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Building  
better futures  
**SEA Impact Report 2022**

**MAKING AN  
IMPACT THAT  
MATTERS**  
*since 1845*



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# A message from the CEO

The past year has been a busy and impactful year for all of us at Deloitte Southeast Asia (SEA).

While we faced challenges, including navigating multiple new COVID-19 outbreaks and lockdowns and dealing with the social and economic impacts of the global geopolitical tension and a surge of inflation, we have done well in the past year.

Led by our purpose and working cohesively as one firm across Southeast Asia, we made great strides in FY2022. We have continued to support our people, clients and communities, growing our business and helping our talented staff and partners to thrive.

We achieved this because of our shared purpose – to make an impact that matters. Our purpose is the thread that binds us as one, and in times of uncertainty, it inspires us to keep harnessing our collective energies to change lives, build stronger systems and shape the future.

As a firm, we kept innovating, recognising the significant impact we can have on our client's future growth and productivity when we transform how we operate and deliver services. By investing in our digital capabilities and deepening our industry-specific knowledge, we are better able to meet our client's complex needs and guide them on their transformation journeys.

We believe that our people are our greatest assets, and our focus has long been to foster a workplace that embraces diversity and inclusion, open communication, learning and coaching. In FY2022, we continued to prioritise taking care of our people and looking after their physical and mental well-being. This included establishing our Deloitte Experience program, which supports hybrid and flexible work while emphasising the value of in-person connections that encourage workplace collaboration.

While the business environment continues to be volatile and challenging, there are also myriad opportunities across Southeast Asia. However, the ability to overcome the challenges and capitalise on the opportunities requires local knowledge as well as a regional and global mindset. Our growth in key ASEAN markets like Indonesia, Malaysia, the Philippines, Thailand and Vietnam is a testament to the strength of our collective SEA firm and our multi-disciplinary model.

I am proud of our many achievements over the past 12 months. Looking ahead, we will continue to live our purpose during these unprecedented times and work together to achieve positive outcomes for our people, clients and communities.

**Philip Yuen**  
Chief Executive Officer  
Deloitte SEA





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# A message from the Chairman

It has been a transformative year for Deloitte SEA, our people, our clients and our society.

For our firm, standing still was not an option and by adapting and innovating, we were able to help our clients navigate through challenging business conditions while supporting our people and building our own resilience.

Guided by our shared values – to lead the way, take care of each other, foster inclusion, collaborate for measurable impact, and serve with integrity – we worked to earn the trust and respect of our key stakeholders and consistently deliver quality service to our clients.

Many of our initiatives revolved around advancing our corporate responsibility and sustainability pillars through *WorldImpact*. This portfolio of initiatives focuses on our commitment to make a tangible impact on society's biggest challenges, create more opportunities and spur economic growth that is inclusive, sustainable and fair.

This includes our *WorldClass* program which aims to equip and expand opportunities for 100 million people by 2030. In Southeast Asia, our people volunteered in numerous programs which imparted knowledge and job skills to the less fortunate to help them achieve their potential and expand employment opportunities.

In FY2022, Deloitte SEA's community investments totalled US\$1,800,275 and our people touched 219,002 lives across the region through our *WorldClass* programs.

We have also made progress on our *WorldClimate* strategy and are committed to taking measurable, decisive actions on climate change to reach our net-zero emissions by 2030 goals, which consist of near-term greenhouse gas reduction goals that have been validated by the Science Based Targets initiative.

Actions taken to drive responsible climate choices within our organisation include launching "*WorldClimate – Rewrite our Future*", an e-learning program that empowers our people with the knowledge to make positive climate choices. In addition, we organised the Green Impact challenge which encouraged them to take a variety of sustainability-related actions.

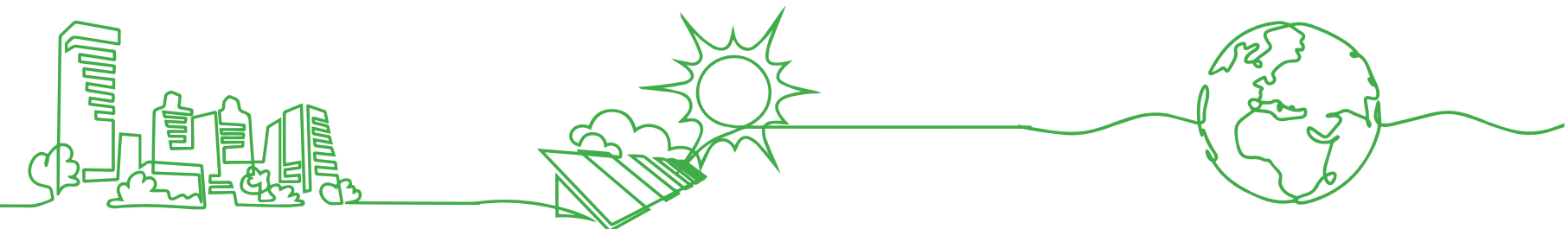
We also partnered with leading organisations such as Climate Governance Singapore to raise Board members' awareness of the impacts of climate change and help to equip them with the skills needed to navigate the associated risks and opportunities.

When we reflect on the past year, there are many lessons we have learnt and of which we can be proud. During a time of ongoing uncertainty, we acted responsibly and led with confidence.

In FY2023, we will continue working to achieve bold societal and environmental goals through the collective strengths of our people and the wider ecosystems in which we operate.

We strive everyday to build the firm of the future that is trusted, resilient and agile to meet the transformational challenges and opportunities that lie ahead.

**Michael Fiore**  
Chairman  
Deloitte SEA





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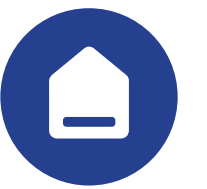
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# Business

Resilience and  
ability to scale





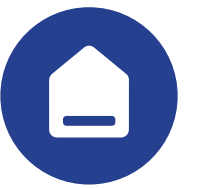
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The past year has been a time of unprecedented disruption and despite the many challenges in the business environment, we have continued to grow and expand our capabilities to meet the evolving needs of our clients. During such uncertain times, maintaining human connections has become more important than ever.

At Deloitte SEA, we approached the challenges like any other problem that needs to be solved. Backed by technologies in which we have invested, relationships we have built and innovation we nurture, we focused on areas where we can have the greatest impact for our clients.

We celebrated numerous significant client wins across our businesses and the region. We also continued to make strategic investments, enhancing our expertise and capabilities. The ability of our professionals to pivot quickly and successfully has helped our clients do the same and positioned them for sustainable growth.

In addition, we have continued to establish new corporate sponsorships and strengthen executive engagement through our various initiatives and events.

Globally, we have launched a major, decade-long partnership with the International Olympic Committee. This involves applying our deep expertise in management and business consulting to support the Olympic Movement and help to create long-lasting and positive impacts on society.

Read on to discover more.



## Investing in digital solutions to enhance our forensic capabilities

The unprecedented disruption brought about by the COVID-19 pandemic has created a changing landscape for fraud and conduct risks that affect organisations across all industries. Greater challenges in the business environment have contributed to increased pressure and opportunities to commit fraud or misconduct, both at the personal and business level.

It is therefore crucial for organisations to continuously reassess their existing risks while identifying potential new risks that may arise. They must also refine and reinforce their control processes and deploy effective monitoring.

To help our clients mitigate fraud risks strategically and proactively, our Forensic team has continued to invest in digital solutions:

- The first step to preventing fraud is understanding the areas where organisations are vulnerable. **Risk Beacon** is our cloud-based solution that accelerates the performance of risk assessments, enabling a dynamic and detailed process for organisations to identify and manage risks effectively.
- As tip-offs are widely recognised as the number one method of detecting fraud and conduct risks, it is important for organisations to implement a whistleblowing mechanism for employees and others to report suspected or actual misconduct or violations of policies. **Conduct Watch** is our secure and seamless end-to-end whistleblowing solution – it helps organisations accelerate how they identify, respond to, resolve and report fraud and other misconduct.
- The longer that fraud perpetrators go undetected, the greater the financial and reputational harm they can cause an organisation. Yet, most efforts are focussed on mitigating past malfeasance instead of monitoring and preventing future issues. **Guard.ai** is our advanced analytics solution that uses flexible and scalable technology to assist with the proactive detection of fraud, waste, corruption and abuse.



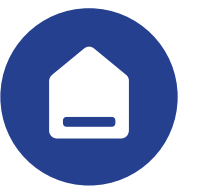
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In addition, the evolving regulatory landscape in financial services has resulted in more and more financial institutions facing difficulties in complying with the Prevention of Money Laundering and Countering the Financing of Terrorism regulations. Combined with the after-effects of the pandemic and the increased cost of compliance, these financial institutions are looking for new solutions to balance risks and costs. They need support in managing their financial crime operations from a centralised and more cost-effective hub.

To assist both our regional and global clients, we have set up a managed service centre in Kuala Lumpur to provide high-quality, cost-effective solutions. These include resource augmentation projects as well as various hybrid financial crime operations projects.



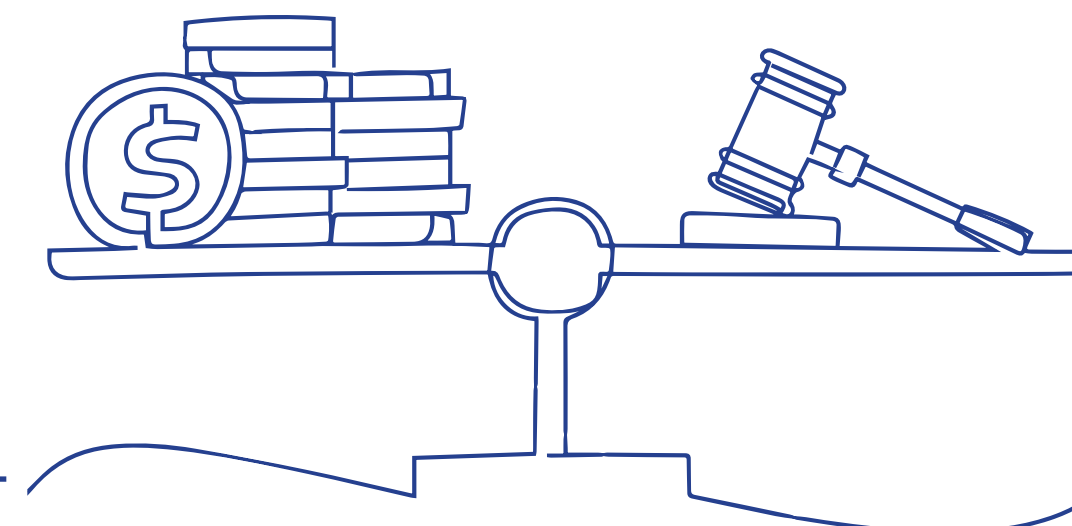
### Discussing the societal impact of financial crime at Deloitte SEA Financial Crime Symposium

As a recognised global leader in helping organisations deal with myriad business and compliance issues, Deloitte SEA holds a Financial Crime Symposium annually to bring together leading figures from across the financial services industry to discuss regulatory and financial crime matters as well as trends, threats and challenges across the region.

At this year's symposium in Singapore on 19 May 2022, leading financial crime experts from around the world came together to discuss the societal impact of financial crime and ways to improve how we collectively combat it. The full-day hybrid session attracted more than 200 attendees from across the region and provided excellent networking opportunities for those who attended in person at Sofitel Singapore City Centre.

Our Deloitte team was joined by financial crime experts from the Institute of International Finance, Credit Suisse, Standard Chartered, ANZ, Shell Trading & Supply, Hong Kong Monetary Authority, Department of Conservation New Zealand, Allen & Gledhill, BHP, Sidley Austin and Napier Technologies for a series of insightful presentations and discussions.

Useful topics that were shared with the participants included integrated financial crime risk management, reacting to rapidly changing sanctions regimes, developments in digital identity and presence, illegal wildlife trade and global trends in the financial and economic environment.





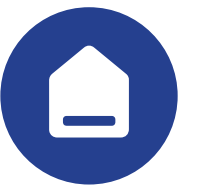
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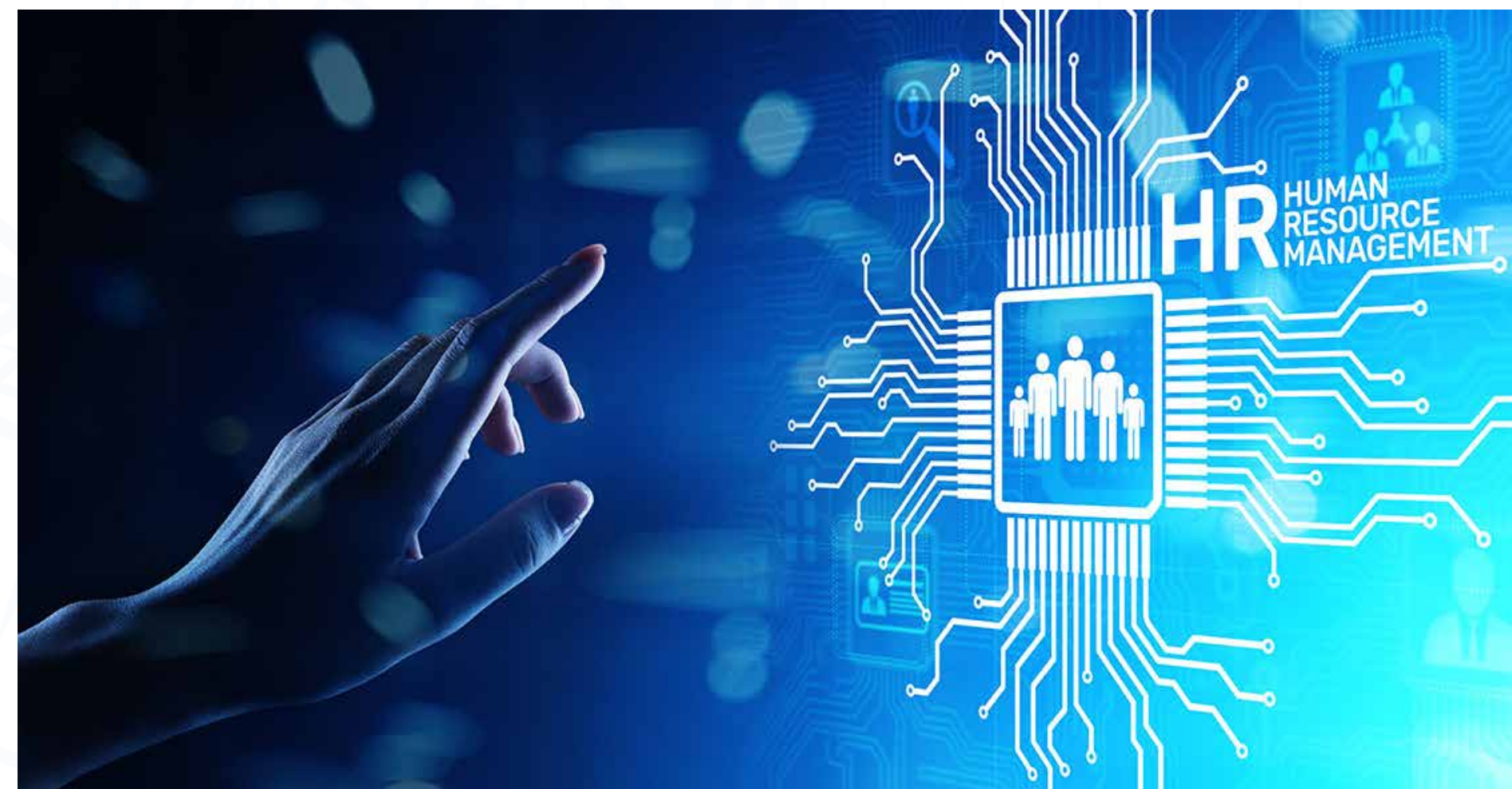


