part of the interior spaces of Child Protection Branch of Heraklion which hosts children lacking parental care.

## Cultural Initiatives

Deloitte Greece actively supports a variety of cultural organizations and initiatives, aiming to promote and integrate culture within communities through innovative and engaging experiences. Here are some notable examples of the cultural initiatives supported:

**"Seeing the Invisible" Exhibition:** Organized by Outset Greece and the Municipality of Athens, this exhibition took place at the Athens National Garden from October 2022 to September 2023. It featured works of art created with Augmented Reality, aiming to integrate digital experiences into the botanical gardens, without disturbing the historic preservation site and maintaining a low footprint. The exhibition explored the boundaries and connections between art, technology, and nature.

**Beyond Borders Documentary Festival:** Held on the remote island of Kastelorizo, this festival attracted cinephile audiences and creators from around the world. It showcased a diverse selection of documentaries and hosted film industry events, cultural activities and educational programs.

**Special Fundraising Concert:** Organized by Axion Hellas, this concert featured renowned Greek composer and pianist Stefanos Korkolis. The event aimed to raise funds for Axion Hellas, a non-profit organization dedicated to supporting vulnerable groups living in remote and inaccessible areas of Greek islands and the mainland.

# Deloitte Foundation

## The Deloitte Greece Foundation

Through the Deloitte Foundation, we are bringing our purpose to life, by giving back to the communities in Greece, protecting the environment and providing relief in national emergency situations. Founded in 2019, the Deloitte Foundation is a non-profit voluntary organization, which supports initiatives under four pillars:

### Education

Education is a key investment for the future; it contributes to economic growth, social value and individual fulfillment. The Deloitte Greece Foundation supports organizations and initiatives whose purpose is to educate and inspire others.

### Environment

As a leading professional services firm, we have a significant responsibility to care for the planet. Whilst exemplifying our obligations

through internal sustainability initiatives and environmental impact reduction goals, the Deloitte Greece Foundation is committed to promoting environmental sustainability across all our spheres of influence.

### Culture

Culture and athletics reflect and shape values, beliefs, and aspirations. The Deloitte Greece Foundation supports organizations and initiatives safeguarding, enhancing and further leveraging the value of culture and athletics.

### National Emergencies

Events and situations sometimes occur that affect the normal course of life, leading to poverty, illness, social injustice or emergencies. Such critical situations deserve attention, to which the Deloitte Foundation is not indifferent; by committing toward promoting the empowerment of human value, advocating healthier lifestyles, supporting animal welfare and organizations and initiatives.

## Organizations supported financially by the Deloitte Greece Foundation

The Deloitte Greece Foundation supported the **Galilee Palliative Care Centre**, which provides palliative medical and nursing care, as well as psychological, social and spiritual support to patients and their families.

The Deloitte Greece Foundation contributed to the Special Vocational Training Centre, **Margarita**, to support the purchase of technological equipment for the Department of Inclusion in Employment, which will aid in the educational and vocational training of people with mild to moderate cognitive disabilities in the Attica region.

The Deloitte Greece Foundation supported **Symmerizomai**, an NGO aiding individuals and families facing income deprivation due to unemployment, sickness, or old age. Through our donation, we supported the tutoring needs of a student to help her gain admission to law school.

We also donated to the **Melissa Girls Orphanage** to support the reconstruction of their facilities. The Deloitte Greece Foundation made a donation to the Association of Friends of the University Obstetrics and Gynaecology Clinic of Aretaios Hospital for the Charity Dinner. The event aimed to promote public health by providing information, raising awareness, preventing health issues, and offering support to women in all stages of life, from childhood and adolescence to reproductive and menopausal age.

The Deloitte Greece Foundation donated to **Eduact - Action For Education**, which introduces new educational programs for all youth in Greece by giving particular emphasis to new technologies, coding and educational robotics.