## Supporting clients with digital transformation initiatives

### Improving HR capabilities for our automotive client

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

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



To help our client transform its HR function, our engagement team is implementing an SAP SuccessFactors platform, which will enable their HR team to standardise and automate recruitment, career development and compensation processes. This will facilitate better management of the entire employee life cycle.

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

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

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







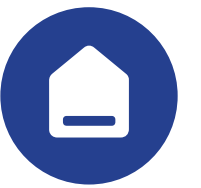
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### **Assisting Royal Brunei Airlines to accelerate digital transformation**

In a major engagement, Deloitte SEA supported Royal Brunei Airlines, the national airline of Brunei Darussalam, to improve its business processes by adopting a new cloud-based platform.

We assisted the airline to implement an integrated cloud-based system, streamlining its financial, procurement and HR management processes.

Our team delivered the implementation in five phases. These included designing and testing a prototype cloud platform that met stakeholder needs, then launching the solution and working with the airline to embed it.

**“Our engagement helps to further solidify our credentials in the cloud implementation space with marquee clients, both within Brunei and across Southeast Asia.”**

**Parthasarathy A V, Oracle Leader, Deloitte SEA**



### **Solving complex business challenges for clients**

#### **Enabling Aalst Chocolate to achieve its expansion goals**

Deloitte SEA’s decade-long relationship with Aalst Chocolate, a Singapore-based chocolate manufacturer, was recently strengthened further when the company chose us to help grow its footprint in the region.

We supported Aalst as it entered into an acquisition agreement with global agri-food group Cargill. Under the deal, all of Aalst’s assets – including its manufacturing plant in Singapore, its research and development (R&D) capabilities in Singapore and Shanghai, and over 200 employees across the region – were joined with Cargill’s Asia Pacific cocoa and chocolate operations.

Deloitte acted as the lead sell-side advisor to Aalst Chocolate throughout the sale process, from deal origination to pricing and negotiating terms. This involved working closely with the management team to draw up a comprehensive business plan for how it could leverage an acquirer’s growth trajectory in Asia. We also helped Aalst develop bespoke presentations for prospective bidders.

On the buy side of this deal, a separate Financial Advisory team performed financial due diligence on Aalst Chocolate for Cargill.

The deal marshals the companies’ collective strengths, bringing customers more high-quality cocoa and chocolate products through improved supply lines, and better product sensory experiences through combined R&D competencies.

**“This win demonstrates our capabilities when it comes to helping mid-market players such as Aalst Chocolate increase their chances of deal success. As well as exploring different options for structuring the deal, our deep sector expertise was also crucial. This enabled us to translate the implications of the deal into Aalst’s context while considering the intricacies of its chocolate supply chain.”**

**Koh Soon Bee, Head of Corporate Finance, Deloitte SEA**





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## Boosting workforce transformation at Mining Industry Indonesia

Deloitte SEA has won a major engagement with Mining Industry Indonesia (MIND ID), a holding company comprising five leading mining enterprises.

MIND ID chose Deloitte to design and implement an accelerated management training program to attract young, smart and passionate individuals and equip them to shape the future mining industry for Indonesia and thrive in a complex future.

Our track record of implementing multi-year transformation journeys with some of Indonesia's largest organisations was a significant factor in our selection. Another factor was our unique, holistic approach in helping MIND ID overcome its workforce challenges, rather than improving isolated business processes.



This management trainee program is designed to accelerate the growth and progression of the participants within three years. After completing the program, the participants would be assigned to strategic projects and roles within the organisation and its subsidiaries. The long-term goal is that these individuals would be potential candidates for the organisation's senior leadership within 10 years.

As a first step, we drew on established human capital development principles to grow our understanding of stakeholder needs and aspirations within MIND ID's workforce. We then designed a program named 'XPLOER' that covered five key areas: talent attraction, recruitment, onboarding, growth and talent mobility.

Discovery labs were used to test and validate XPLOER's various design components, putting the human experience at the centre of it all. Finally, we worked with MIND ID on the implementation of all these elements.

**“As a direct result of our efforts, MIND ID was able to launch two cohorts of this program, attracting 60,000 applicants for the first cohort and 80,000 applicants for the second cohort. From these applicants, 25 people were handpicked for each cohort to further accelerate their development to become the future leaders required at MIND ID.”**

**Indranil Roy, Lead Partner, Workforce Transformation, Deloitte SEA**



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## Promoting a successful post-merger integration at Indosat Ooredoo Hutchison

PT Indosat Tbk (Indosat Ooredoo) and PT Hutchison 3 Indonesia (Tri Indonesia) merged in 2022 to form Indosat Ooredoo Hutchison, which is positioned to be Indonesia's second-largest mobile telecommunications company.

Requiring support to execute its post-merger integration strategy, Indosat Ooredoo Hutchison appointed Deloitte SEA to set up an integrated management office and develop an integration master plan. This involved developing the merger roadmap and detailed functional integration blueprints across 17 functions such as sales, marketing, information technology, human resources and communications. We also prepared the detailed synergy realisation plan comprising initiatives, targets, owners and a tracking mechanism to ensure that the merger goals are achieved.

*“By providing suitable targets for integration and helping management teams to prioritise critical deliveries, we were able to help Indosat Ooredoo Hutchison overcome the challenges and achieve its planned targets for post-merger integration.”*

**Piyush Jain, Strategy & Business Design Leader, Deloitte SEA**



## Guiding businesses to embrace sustainability

### Showcasing our sustainability and climate services

We launched a new global Sustainability & Climate storefront for clients during Earth Month in April 2022. The storefront aims to position Deloitte as an undisputed leader among professional services firms in addressing sustainability and climate change challenges. It also amplifies our climate and sustainability commitments to our Southeast Asia markets.

Deloitte has a long history of helping clients deliver sustainable value for their stakeholders. We help clients redefine their strategies, embed sustainability into their operations, meet disclosure and regulatory requirements, and accelerate organisational transformation.

By bringing together the best of our capabilities, we have developed a cohesive go-to-market approach that will help us to find innovative climate change and sustainability solutions for our clients.

*“Through innovative approaches, digital solutions, deep industry experience and lessons learned from our own journey, Deloitte works with clients to embed sustainability into decision-making and operations. Our new storefront showcases how we can help organisations.”*

**Giam Ei Leen, Sustainability & Climate Leader, Deloitte SEA**





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## Partnering with NEXI to help build sustainable finance public policy

Nippon Export and Investment Insurance (NEXI) recently selected Deloitte SEA to help it understand the impact of environmental, social and corporate governance (ESG) trends on Asia Pacific infrastructure and energy markets. NEXI is an export credit insurance company owned by the Japanese Government and operated by the Ministry of Economy, Trade and Industry.

This is a significant engagement for Deloitte as it was our first-ever public policy advisory win in the area of sustainable finance. Our selection reinforces our reputation as an industry leader in risk advisory sustainability services.

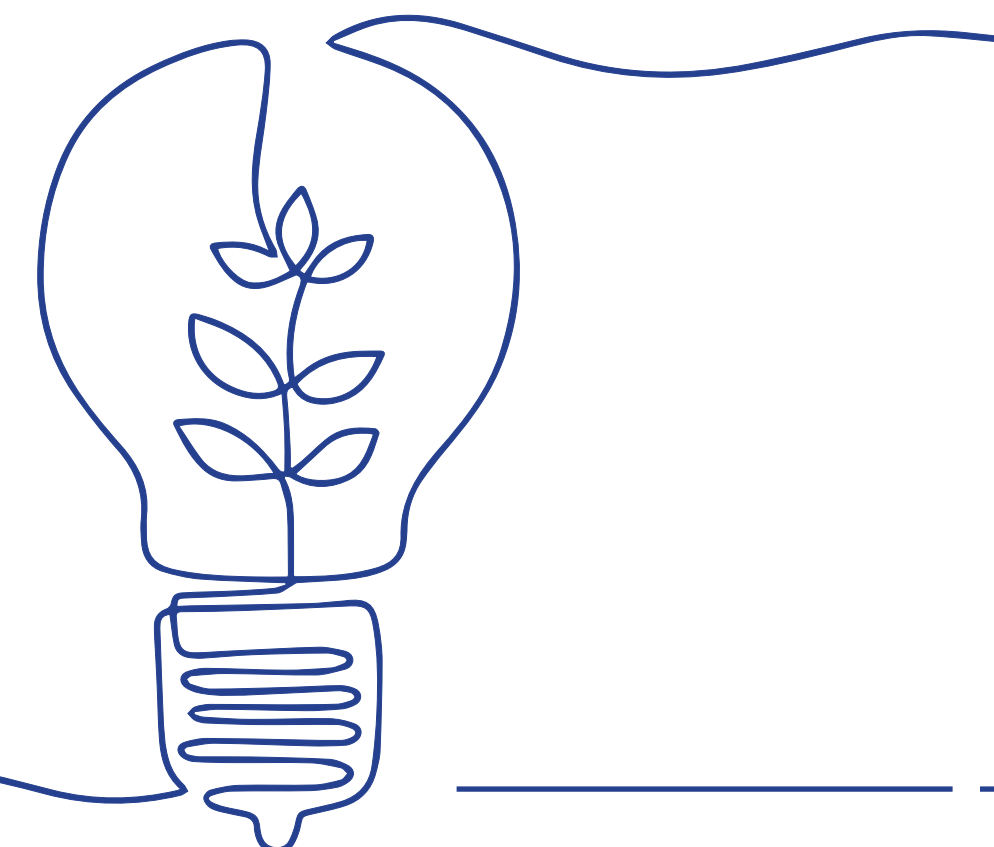


Over nine months, we provided NEXI with regular updates on a wide range of ESG-related issues. This included policy developments in green infrastructure and energy finance, as well as the market entry of new green financial products. Other areas included new energy and infrastructure cooperation agreements between Asia Pacific countries.

Our team also prepared a series of detailed topic analyses. These covered energy security concerns relating to the use of renewable energy in data centres; the overall transition to low-carbon, fossil fuel alternatives; and the alignment of ESG investment and public financing with Belt and Road initiatives.

**“Through this engagement, we were able to demonstrate our ability to help entities along a supply chain think more strategically about social and environmental responsibility and identify the most important ESG issues that they will need to address.”**

**Yvonne Zhang, Sustainability & Climate Leader, Risk Advisory, Deloitte SEA**





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## Helping WWF promote a sustainable rubber sector in Myanmar

World Wide Fund for Nature (WWF) is an international non-governmental organisation that focuses on wildlife conservation and endangered species. WWF turned to our Risk Advisory team to help it raise sustainability standards in Myanmar's rubber sector.

With our support, the organisation developed an ESG scoreboard. This enables international buyers to ensure the rubber they are purchasing meets high sustainability standards and is suitable for sale in premium markets.

As a first step, we worked to identify regional and international ESG standards for commercialising sustainable natural rubber. Next, we evaluated potential markets for Myanmar's rubber before designing a system for scoring sustainable rubber that is tailored to Myanmar's social and environmental context.

Initially, WWF will deploy the scoreboard within its Myanmar operations. In the longer term, the organisation will launch the new system in other Southeast Asian markets.

**"This win demonstrates Deloitte's ability to ensure the sustainability commitments of our clients today translate into real action tomorrow. Our engagement team's experience and credentials with regard to ESG issues and sustainability standards enhanced our credibility with the client and played a big part in its decision to select us for the project."**

**Yvonne Zhang, Sustainability & Climate Leader, Risk Advisory, Deloitte SEA**

## Working with the Singapore Tourism Board on the potential of sustainable tourism

Over the past year, our Financial Advisory team has supported leading Singapore clients as they prioritise progressive approaches to embracing sustainability. One recent example was our engagement with the Singapore Tourism Board (STB).

The STB engaged us to undertake a study of the potential of sustainable tourism. This included assessing tourists' decision-making behaviours and sustainability-related travel preferences, as well as proposing recommendations to support the growth of the sustainable tourism opportunity for Singapore.

The team conducted a large-scale tourist survey across key tourist source markets, a series of consumer focus group discussions, and consultations with key tourism sector stakeholders in Singapore.

**"Our work with STB highlights our capabilities when it comes to helping clients future-proof their organisations with more sustainable ways of working."**

**Chris de Lavigne, Financial Advisory Partner, Deloitte SEA**





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## Establishing new corporate sponsorships

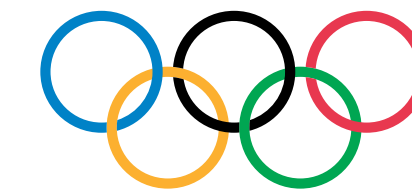
### Advancing the Olympic Movement

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

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

As a Worldwide Olympic Partner, Deloitte will apply our deep expertise in management and business consulting to help enhance and secure the IOC's digital ecosystem supporting the Olympic Movement. Deloitte and the IOC have formed a 'partnership with purpose' that leverages Deloitte's considerable business acumen to help the IOC realise the possibilities of its strategic roadmap for the future, Olympic Agenda 2020+5, and its vision to build a better world through sport. In partnership with the IOC, Deloitte will provide a global team with wide-ranging management and business consulting capabilities to deliver meaningful impact to the National Olympic committees, billions of fans, and the thousands of athletes who make the Olympic Games possible.

Deloitte will utilise our environmental, social and governance services expertise to assist the Olympic Movement in driving progress on critical challenges identified in Olympic Agenda 2020+5 related to corporate governance, strategy, sustainability, diversity, equity and inclusion, and athlete support and well-being.



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**Worldwide Olympic and Paralympic Partner**

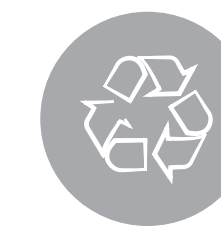
"We are living through one of the most consequential moments in history. The Olympic Movement plays a vital role in uniting the world through friendship, solidarity and fair play, and never has this been more important than now. Together, Deloitte and the IOC aspire to make an impact that matters – to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

**Punit Renjen, Deloitte Global CEO**

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

**Thomas Bach, IOC President**





## Deloitte SEA's Olympians

We are proud to have three Olympians working at Deloitte Singapore.



**Amanda Ng, Consulting Analyst, participated in the Rio 2016 and Tokyo 2020 Olympics as a sailor.**

"It is very meaningful to be able to represent a small nation like Singapore at the Olympics. Competing at this level is every athlete's dream.

Rio 2016 was my first Olympic outing. Sailing in Guanabara Bay within view of iconic Rio de Janeiro landmarks such as the Christ the Redeemer statue was an extraordinary experience.

Tokyo 2020 was a campaign fraught with challenges. Tearing my medial collateral ligament less than 48 hours before my Olympic qualifiers was just one hurdle I faced. However, the entire journey taught me so much and moulded me into a stronger individual. I felt a great sense of achievement when I eventually made it to the start line and felt so fortunate to be sailing in the beautiful seas of Japan, with Mount Fuji as the backdrop.

I interned with Deloitte back in 2017 while I was still attending university. Since then, Deloitte has supported my sporting ambitions. I was awarded the Deloitte Singapore Scholarship in 2018 to help fund my Asian Games campaign and was assured of full-time employment after graduation. I joined Deloitte full-time in 2019 and am grateful to my partners and managers. They have been very supportive and given me the necessary flexibility to train and compete overseas during my Tokyo 2020 campaign."



**Chantal Liew, Clients & Markets Executive, participated in the Tokyo 2020 Olympics as an open water marathon swimmer.**

"My first Olympic experience was surreal! What touched me most was the best athletes from across the globe coming together after such a rough couple of months and showing the world how unbreakable the human spirit really is.

I'd planned to retire after Tokyo but reconsidered, as I realised I still love competing so much. Additionally, thanks to the support from Deloitte, I am able to balance my work and continue my training for upcoming competitions such as the Asian Games and hopefully the 2024 Olympics in Paris!

As an open water swimmer, I am particularly concerned about sustainability initiatives, especially those geared towards addressing water pollution. I regularly attend beach clean-up sessions in my free time and encourage others in the community to do so."



**Derek Wong, Clients & Markets Senior Executive, participated in the London 2012 and Rio 2016 Olympics as a badminton player.**

"It was a great experience representing my country on the world stage in the sport that I love.

Getting to meet world-class athletes from various countries and being the flag bearer for Singapore at the 2016 Olympics were my favourite moments.

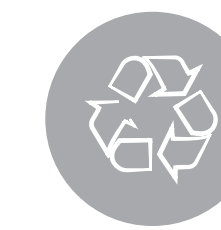
When I started with Deloitte, I had the opportunity to organise regular game nights for the people in Deloitte Singapore. I co-captained the badminton team for the ISCA [Institute of Singapore Chartered Accountants] Games. This helped ensure a smooth transition for me from sports to corporate life, something I really appreciate.

I enjoy the work I'm doing at Deloitte. I've had the opportunity to learn alongside people with vast knowledge and experience who are willing to impart their skills and valuable insights."





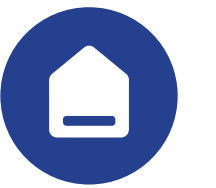
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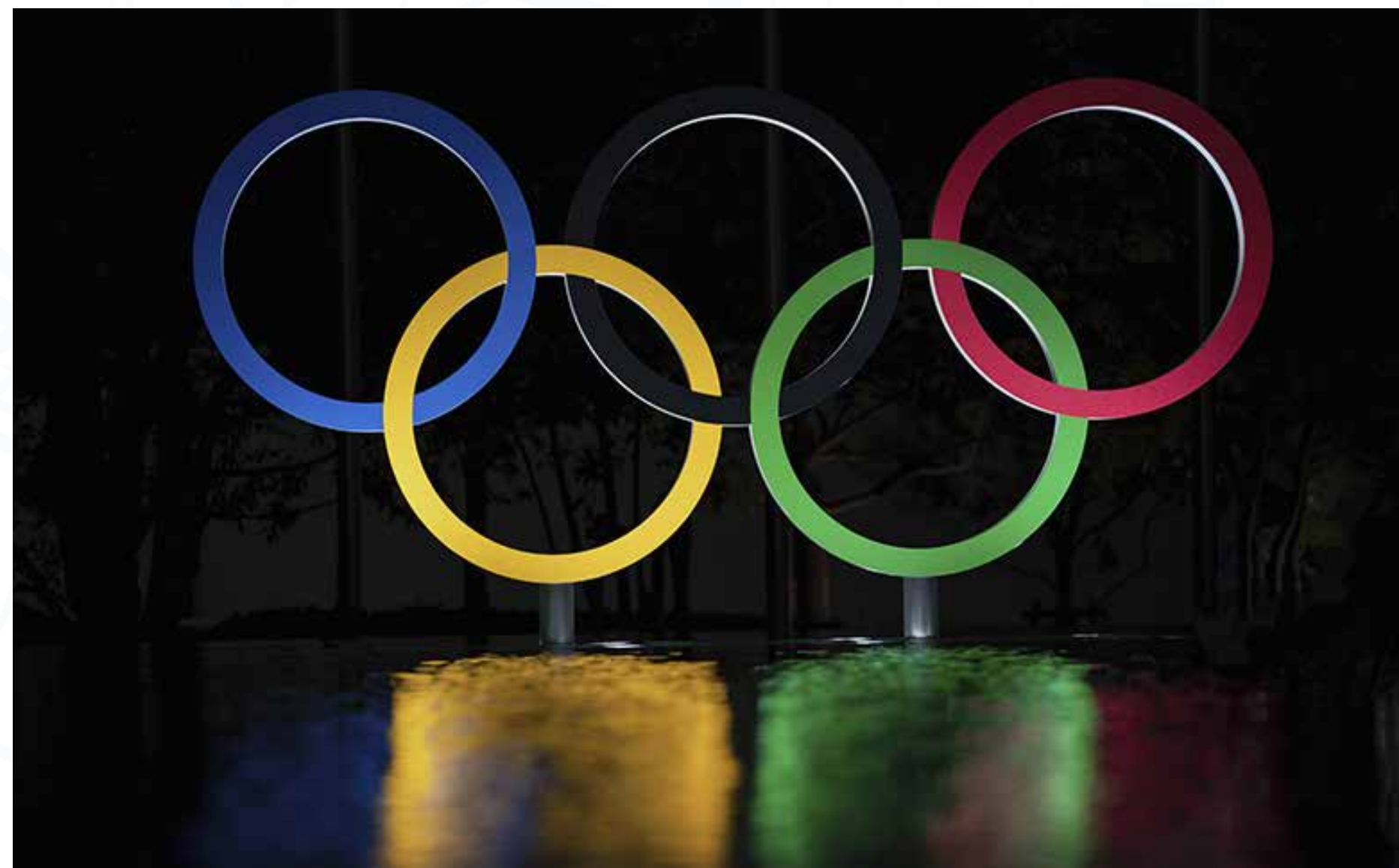


## SEA Olympic Day 2022

On 27 June 2022, Deloitte SEA hosted a webinar to commemorate Olympic Day 2022 – the very first Olympic Day at Deloitte since the announcement of our global partnership with the IOC.

Olympic Day is observed every year to spread the Olympic spirit and bring people together from around the world in celebration of sport, wellbeing, culture and education.

Participants in the webinar included Deloitte Olympians Derek Wong and Amanda Ng from our Singapore practice, along with invited guest Paralympic swimmer and Singapore Disability Sports Council, Pathway and Performance executive, Theresa Goh. The webinar was moderated by Jeanette Juay, Brand & Communications Managing Director, Deloitte SEA who shared what this partnership means for our people in Southeast Asia and how we can get involved with the global initiatives.



## Deloitte's SEA Games athletes

Three of our colleagues from Deloitte SEA participated in the 31st SEA Games.

- Shan Teo, Clients & Markets Executive in our Singapore practice (beach and indoor handball)
- Mohd Khairul Effendy, Filing Clerk in our Malaysia practice (futsal)
- Melvin Wong, Asia Pacific Account Manager in our Singapore practice (marathon).







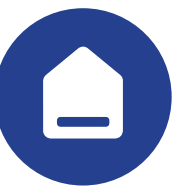
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## Committing to develop women's football in Singapore

Deloitte Singapore has signed a three-year sponsorship with the Football Association of Singapore (FAS) to advance women's football in Singapore.

Worth more than S\$300,000, Deloitte Singapore's sponsorship, with an option for two additional years, will go towards elevating the professionalism of the game – a historic feat for the women's football scene.

With this sponsorship, Deloitte Singapore is also the title sponsor of Singapore's top women's football competition. It is the first time the top-flight women's football league has had a title sponsor in its 22-year history. Known as the Deloitte Women's Premier League, it kicked off on 28 May 2022 after a two-year hiatus due to the COVID-19 pandemic.



Deloitte currently employs several women's national football players in Singapore through our Deloitte Ignite program, which has enabled more than 130 athletes to work for us since 2014.

As part of this sponsorship, and in line with the strategic intent of FAS to help players transition to corporate careers, we are now discussing extending Deloitte Ignite to offer more work opportunities to both men and women players during and after their football careers.

**“We believe that sports embody our shared values of leadership, integrity, care, inclusion and collaboration, and this fuels our commitment towards developing sports within the local community. As title sponsor of the Women's Premier League, we are excited to engage with the community, our people, and our clients to build an integrated and inclusive Singapore through sports.”**

**Philip Yuen, Deloitte SEA CEO**





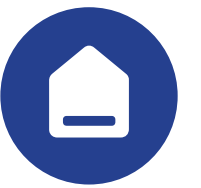
Business



Environmental



Social



## Strengthening executive engagement

At Deloitte, we want to be recognised as the pre-eminent advisor to CxOs in Southeast Asia. We do this by providing current and aspiring CxOs and board members a unique development forum for knowledge exchange in a trusted peer-to-peer environment. This enables us to develop and sustain deep trusted advisory relationships with our strategic clients while demonstrating our expertise and insights across our key geographies.

With multi-disciplinary offerings and sector expertise, we deliver relevant programs for all types of CxOs that look beyond the latest trends. Currently, we have the Global Board Program, CFO Program and SheXO Program, and are continuously developing new offerings to meet the expanding needs of our clients.



### Developing the SEA SheXO program

Deloitte's global SheXO program underlines the firm's commitment to supporting the personal and professional development of aspiring and established women leaders – both within Deloitte and within our client organisations.

In March 2022, Deloitte hosted the second annual gathering of the SEA SheXO chapter with a one-day forum on Leading with Trust, held in Singapore.

Over 80 Deloitte partners and senior business leaders from a range of sectors across the region attended, many via virtual technology.

Speakers explored how building trust can help organisations navigate a volatile business environment. Other topics included promoting equity and inclusion for working women and how business leaders can support this.

Participants included Gan Siow Huang, Minister of State, Singapore Ministry of Education and Ministry of Manpower. She shared valuable insights on diversity, equity and inclusion (DEI) trends in Singapore, and reflected on her career journey.

Goh Swee Chen, Nanyang Technological University Chairman and National Arts Council Chairman; Matthew Driver, Mastercard Asia Pacific Executive Vice President and Head of Services, and Wu Jiat-Hu, Heidrick & Struggles Singapore Partner in Charge also shared their personal experiences on the power of trust in organisations.

### Launching the inaugural SheXO Young Leaders Challenge

In collaboration with United Women Singapore, Deloitte Singapore launched the inaugural SheXO Young Leaders Challenge (YLC) 2021 in August 2021.

This five-month competition encouraged next-generation female leaders to submit innovative ideas for addressing gaps in diversity and inclusion practices in today's workplaces.

From a large pool of 381 registrants, 10 female university students emerged as winners. Ideas they submitted included appointing a full-time diversity and inclusion executive to concentrate on advancing the gender equality agenda; having male allies to support females as well as serve as role models to other men to change mindsets and influence the corporate culture; helping working mothers adjust to life back at work post-pregnancy through targeted programs that re-skill women; and adopting a blind recruitment process to ensure a fair process free from bias.

Their achievements were celebrated at a virtual awards ceremony in December 2021.

Prizes included a paid internship at Deloitte or with one of the challenge's supporting organisations, mentorship with a senior female leader and a cash prize of S\$500.