The Deloitte Greece Foundation supported children and families in need through donations to the following NGOs: Paidopoli Agios Andreas in Athens, High School Agios

Kosmas o Aitolos in Athens, Paidiko Xorio in Fillyro Thessaloniki, Child Protection Department of Herakleion in Crete, Floga in Patras. We also donated a wheelchair and its necessary equipment to the Rehabilitation Department for Children with Disabilities of Attica, previously known as Pikpa Voulas. The organization offers children with any kind of disability, motor or mental, protection, rehabilitation, special education, and social integration.

The **Deloitte Greece Foundation** offers full scholarships for students of elementary (from 2nd grade) and high school covering their tuition fees for **the Johns Hopkins Center for Talented Youth (CTY) program**. CTY is one of the most prestigious talent development programs bringing together the brightest minds of the next generation for an academic challenge with notable alumni such as Mark Zuckerberg.



# Highlights



Futures impacted

**911**

Students/  
people



Skills based  
+ traditional  
volunteerism

**843**

Students/  
people



Donations

**263,435 €**



Time pro bono

**1,069  
hours**



Partnerships

**35**

NGOs &  
organizations

# Collaborating to make an impact

In 2019, Deloitte Greece initiated a collaboration with Axion Hellas to assist communities, with a specific focus on vulnerable groups located in remote and challenging-to-access areas of the Greek islands and the mainland.

In the course of this collaboration, Deloitte undertook the pro-bono development of a strategic plan named “Astypalaia 4.0” in conjunction with the Municipality of Astypalaia. This plan is designed to establish a strategic framework fostering sustainable growth and development. It aims to help the island transform into an economically, socially, and environmentally sustainable destination, benefiting residents and visitors.

Furthermore, the Deloitte team supports Axion Hellas’ initiatives, by donating to their cause and actively participating in their missions in the islands of Folegandros, Symi, Astypalaia, Halki, Kimolos, Irakleia, Pserimos and the Almopia region. These efforts are aimed at fostering improvements in cultural, professional, social, and living standards within these communities.

Our collaboration with Axion Hellas initiated the development of the pro-bono [Revival strategy of Halki’s Horio](#) in cooperation with the Municipality of Halki.

Once home to the mythological Titans, appearing in historic writings as an ally to the Athenians, boasting an ancient acropolis, the Greek island of Halki is marked for its archaeological significance. However, the smallest inhabited island in the Dodecanese archipelago is facing a very modern challenge.

Now home to a permanent population of approximately 300 inhabitants, the 28-kilometre-squared island a stone’s throw away from Rhodes is experiencing significant hindrance to its economic and social growth. Demographic stagnation, alongside an aging population, has raised concerns for the small island, suffering near abandonment.

With the untapped treasure’s lifespan at stake, the team at Deloitte Greece were determined to leverage their expertise and redesign the heartbeat of the island, the village of Horio, ultimately propelling Halki’s revitalization.

Under the umbrella of Corporate Social Responsibility (CSR)– the project aims to

increase Halki’s population by reviving the old, abandoned capital of the island, Horio.

Embracing cross-team collaboration, the project team set out to find a solution fit for purpose. Carrying out extensive research on revival strategies, examining case studies, and utilising Deloitte’s expertise, the Consulting team implemented a rigorous approach to problem-solving.

Deloitte’s vision for Horio revolved around the transformation of the entire island. Among others, Deloitte assessed the current condition of buildings and possible uses, road infrastructure, electricity network and telecommunication reach. Monuments of archaeological interest were also assessed, and long-term strategic goals identified for the development of Horio. Formulating a model of sustainable economic development based not only on tourism, but also identifying a “target population” willing to live on the island.

Upon implementing the action plan, Horio’s transformation into a cultural ecosystem will shape a new identity for Halki and will drive the island’s economic and social growth, resulting in the long-awaited increase in the island’s permanent and periodic population.

The active cultural ecosystem facilitated by the revival plan includes exhibition and museum spaces hosting temporary and permanent exhibitions, as well as spaces for creative artists, educational facilities, art sales and initiatives to attract thematic tourism. The island's new identity, in combination with a series of proposed mechanisms, will provide additional incentives for visitors, with a particular focus on young families.