### **Best Managed Companies awards Program: Winners from across Southeast Asia**

The Best Managed Companies program is an awards program recognising privately held companies for their organisational success and achievement. The program provides a distinct framework for management teams to challenge themselves and benchmark against some of the best private companies in the world.

The program was established in 1993 in Canada and has become the most significant business award of its kind. The program is active in 48 countries in the Americas, Europe and Australasia, and is launching across Africa.

It is in its second year in Singapore, Indonesia, Malaysia, Thailand and Vietnam, where collectively, in 2022, there were 44 winners. They join the community of Best Managed Companies, a network of 1,200 outstanding private businesses, from across the world.

Winners join other best managed companies that have achieved this mark of business excellence, thereby elevating and augmenting their brand credibility, and expanding their networks and market presence.

An independent judging panel comprising business and academia representatives determine the winners each year based on the leading practices of best managed companies.

The program is an initiative of Deloitte Private.



#### **Deloitte Leaders with the winners of the Best Managed Companies awards in Malaysia.**

(L-R) Lee Meng Chuan, Founder and CEO, BIG Pharmacy Healthcare Sdn Bhd ; Saw Lip Teik , COO, Golden Fresh Sdn Bhd ; Daniel Bong, Group CSO, Yinson Holdings Bhd; Evan Cheah, Group CEO, Digital and Strategic Investments, Sunway Group; Chee Pei Pei , Deloitte Private Leader, Malaysia; Philip Yuen, CEO, Deloitte SEA; Tan Sri Abdul Wahid bin Omar, Chairman, Bursa Malaysia; Yee Wing Peng, CEO, Deloitte Malaysia; Datuk Wira Joey Lim, Group MD/CEO, LBS Bina Group Bhd ; Low Shir Ly, CFO, Valiram Holdings Sdn Bhd ; Alex Goh, Head of Marketing, Mr D.I.Y Group (M) Bhd ; Brandon Tay, CEO, Guan Chong Bhd ; Chu Jenn Weng, MD/ President/CEO, ViTrox Corporation Bhd ; Pierre Pang, Group CEO, MAMEE-Double Decker (M) Sdn Bhd ; and Lee Jia Zhang, Group COO, Kuala Lumpur Kepong.



## Southeast Asia Best Managed Companies Winners

### Indonesia

- PT ACE Hardware Indonesia Tbk \*\*
- PT Great Giant Pineapple #
- PT Indesso Primatama \*\*
- PT Industri Jamu Dan Farmasi Sido Muncul Tbk \*\*
- PT Mowilex Indonesia \*\*
- PT Pakuwon Jati Tbk #

### Malaysia

- Big Pharmacy Healthcare Sdn Bhd #
- Golden Fresh Sdn Bhd \*\*
- Guan Chong Berhad \*\*
- Kuala Lumpur Kepong Bhd \*\*
- LBS Bina Group Berhad \*\*
- Mamee Double Decker (M) Sdn Bhd #
- Mr D.I.Y. Group (M) Berhad #
- Sunway Berhad #
- Valiram Holdings Sdn Bhd \*\*
- ViTrox Corporation Berhad \*\*
- Yinson Holdings Berhad \*\*

\* 2021 winner  
 \*\* 2022 winner  
 # 2021 and 2022 winner

### Thailand

- Aksorn Education Public Company Limited \*\*
- Better Pharma Company Limited #
- C.J Express Group Co., Ltd #
- Carabao Group Public Co., Ltd #
- Central Pattana Public Company Limited \*\*
- CP-Meiji Public Company Limited \*\*
- JWD InfoLogistics Public Company \*\*
- Magnolia Quality Development Corporation Limited \*\*
- NR Instant Produce PCL \*\*
- S.Khonkaen Foods Public Company Limited #
- Sappe Public Company Limited \*\*
- Shera Public Company Limited #
- WICE Logistics Public Co Ltd \*
- WHA Corporation Public Company Limited \*\*

### Singapore

- Cityneon Holdings \*
- HRnetGroup Limited \*\*
- Kenyon Pte Ltd \*\*
- KinderWorld International Group Ltd #
- Lian Beng Group Ltd #
- LUXASIA Pte Ltd #
- NanoFilm Technologies International Limited #
- OSIM International Holding Pte Ltd #
- Penta Power Investment Pte Ltd \*\*
- Razer Fintech Holdings Pte Ltd \*\*
- TOP International Holding Pte Ltd \*\*

### Vietnam

- Apollo English #
- Pham Nguyen Confectionery Corp #
- The Pan Group #
- Vinmec Healthcare \*\*



Business



Environmental



Social



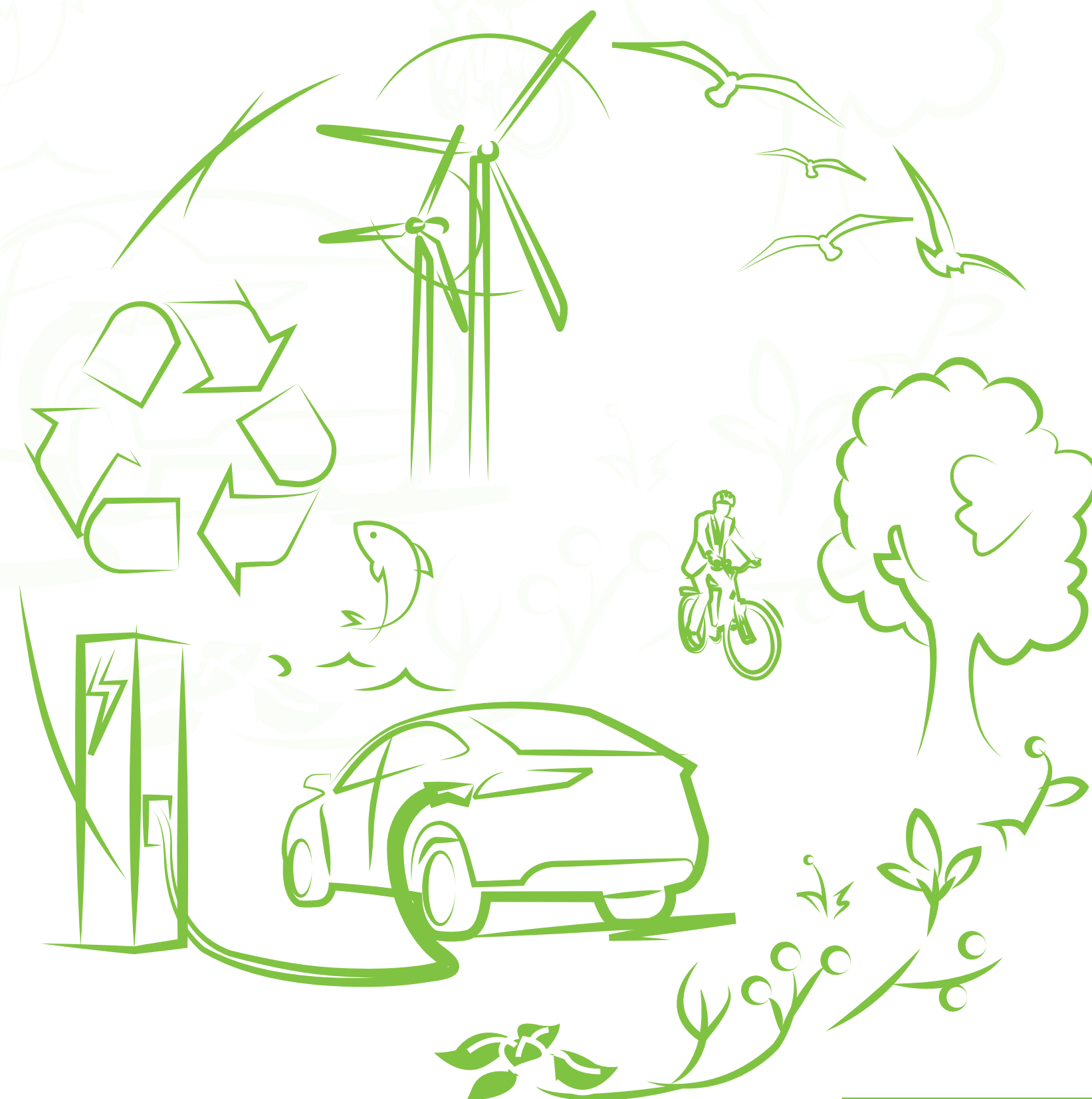
# Environmental

Making an impact,  
one action at a time







At Deloitte, we are committed to making a positive impact for our clients, our people and the communities where we live and work. We believe we have a responsibility to lead the way in finding fair, effective and sustainable solutions for the increasingly complex challenges the world faces.

WorldImpact is our portfolio of initiatives designed to help solve society's most pressing problems and create a better future for everyone.



Our four WorldImpact programs focus our organisation's collective energy on delivering outstanding results in the areas of environmental sustainability, social impact, and diversity and inclusion:

-  **WorldClimate**
-  **WorldClass**
-  **Impact Every Day**
-  **All IN** (see page 43 in the Talent section of this report).



In FY2022, Deloitte SEA's community investments totalled US\$1,800,275 and our people contributed 14,298 hours in volunteer and pro bono work.



Business



Environmental



Social



## WorldClimate

At Deloitte, we believe everyone can play a part in making the world fairer and more sustainable. *WorldClimate* is our strategy to drive responsible climate choices within our organisation and beyond.

As part of this strategy, we are committed to taking measurable, decisive actions on climate change; including net-zero with 2030 goals, which consist of near-term (2030) greenhouse gas reduction (GHG) goals that have been validated by the Science Based Targets initiative (SBTi). We are actively engaging with Deloitte's 345,000 professionals around the world and our broader ecosystem of clients, partners and networks to create solutions that facilitate the transition to a low-carbon economy.

To ensure that our people are empowered with the knowledge to take action and make positive climate choices, we launched the "WorldClimate – Rewrite our Future" eLearning and this was completed by all our people across Southeast Asia.

Read on to discover what we have been doing to address climate change.

### Building better futures together

In April, we celebrated Earth Month at Deloitte. This year's celebration included the launch of our global #BetterFuturesTogether campaign, which is designed to inspire our people to think and act more sustainably at work, at home and in their communities.

Building on the theme of Earth Day 2022, #InvestInOurPlanet, the initiative encouraged our people to act on climate change and share their efforts on social media. These actions could be as simple as consuming meat in moderation, being mindful of using less air travel, or volunteering to help a sustainability-focused non-profit organisation.

Overall, the campaign encouraged our people to rethink, reinvent and reimagine how we can build a more sustainable world together.

### Reducing carbon emissions one hot water heater at a time

As Deloitte transitions to a net-zero business model, we are supporting carbon-offset projects that will help us fulfil our commitment to achieve carbon neutrality.

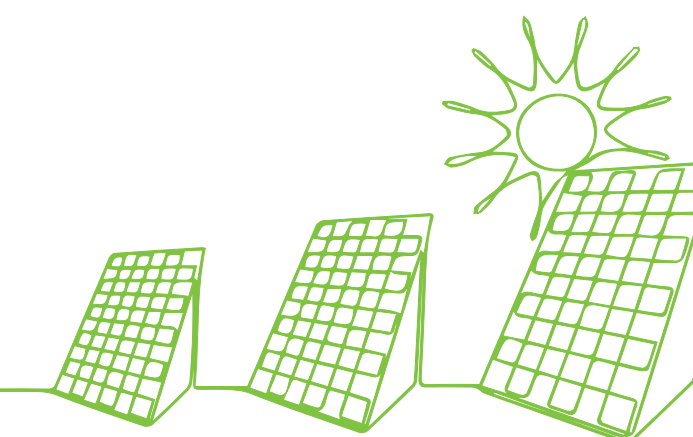
In the past year, we supported the Solar Water Heating Carbon Offset project that is aimed at providing households, small and medium-sized enterprises, and institutions across India with an internal hot water supply that uses renewable energy instead of carbon-intensive grid electricity.

It is estimated that heating water in households, business premises and institutional buildings accounts for up to 30 percent of electricity consumed in India, so the potential cost savings are considerable. A typical household could save approximately INR 9,000 (US\$134) on average per year by replacing grid-dependent electric units with a solar water heater offering capacity of 200 litres per day.

School-based awareness programs and public exhibitions are helping to increase uptake of these solar products. To date, the project has reduced emissions by about 120,000 tonnes of carbon dioxide equivalent.

**"Offsetting our carbon emissions is a key part of our strategy as we work towards our near-term 2030 net-zero goals, as validated by the Science Based Targets initiative (SBTi). In addition, projects like these also deliver tangible benefits to the communities we work in."**

**Michael Fiore, Deloitte SEA Chairman & Executive Sponsor for WorldClimate**





Business



Environmental



Social



## Championing climate governance in Singapore

Organisations in Southeast Asia are under growing pressure to address climate change but many boards lack the expertise to manage risks and obligations. To help address this problem, Deloitte Singapore has partnered with organisations including Singapore Management University and Singapore Institute of Directors to support Climate Governance Singapore (CGS).

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

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

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

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

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



During these sessions, we invited industry experts to share their expertise, as well as insights from their own organisations' sustainability journeys. Participants were able to gain valuable insider knowledge on climate change and how to make it a priority in the boardroom.







Business



Environmental



Social



## Rising to the Green Impact challenge

At Deloitte SEA, we want to help our people make climate-positive choices at home and work. That is why we launched the Green Impact challenge in April 2022 for our people across the region.

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

Participating in the Green Impact challenge empowers our people to build positive daily habits. This might include eating less red meat, cutting water usage, saving energy and making responsible travel choices. They might also be committed to refuse single-use packaging, plant vegetables at home, or take part in a community clean-up event.



“The Green Impact Challenge is all about giving our people a better understanding of the role they can play in addressing climate change. We want to inspire them to be agents of positive change.”

**Shariq Barmaky, Audit & Assurance Regional Managing Partner, Deloitte SEA**





Business



Environmental



Social



## Showcasing sustainable building design and construction at +Pavilion

The world is at a tipping point as cities continue to grow. Current production and consumption methods are putting an unsustainable strain on the natural resources, temperature and biodiversity of this planet. To tip the balance back in our favour, governments and organisations need to reduce the carbon footprint of the built environment.