Horio's revival plan demonstrates the tangible steps Deloitte is taking toward supporting sustainable growth. Along with its parallel transformation into an eco-island and a remote work hotspot, Halki will begin to attract artists, art workers, digital nomads, and tourists.

Transforming the identity of Halki through Horio's rejuvenation sets the scene for another epic chapter of the island's history. And by restoring a permanent population in this forgotten medieval town, a thriving future beckons.





# Governance





# Leadership

From setting direction to taking responsibility and helping others to achieve things they didn't think possible, this is what leadership is all about.

Our leaders set the standard for ethical and responsible decision-making within the company. They lead in accordance with our shared values to ensure that our actions and methods create a positive impact.

As a partnership, our leaders are also co-owners of the company. They are committed to fostering sustainable growth and long-term success, not just for our organization, but for our people, our clients, the entities we audit, and the broader economy.

This sense of responsibility and the aspiration to leave our company and the world better for the next generation have motivated our leaders and guided our choices for over 175 years.

More information on our Leaders can be found in [our Partners page](#).



# Governance

Our work ranges from transforming businesses, to providing assurance and responding to crises, all contributing to a more responsible and sustainable tomorrow.

Acknowledging the significance of our work, we've put in place a robust governance structure to oversee our purpose and strategy; set the tone for ethical and responsible decision-making; and ensure transparency and accountability to external stakeholders and to our people.

Deloitte Greece is owned and controlled by partners. A partner's day-to-day main focus is on client service responsibilities and on people leadership. Our activities in Greece are managed by our Equity Partner and Chief Executive Officer, Dimitris Koutsopoulos, and our Executive Committee. The Executive Committee works closely as a team to lead the Greek business. Every member of the team takes responsibility for leading an area of our operations and strategy, alongside client delivery and people development.

More information be found in [our Transparency Report](#).



# Ethics

Ethics and integrity are the cornerstones of our governance principles. As a member firm of the global Deloitte network, Deloitte Greece conducts business in accordance with applicable laws, regulations and professional standards, providing quality service to clients and building trust and confidence in global markets. In addition, we implement internal policies and standards to address important professional behavior that may not be governed by professional requirements.

The [Global Principles of Business Conduct](#) (“**Global Code**”) for the Deloitte network outlines the commitments that each of us make. Based on our Shared Values, the **Global Code** reflects our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable.

The **Global Code** is supplemented by ethics programs which provide support to build ethical judgment and decision-making skills in all Deloitte people. We have appointed an Ethics Officer who provides ethics training and channels for consulting on difficult issues and reporting suspected misconduct. Consultation goes to the heart of the Deloitte culture, and avoids our people having to resolve a difficult ethical situation alone. Individuals are encouraged to consult with their colleagues,

line managers, leaders or through their normal work channels. In addition, formal ethics reporting channels are available for those who seek a confidential route for consultation.

Along with our Global Code, our Commitment to Responsible Business Practices, which covers the responsible business principles we believe in and the pledges we have made, shape our policies and decision-making.





This Impact Report refers to the following legal entities that form Deloitte in Greece as of May 31, 2023:

- 1 Deloitte Business Solutions Societe Anonyme of Business Consultants
- 2 Deloitte Certified Public Accountants Societe Anonyme
- 3 Deloitte Alexander Competence Center Single Member Societe Anonyme of Business Consultants
- 4 Koimtzoglou, Bakalis, Venieris, Leventis & Associates Law Firm, Member of Deloitte Legal
- 5 Deloitte Greece Foundation Non-Profit Civil Law Company







This document has been prepared by Deloitte Business Solutions Societe Anonyme of Business Consultants, Deloitte Certified Public Accountants Societe Anonyme and Deloitte Alexander Competence Center Single Member Societe Anonyme of Business Consultants.

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