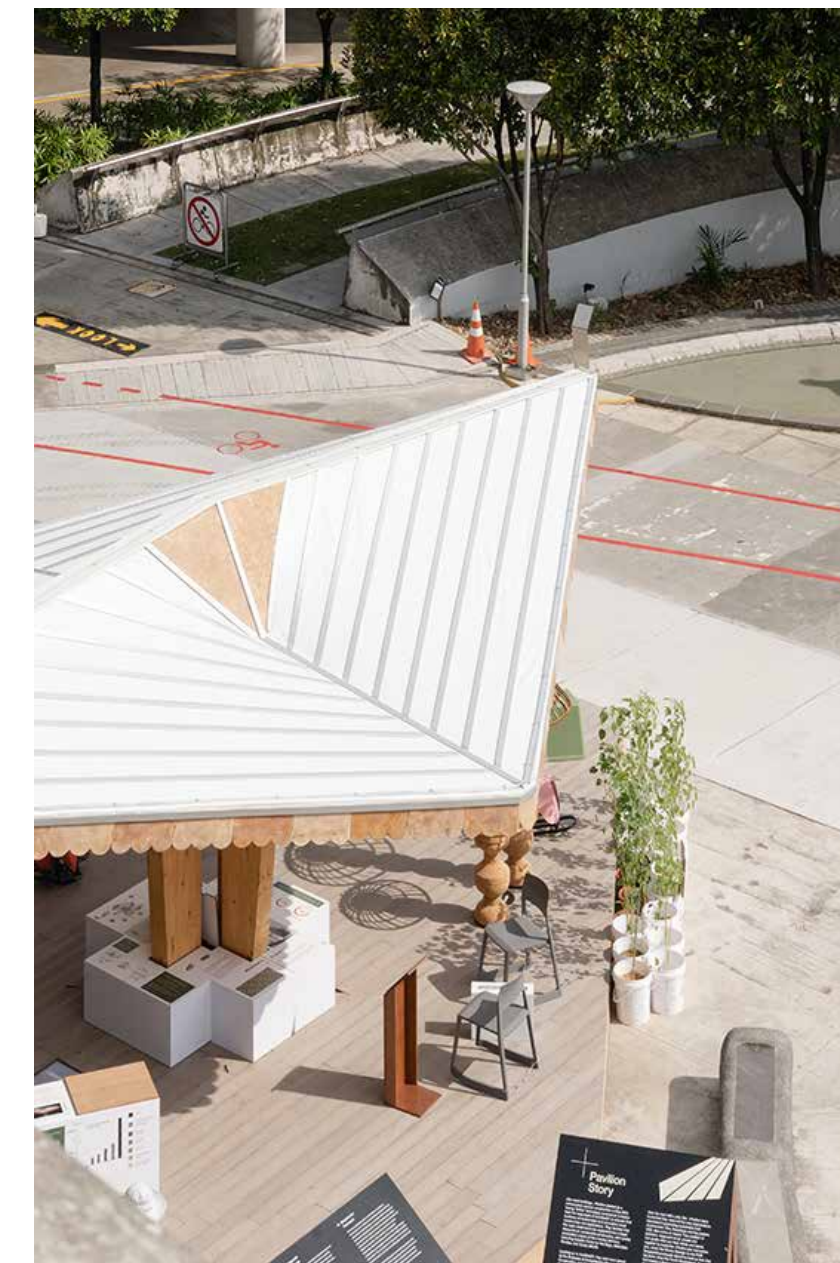
Deloitte Singapore was proud to serve as one of the key organisers and conveners of the +Pavilion exhibition, which was launched on 26 May in conjunction with the Swiss Weeks 2022 event.

The +Pavilion installation highlighted the urgent need to address the carbon footprint of our built environment. Showcasing innovative designs, building materials and solutions, it also educated the public on what the future of sustainable building design and construction could look like if stakeholders work together.



“The built environment of every city and country in the world is collectively responsible for 39 percent of global carbon emissions. +Pavilion demonstrated how building design, construction and operation can contribute to building better lives in Singapore and beyond.”

**Duleesha Kulasooriya, Managing Director of the Center for the Edge Southeast Asia**



In addition to providing specialist expertise as a project knowledge partner, Deloitte co-created the physical exhibition, produced marketing and media materials, and organised the launch event.

The +Pavilion installation was open to the public at Marina Barrage from 27 May to 11 August. It was then moved to the EHL Campus (Singapore) in late August 2022 where it is being used for workshops and education around sustainability in the built environment.





### Preserving the rainforests in the Philippines

More than 100 volunteers from Deloitte Philippines gathered at the La Mesa Watershed Reservation in Metro Manila on 26 August 2022 to do their part in preserving one of the few remaining rainforests in the city by planting Narra tree seedlings.

Known to be resilient and strong, the Narra tree is the national tree of the Philippines and is considered an indigenous plant species suitable for biodiversity conservation. Guided by an agriculturist from the Department of Environment and Natural Resources, our volunteers carefully planted the seedlings of the Narra tree while learning about the important role that trees play in emitting more oxygen into the atmosphere and helping to absorb floodwaters during heavy rainfall.

### Thailand helps in upcycling plastic waste into useful products

As part of the “Plastic Free July and Sustainable Office” initiative this year, Deloitte Thailand employees were encouraged to drop cleaned plastic bottle caps into a box set up at the staff lounge. During this month-long campaign, nearly 3,000 bottle caps were collected and donated for upcycling to Precious Plastic Bangkok, a non-profit organisation that upcycles plastic waste into useful products.

The profit made from these products goes back into the community to support Precious Plastic’s recycling centre. The employees who joined the campaign also received rewards made from upcycled plastic, which served to further educate them on the benefits of plastic upcycling.



Through these meaningful activities, our volunteers gained a deeper understanding about the environment and the need for collective action to care for it.

### Taking decisive action on climate change in Indonesia

Deloitte Indonesia is committed to taking measurable, decisive action on climate change. As part of Impact Month in September 2021, they held an Eco-Enzyme Workshop to promote environmental sustainability, showing participants how to create all-natural multi-purpose cleaners by fermenting organic waste. It was attended by 87 Deloitte team members.

An urban farming workshop was also organised for more than 135 of our Indonesian people who learned how to plant and care for seedlings, control pests naturally and use organic waste as compost. They also shared their experiences of practising urban farming at home.



In addition, our Indonesian colleagues collaborated with environmentally conscious social entrepreneur Demi Bumi to create a sustainable tote bag. Made from durable twill fabric, the project aimed to encourage people to use fewer single-use plastic bags.



Business



Environmental



Social



## Social

Making an impact in diverse communities





Business



Environmental



Social



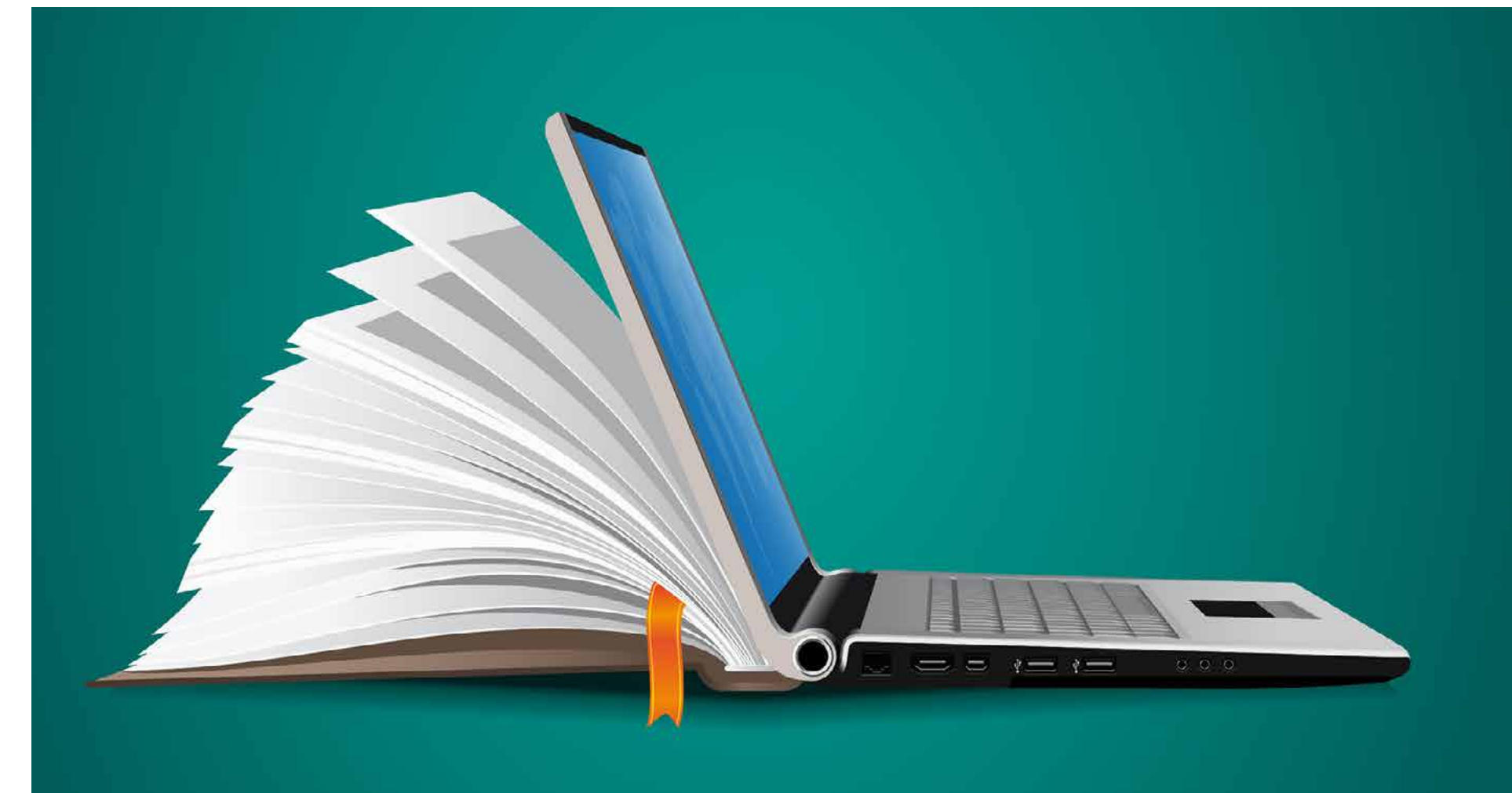
Deloitte's global WorldClass program aims to improve educational outcomes, develop job skills and expand opportunities for 100 million people worldwide by 2030.

These ambitions are more important than ever, with the global pandemic restricting millions of students' access to education and impacting the livelihoods of entire communities.

To achieve our goal, Deloitte SEA implemented a wide variety of initiatives in FY2022. These drew on the skills and knowledge of our people to help individuals across the region achieve their aspirations and reach their potential.

### **Supporting better access to education with the WorldClass Education Challenge**

COVID-19 may have disrupted students' education worldwide. However, it has also highlighted new possibilities for what learning could look like. For example, by accelerating the adoption of new classroom technologies that enable remote learning, the pandemic has helped students gain the digital and interpersonal skills that future employers will expect.

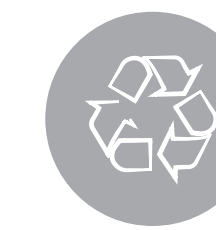


At Deloitte, we are seeking to capitalise on that momentum and we want to create even more solutions that support access to quality education for more of the world's students. That is why we launched the WorldClass Education Challenge in collaboration with the World Economic Forum (WEF) in May 2021.

This three-month initiative saw us invite entrepreneurs in Southeast Asia, Australia, Africa and India to work alongside Deloitte professionals to come up with novel educational approaches that can help school-aged children prepare for the jobs of the future. We were looking for proposals that would support equitable access to education, help students gain the skills they need for a better future as well as enhance the skills of teachers to enable them to better prepare students for the new economy.



Business



Environmental



Social



Our challenge attracted 400 submissions. Of these, three Southeast Asia-based innovators were selected to work with us to help address the global education crisis.

### The WorldClass Education Challenge's Southeast Asia winners



**Edukasyon.ph** is the largest online youth platform in the Philippines,

empowering millions of students aged 13 to 23 to make informed education decisions that will lead to fulfilling lives and careers.

"We've been steadfast in creating education solutions and opportunities for our learners, not just for those who are enrolled in schools but also for those passionate learners who don't have the same access."

**Grace David**  
CEO, Edukasyon.ph



**GenEd** helps educators sustainably reinvent the way they teach, allowing

schools to better nurture every educator's lifelong learning journey.

"It's about time that teachers are placed front and centre of the education solution. We empower teachers, we inspire generations and we can transform a nation."

**Anggaris Anggia Cininta (Ghea)**  
Founder, GenEd and Tax & Legal Senior Manager, Deloitte Indonesia



**Komerce** is a technology-based start-up that supports the advancement of online

businesses in Indonesia by matching them with job seekers with digital skills.

"We have a dream to be able to train and empower millions of young people in Southeast Asia in the field of technology so that they can get decent and competitive jobs in this digital era."

**Nofi Bayu Darmawan**  
Founder, Komerce



"Access to education is critically important in enabling young people worldwide to step up and take advantage of the exciting opportunities that will be available in the future. Programs like these can make a real difference to people's lives."

**Michael Fiore, Deloitte SEA Chairman and Executive Sponsor for WorldClass**





Business



Environmental



Social



## Making an impact every day

As part of our global *WorldImpact* initiative, we believe in making an *Impact Every Day*. To do this, we support our people to engage with their local communities year-round to help them address pressing issues in their areas.

We also mark our commitment to community-powered social impact with an annual month of service. In 2021, Impact Month took place in September.

Read on to learn more about the diverse range of activities that our professionals were involved in during Impact Month as well as all year round.

### Helping to create maps for Médecins Sans Frontières

Deloitte SEA team members volunteered during this year's Impact Month for a Missing Maps Mapathon with humanitarian organisation Médecins Sans Frontières (MSF).

MSF works in the world's most vulnerable locations, bringing much-needed healthcare to victims of crises such as natural disasters, disease outbreaks and conflicts. Many of these areas are 'missing' from digital maps and MSF has been known to rely on hand-drawn maps when coordinating emergency response activities.

Fifty volunteers from Deloitte SEA's geographies connected virtually to map the South Kivu province in the Democratic Republic of the Congo. On 10 September last year, we mapped 2,656 buildings in the province.

Our map will help local and international non-government organisations to respond more effectively to future humanitarian crises in this troubled area.

"The people most in need of humanitarian aid are often in hard-to-reach locations. For humanitarian organisations like Médecins Sans Frontières, this is made even more difficult by a lack of accurate digital maps. That's why we jumped at the opportunity to help MSF map this remote region in the Democratic Republic of the Congo."

**James Walton, SEA Clients & Markets Leader and SEA Leader for WorldClass**

**Today's Mission: Democratic Republic of Congo**

Project ID: 10465

**Background:**

- We'll be mapping buildings in South Kivu, in Democratic Republic of Congo.
- South Kivu has been ravaged by armed conflict, which has led to mass displacement of people. MSF provides emergency medical response, treating the wounded, meeting basic health needs, and adapting our services.
- There are many factors favouring the spread of diseases.
- MSF has been responding to a variety of health needs in South Kivu, including intervening in communities with community health agents to support primary health centres.
- It is crucial that we have useful and detailed maps so we can respond more effectively in the area.

**HELP US CREATE A HUMANITARIAN MAP**

MEDECINS SANS FRONTIERES DOCTORS WITHOUT BORDERS MISSING MAPS



Business



Environmental



Social



Deloitte.



Deloitte Business Ethics  
Deloitte Southeast Asia

WorldClass



### Brunei, Cambodia and Vietnam: Enabling students to master interview skills

Deloitte is committed to building the employability of our region's graduates by helping them increase their job skills and career opportunities. This often takes the form of facilitating workshops that aim to boost interview skills.

Impact Month 2021 was no exception. That's when Deloitte Brunei collaborated with Brunei Toastmasters Club to deliver an interview preparation workshop for 73 young graduates from Laksamana College and Kolej

International Graduate Studies. Here, our people worked to equip the students with skills and preparation techniques to help them perform well in job interviews.

Similarly, May 2021 saw a team of Deloitte Cambodia professionals conduct a CV and interview preparation workshop with 1,048 students from CamEd Business School as part of our *Impact Every Day* activities.

Our team provided insights on the relevant skills required to succeed in today's workplace, such as agility, creativity and communication. They also shared tips on creating resumes and preparing for interviews.

Deloitte Vietnam held an interpersonal skills workshop for 370 students from An Giang University and 170 students from our Lighting Up Your Future scholarship program in July 2021. The virtual workshop was part of Deloitte's Guest Lecture Series. Here, too, students gained insights to help improve their interpersonal and networking skills in preparation for the workforce.

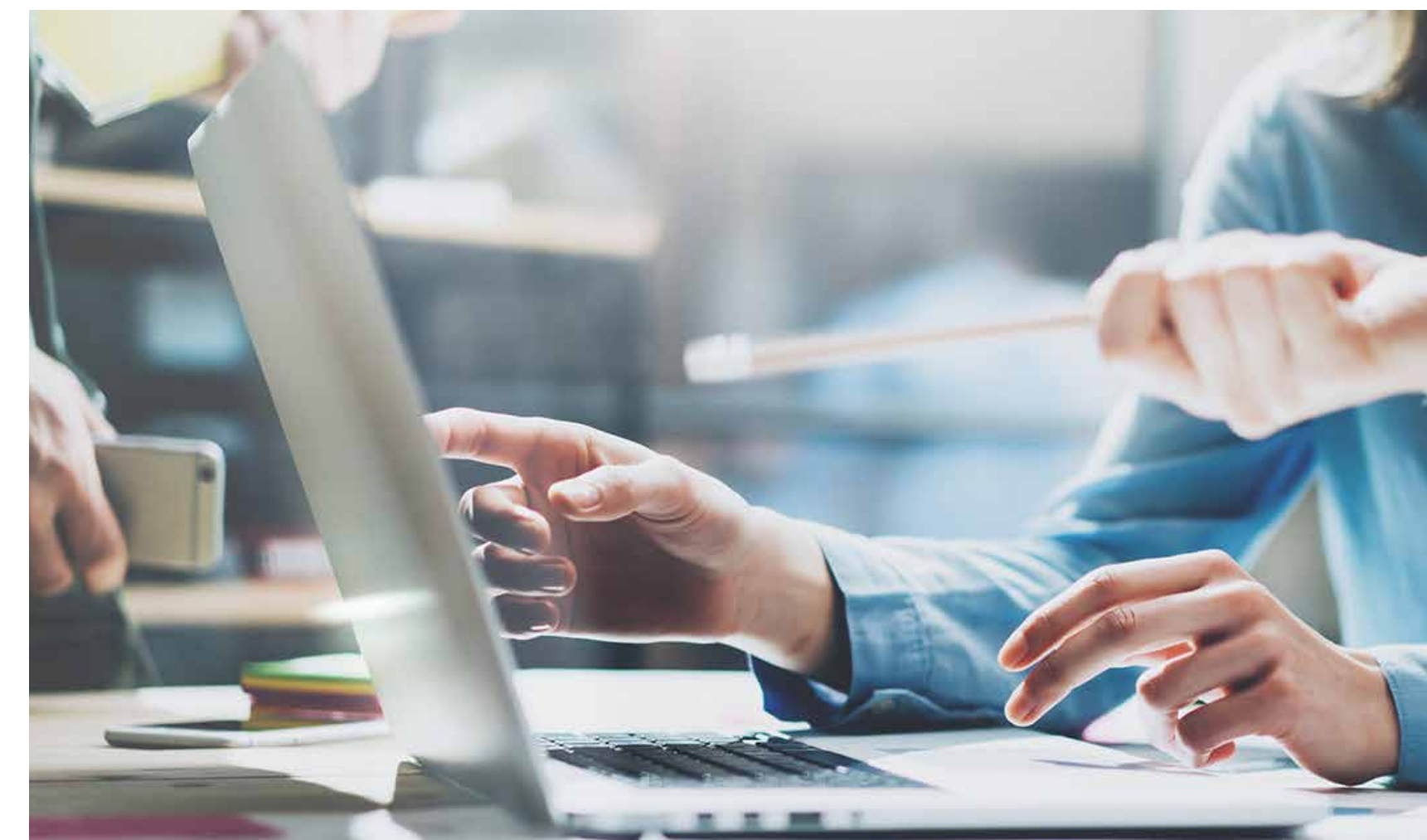
### Guam: Promoting ethical business practices

In October 2021, Deloitte Guam hosted the first Deloitte Business Ethics program in collaboration with Junior Achievement Guam.

Deloitte Guam volunteers delivered the program online to 51 students over two days.

Our online program focussed on the importance of acting morally and responsibly in business and the differences between personal and professional ethics. We also engaged participants in lively discussions on ethical leadership and guided them to consider what it means to lead a team with integrity.

Acting ethically at all times is an important part of our philosophy as an organisation and we place great importance on helping students learn these valuable lessons about personal integrity and ethical leadership.







Business



Environmental



Social



### Indonesia: Delivering tailored programs for increased productivity

December 2021 saw our Indonesia practice run a 'Business Alchemist' program for chocolate and cocoa products manufacturer, Barry Callebaut, as part of its *Impact Every Day* activities.

We designed the program to help Barry Callebaut's field facilitators develop the soft skills they need to improve interactions and ongoing relationships with the cocoa farmers they work with.

Strengthening the facilitators' communication and teamwork skills would enable them to better help the farmers understand how to improve their productivity and grow their income.

Our program included three days of soft skill theory sessions with 38 field facilitators, followed by a four-week challenge. Eleven volunteers from Deloitte Indonesia facilitated the virtual coaching sessions.

The results have been very positive. Deploying their improved soft skills, Barry Callebaut's team of facilitators have been able to successfully enrol 169 additional cocoa farmers into the company's farm service program. This offers the farmers certain tools and services that can help them become more productive.

**"By drawing on the broad expertise of our firm and our people, we're able to ensure our programs deliver genuine impact for the organisations we work with."**

**Claudia Lauw, CEO of Deloitte Indonesia**



### Lao PDR: Supplementing students' studies with real-world knowledge

In February 2022, Deloitte Lao PDR conducted a guest lecture via Zoom for 30 students and faculty members from the National University of Laos' Faculty of Law. As part of our Guest Lecture Series, the lecture was on income tax and value-added tax.

Deloitte set up its Guest Lecture Series as a supplementary learning resource for local tertiary institutions. It aims to fill the gap between what is taught at universities and what graduates need to know in the workplace.

**"This gap is something we've identified from our own experience hiring university graduates, who often don't have the real-world knowledge needed to succeed. We're pleased to be able to supplement the lecturers' knowledge with our expertise."**

**Choopong Surachutikarn, Country Leader of Deloitte Lao PDR**





Business



Environmental



Social



### Malaysia: Widening children's access to education

March and June 2022 saw Deloitte Malaysia welcoming new students from Negeri Sembilan and Kuching respectively to its thriving KidsEdu program. This brings the total number of students in the current cohort of Deloitte KidsEdu to 1,000.

At Deloitte, we believe education breaks the poverty cycle. KidsEdu was launched in 2019 to help make education accessible to children from low-income households. Together with more than 120 Deloitte volunteers from across Southeast Asia, KidsEdu conducts English classes fortnightly for children in Kuala Lumpur, Selangor, Penang, Sarawak, Johor and Negeri Sembilan. There are plans to expand KidsEdu into Ipoh and Pahang as well.

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

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

**Yee Wing Peng, CEO of Deloitte Malaysia**

### Philippines: Providing kids with financial literacy education

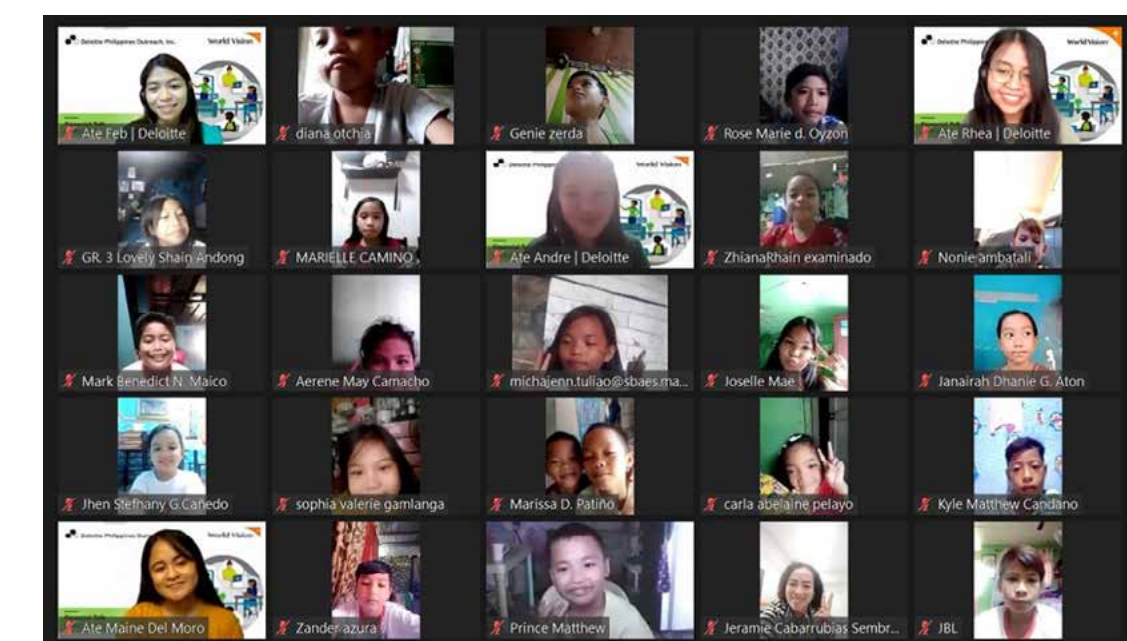
In October 2021, 11 volunteers from Deloitte Philippines held an online financial literacy session for 30 third-grade students who are supported by World Vision Philippines.

The team worked on the initiative with ING Learning Center, a non-government organisation that offers after-school remedial and educational support in maths, English and the inculcation of values such as ethics and perseverance.

Despite the challenge of an unstable internet connection, our volunteers kept the students engaged throughout the event with storytelling and games, and successfully imparted knowledge of financial literacy with practical applications.

“Financial literacy is important for everyone, no matter how old they are. Helping to pass on this knowledge to our next generation is a privilege and incredibly rewarding.”

**Eric Landicho, CEO of Deloitte Philippines & Deloitte Philippines Outreach, Inc.'s President and CEO**





Business



Environmental



Social



## Singapore: Opening female students' eyes to career opportunities through mentoring



Deloitte Singapore launched the GirlForce 100 Mentorship Program as part of its Impact Month activities. It partnered with non-profit organisations, 100 Women in Finance and Junior Achievement, to launch the six-month scheme.

Our initiative gave female students from local educational institutions the opportunity to be

mentored by finance industry professionals. Mentors included 10 Deloitte Singapore professionals who worked with 20 students from Temasek Polytechnic to help them discover career opportunities in finance.

We marked the program's culmination in February 2022 with an event attended by Ms Low Yen Ling, Minister of State at the Singapore Ministry of Culture, Community and Youth and the Ministry of Trade and Industry, who shared words of encouragement with students and mentors. Ms Seah Gek Choo, Deloitte SEA's Talent Leader, also inspired attendees with insights from her career.

**"Mentoring helps open the eyes of young women to what they can achieve in the workforce if they believe in themselves. We're looking forward to expanding this program in the future."**

**Seah Gek Choo, Talent Leader, Deloitte SEA**

## Singapore: Supporting students to become job-ready

Impact Month 2021 saw eight volunteer mentors from Deloitte Singapore join forces with Junior Achievement to facilitate a career goals workshop.

The youth organisation runs an after-school engagement program with social service agency CampusImpact and wanted to help its students learn how to get and keep a job in STEM and other high-growth industries.

During the two-day workshop in September, we helped 23 students understand the crucial workplace skills employers are looking for but often find lacking in young employees. These include communication, critical thinking, creativity, agility and collaboration skills. In addition, we shared valuable tips for securing their dream job, including how to write resumes and conduct themselves during interviews.

A group of Deloitte volunteers also conducted educational games and activities for 10 children from CampusImpact's Study Buddy program and facilitated educational games and activities such as science bingo and lantern making.





Business



Environmental



Social



### Thailand: Matching people with disabilities with jobs and supporting access to education

According to the 2017 Disability Survey conducted by Thailand's National Statistical Office, Thailand currently has around 3.7 million people with disabilities – about 5 percent of the population. Of these, 1.2 million are of working age, but only about 670,000 are in the labour market.

To help address this issue, Deloitte Thailand partnered with the Social Innovation Foundation to help connect people with disabilities to jobs.

With our support and sponsorship, program registrants are matched with organisations that can provide them with suitable employment. This allows people with disabilities to perform duties based on their capabilities and competencies, develop their work skills, and earn a living.

As part of our *Impact Every Day* activities, Deloitte Thailand also took action to help more people access education. July 2021 saw us partner with education platform, the Saturday School Foundation, to deliver new laptops to students who lacked access to online learning tools.

Our initiative allowed students affected by pandemic-related lockdowns to borrow laptops so they can continue to study. So far, 18 students have benefited from our contribution and this number will increase in the coming academic year.

**“Deloitte Thailand is deeply committed to the rights, opportunities and quality of life of people living with disabilities. In 2021, we were able to assist 13 people to find employment, an achievement we are very proud of and look forward to building upon.”**

**Subhasakdi Krishnamra, CEO of Deloitte Thailand**

### Other community-based activities

Impact Month 2021 also saw our SEA geographies participate in a wide range of community-based activities.

These included distributing food to the underprivileged, participating in beach clean-ups, spending time with senior citizens with dementia, and organising educational talks on subjects like the role of guide dogs in helping the visually impaired.

In addition, a number of our SEA geographies took the opportunity to give back to society during the month of Ramadan, a period of fasting for the Muslims when they seek to strengthen their faith and perform works of charity.





Business



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## Giving back during Ramadan

April 2022 saw our people from several geographies across Southeast Asia, both Muslim and non-Muslim, coming together to give back to the community and raise funds for good causes.

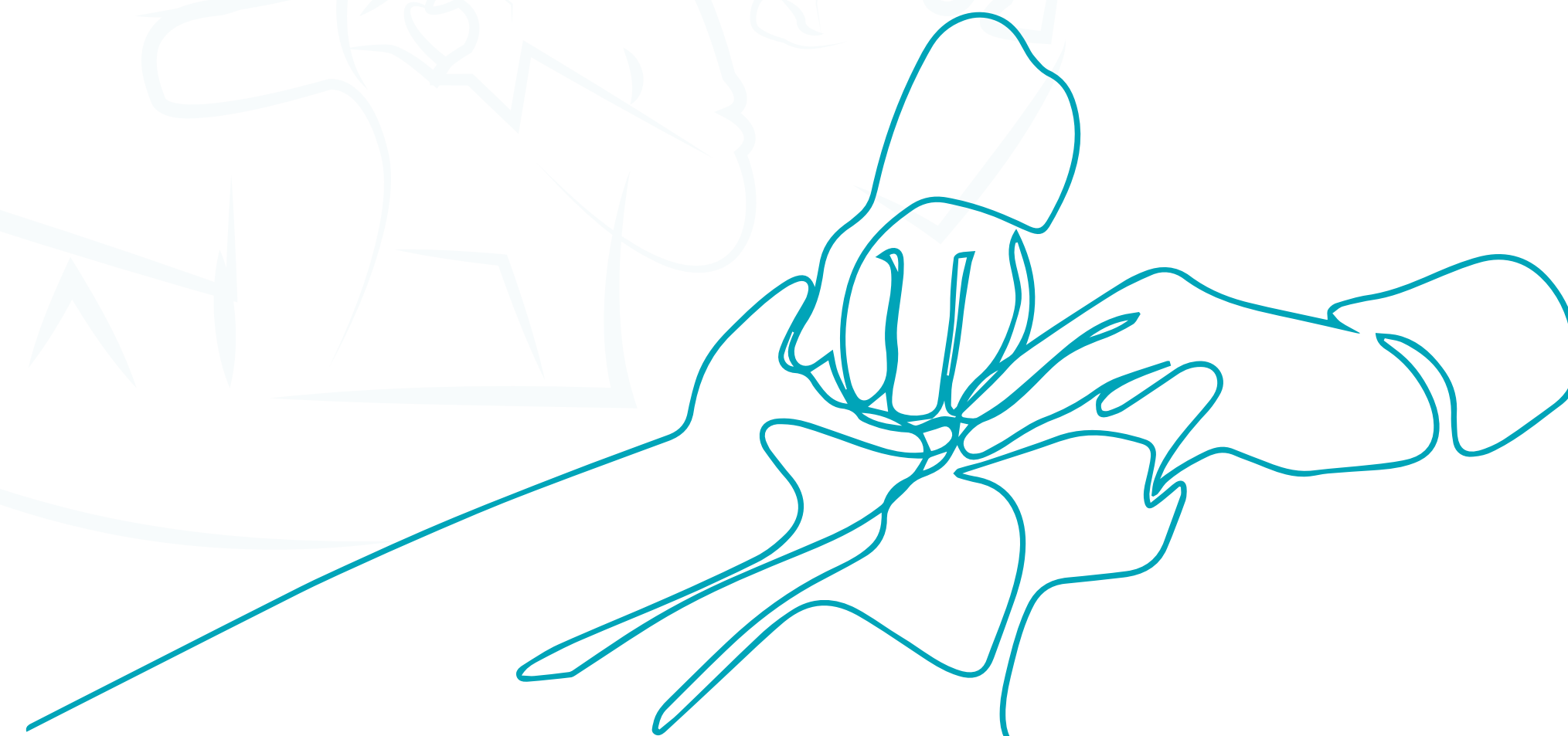
At **Deloitte Brunei**, our employees volunteered their time at the Society for the Community Outreach and Training Social Community Kitchen, an organisation that delivers home-cooked meals to disadvantaged communities. Our volunteers also purchased and donated meal packages to underprivileged families.

At **Deloitte Indonesia**, our volunteers organised a textbook donation drive and then sent the books we received to educational institutions in the rural areas of Indonesia for use as teaching references. Our colleagues also contributed financially and the funds were used to purchase and deliver more books to those in need.

**Deloitte Malaysia** held its annual Hari Raya Aidilfitri (Eid) celebrations together with families from its KidsEdu communities in Kuala Lumpur, Seremban and Johor. Our colleagues in each of these states invited approximately 20 participating families to join in their celebrations. We were also joined by distinguished guests, including members of the Negeri Sembilan Royal Family.

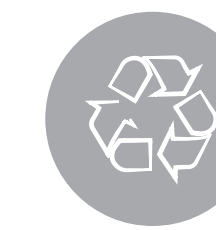
At **Deloitte Singapore**, more than 30 of our non-Muslim colleagues, including nine partners, took up the Ramadan Challenge to fast for one day or more, alongside our Muslim colleagues. We also raised more than SGD\$10,000 for the Malay Youth Literary Association's Ramadan on Wheels (ROW) initiative. ROW is a volunteer-driven program that assists low-income families and the elderly.

The money raised helped 350 elderly people and families in need by providing them with groceries and food hampers to supplement their daily household needs. It also provided funds for digital literary support programs for seniors, and workshops and skills training for families.





Business



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# Talent

At Deloitte SEA, we want everyone to feel they can be themselves and thrive at work – in each of our 11 geographies, in everything we do, every day.

That is why when we hire, we look to attract diverse capabilities at scale. It is also why we take pride in fostering a workplace culture characterised by inclusive behaviours. Through our ALL /N Diversity Equity and Inclusion (DEI) strategy and societal impact initiatives, we support our people to create a safe, respectful environment where everyone has an equal opportunity to succeed and make an impact that matters.

At the same time, we are looking to develop and grow the world's best leaders. We help our people build global insights and cross-cultural competencies by providing them with international work experience through our agile mobility approach. We are also committed to inspiring them through career-long learning and development programs that are widely recognised as best-in-class.

Read on to discover how these talent approaches allowed us to make a positive impact on our people, clients and communities in FY2022. We are proud to share our progress as our journey continues.





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## Deloitte's work culture and experience

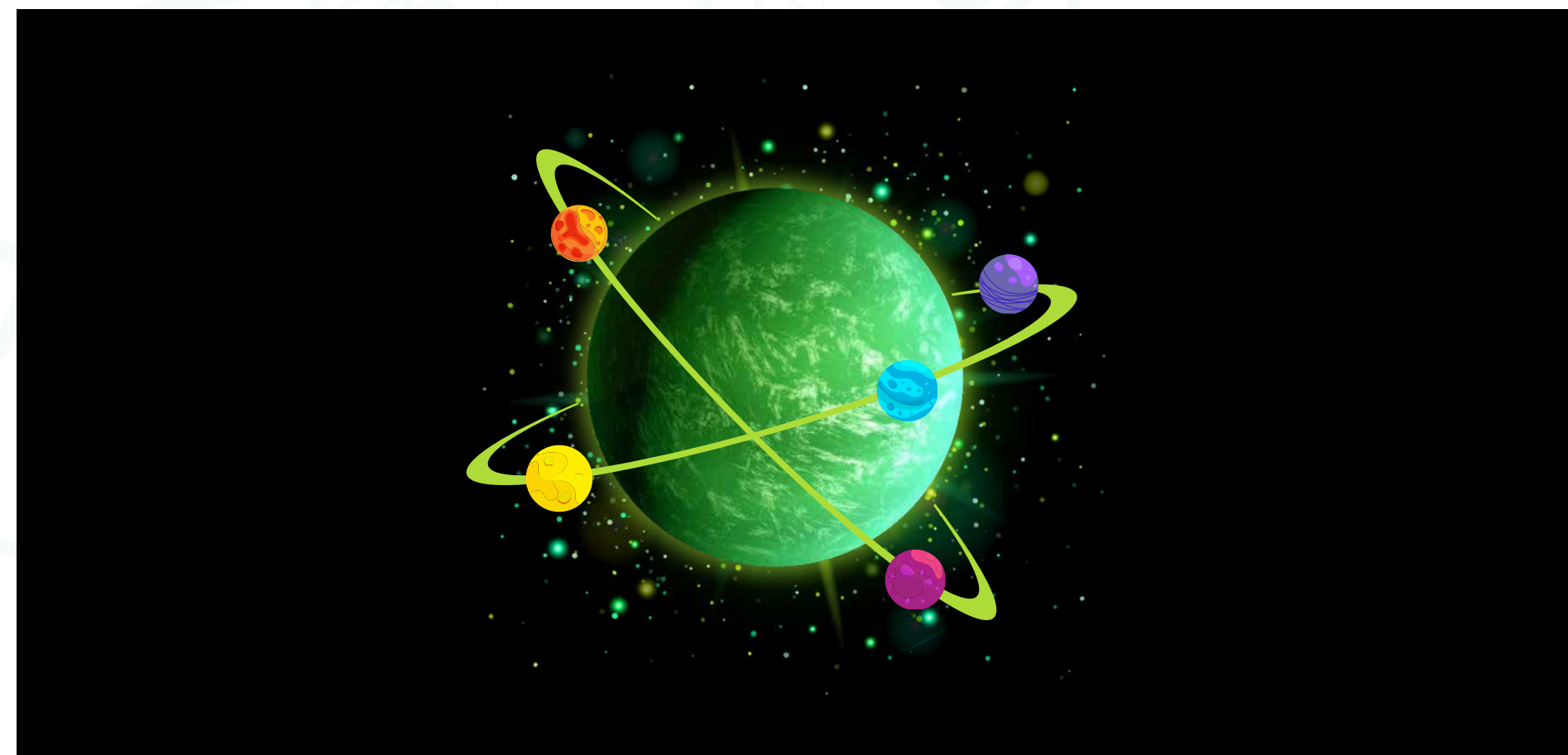
### Reimagining what work looks like with the Deloitte Experience

How best can we empower all our people to create a work experience that fits their needs, as well as those of their clients and teams?

Deloitte's answer to that question is the Deloitte Experience, an approach that builds on our existing flexible work practices that go back many years to reimagine the purpose of the workplace in the post-pandemic world.

Deloitte SEA first launched the Deloitte Experience in our Singapore practice in January 2022 and other geographies are progressively implementing it.

The Deloitte Experience gives people and teams detailed guidance and resources for hybrid working and flexible work arrangements. It allows for flexibility to be defined at a team level. This means that individuals can plan their work week in a way that supports balance and well-being, as well as high productivity and performance. It is also based on trust, helps to create an environment where everyone can be successful.



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

At the same time, making connections in person remains a critical part of the Deloitte Experience. Such in-person moments are important in transforming the workplace into a place that brings people together to innovate, connect and collaborate while inspiring and energising them.

**"In-person 'moments that matter' can help us build our connectivity to colleagues and clients in powerful ways.**

**For example, they can enable individual and team development and facilitate collaboration during critical project milestones to help us deliver excellence. They can also nurture relationship-building with clients, helping to explore and expand future opportunities.**

**Through the Deloitte Experience, we are guided on whether to make a connection in person or virtually. It's really all about what will create the best outcome for our colleagues, clients and the firm."**

**Ong Siok Peng, Talent Leader, Deloitte Singapore**





Business



Environmental



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### Developing talent through mobility assignments

The business challenges faced by our clients are complex and benefit from multi-dimensional thinking. At Deloitte SEA, we encourage mobility assignments to develop our people and enable them to gain cross-cultural competencies.

Working with talented people from various cultures and different points of view, offers them the opportunity to build the leadership skills they need to bring the best out of diverse teams.

In addition, we leverage mobility assignments to help us assemble the best teams with the relevant capabilities to deliver solutions that will meet our clients' expectations.

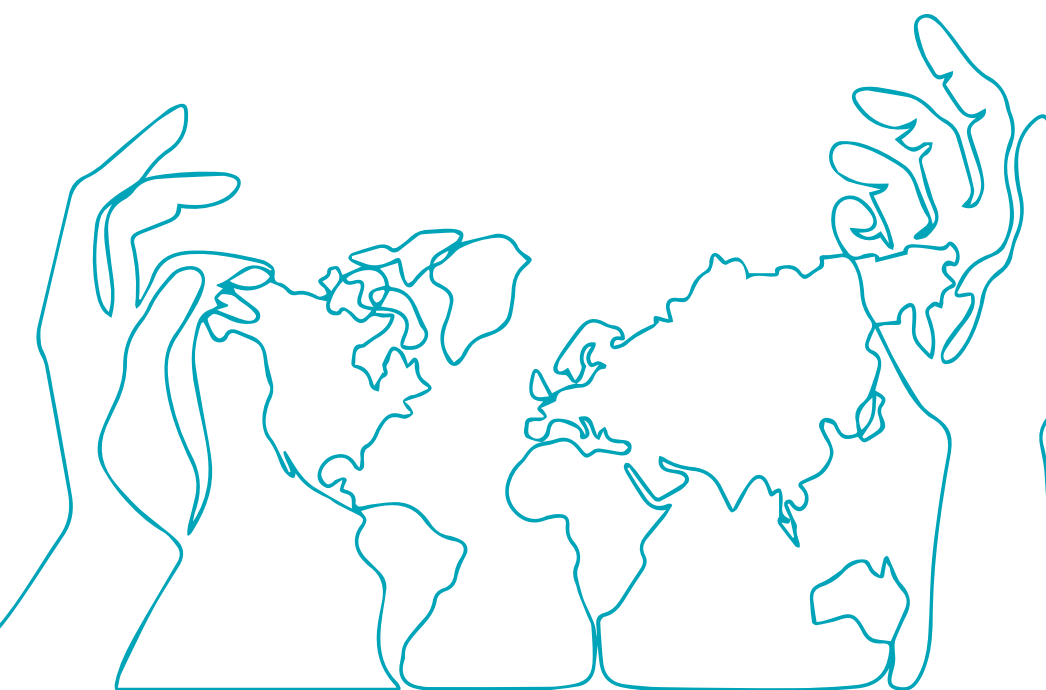


Despite travel restrictions related to the COVID-19 pandemic, we carried out 260 mobility assignments during FY2022. Fifty-six of our people went on mobility assignments within Southeast Asia while 30 were sent on assignments outside of Southeast Asia. We also saw 174 people coming to Southeast Asia from other geographies.

In addition, 45 people were involved in a pilot virtual mobility assignment where they completed their assignment in their home country and did not need to relocate physically. This amounted to an estimated 16,500 work hours.

**“International assignments help our people to accelerate their development and build a global mindset so that they can deliver the quality clients expect. By providing greater access to mobility and international opportunities, we support our professionals to enable them to make an impact that matters and achieve their career aspirations.”**

**Seah Gek Choo, Talent Leader, Deloitte SEA**







Business



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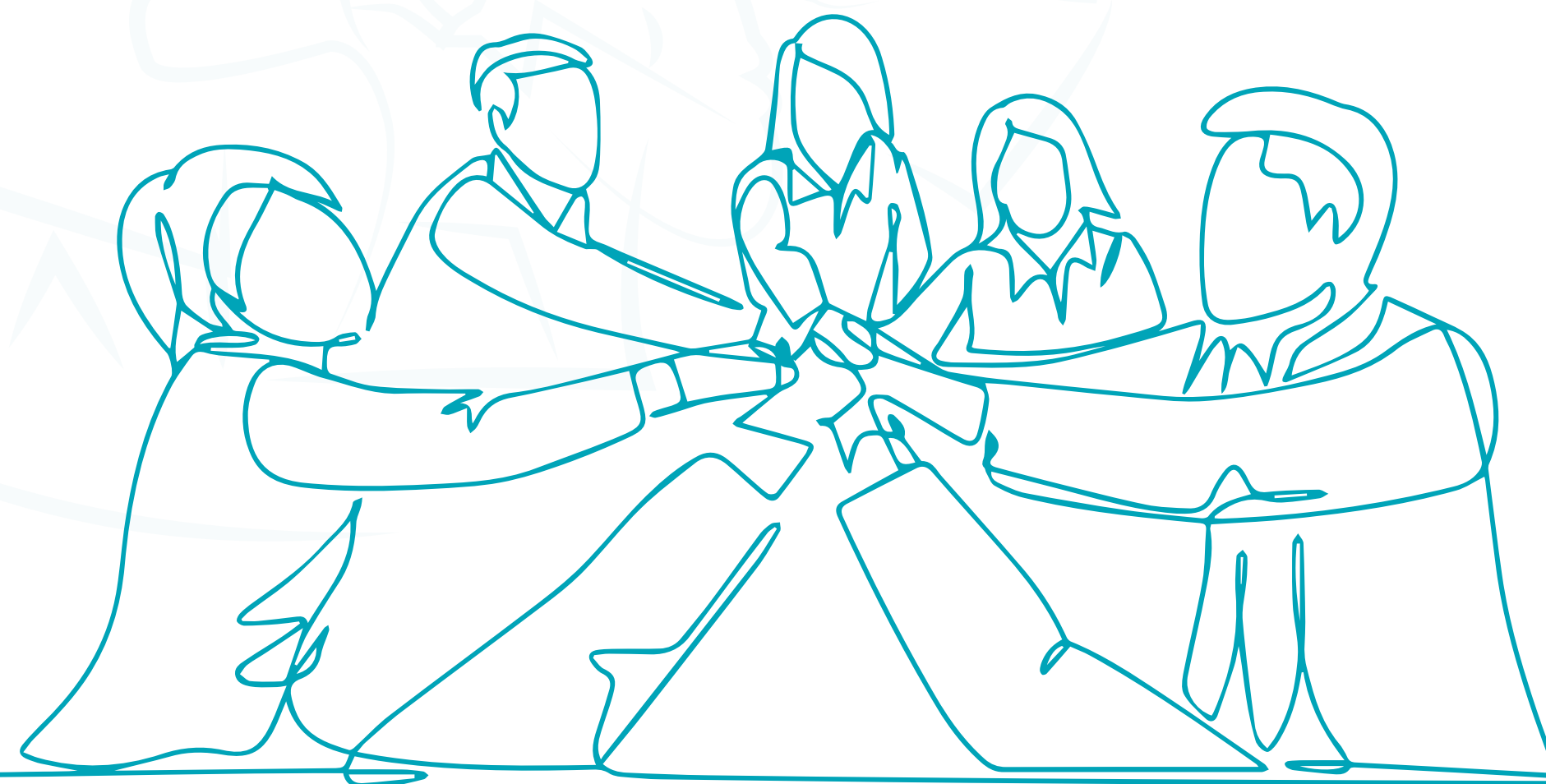


### Enabling all our people to thrive

Deloitte SEA recognises the importance of mental well-being in the workplace and in providing support to our people when they face challenges. We also know how important it is to have a work environment that is free of stigma.

This is why we have a holistic approach to help our people be at their best on both a personal and a professional level. We call this 'empowered well-being' because it offers people the support and flexibility to make the daily choices that will enable them to be energised, confident and aware.

Educating our people so they can take better care of each other and help to reduce any form of stigma is a big part of this approach. All our leaders receive training to gain a better understanding of mental health and how they can support their team members. In addition to providing our people with resources to support their mental well-being, we have regular communications from our leaders to encourage conversations on mental health.



We have implemented the following programs to help us carry out our approach:

- **Employee Assistance Program.** We partner with Independent Counselling & Advisory Services (ICAS) to offer support to our people and their immediate families. ICAS operates a round-the-clock helpline staffed by qualified counsellors who can provide confidential mental health and well-being support.
- **Deloitte SEA Well-being Week.** This annual event allows us to raise awareness of the importance of self-care by providing resources and curating a range of interesting and informative activities that focus on physical, mental and emotional well-being.
- **Mental Wellness Webinars:** Caring for your mind. We host quarterly webinars on mental wellness on relevant topics such as effective energy management, building your emotional muscles at work and stress-proofing your life.
- **Deloitte SEA Well-being Portal and Global Mental Health podcast.** Our well-being portal provides a comprehensive range of learning resources and tips to help our people work effectively and promote their wellness. We also offer a dedicated podcast on mental health featuring Deloitte professionals and well-being leaders.





Business



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### Deepening a culture of recognition

Deloitte SEA rolled out a new platform in October 2021 designed to make it easier for everyone in our organisation to show appreciation for each other's contributions.

ACE – appreciate, celebrate and elevate – allows our people to consistently acknowledge each other's great work across all levels, businesses and geographies. Recognition can take many forms and includes celebrating an achievement, reaching a milestone or going above and beyond expectations.

Now, any employee can post a personalised thank you message to a colleague or team on ACE's appreciation wall, which updates in real time. They can also send an achievement badge or token via the platform to show their appreciation when a colleague makes an impact that matters to their work. Since its launch until the end of May 2022, a total of 12,683 users have used the platform to make 35,283 interactions.

People can then redeem their achievement badges and tokens at ACE's e-store in exchange for a range of treats and gifts.

**“When we recognise someone for their unique contribution, it validates them, demonstrates that they belong and helps them to connect with a sense of meaning in their work. ACE helps us all to have a positive impact on our work environment – and simply make the world a kinder place.”**

**Phan Vu Hoang, Talent Leader, Deloitte Vietnam**

### Learning and development

#### Creating a continuous self-empowered learning environment

We believe our professionals are always learning and developing. CURA, Deloitte's digital learning platform, supports a continuous learning culture across all our geographies in Southeast Asia.

CURA uses artificial intelligence to provide our people with a self-directed online learning option. It aggregates content from both internal and external sources and personalises learning based on each learner's needs and interests. In addition, we have dedicated subject matter experts who curate and deliver content that is relevant to our region's needs. As such, CURA gives our people both a voice and a choice in their learning while enabling collaboration and individual contributions.

During FY2022, we saw the adoption of CURA increase to 82 percent across our Southeast Asia firm as more people recognised how beneficial it is.





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### Fostering an innovation mindset

One of the ways we help our people develop their capabilities at Deloitte SEA is by drawing on our culture of innovation. That includes giving employees the opportunity to actively solve problems and overcome obstacles that might be hindering their productivity and performance.

Our annual Deloitte SEA Innovation Challenge, or SIC, is an example of this approach in action. Here, aspiring change-makers get the opportunity to pitch digital solutions for any pain points that they may be experiencing at work. Submissions are judged by subject matter experts from across Deloitte's businesses and functions.



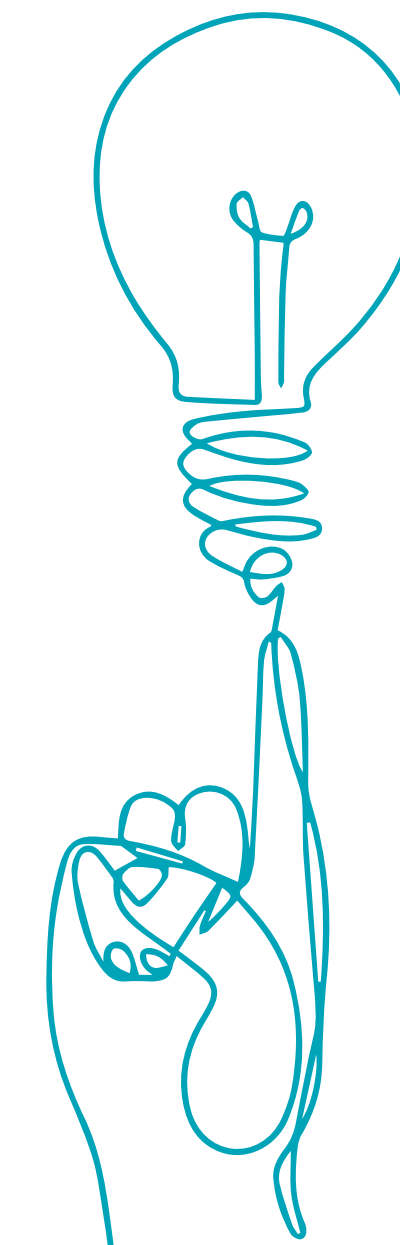
SIC 2021 saw 20 teams take part from across our geographies. Seven winning teams were selected to go through to the next stage – an acceleration program. Here, the teams receive personalised one-on-one mentorship sessions in areas such as business model selection and prototyping. This enabled them to put together a minimum viable product that could help solve their pain points.

Winning ideas from SIC 2021 included a proposal to match people who are facing multiple impending deadlines with those who have the capacity to help, via a cloud-hosted collaboration platform. As the team pointed out, the platform bridges the gap between resource demand and supply. It can also foster a spirit of collaboration between teams and provide networking opportunities.

Another proposal involves using artificial intelligence and other technologies to automate certain manual processes to save valuable time.

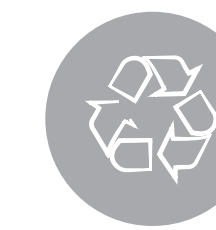
“Our annual SIC challenge helps us cultivate an innovation mindset within our teams. By giving our people a platform to develop digital solutions that address workplace issues, we want to ensure they are well supported on their journey as real-world problem solvers.”

**Richard Mackender, Innovation Leader, Deloitte SEA**





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## Diversity, Equity and Inclusion

### Building a diverse and inclusive culture

Purpose-led, diverse and inclusive – our culture at Deloitte SEA sets us apart.

Through our ALL *IN* global DEI strategy, we are committed to building a safe, respectful environment and providing equal opportunity for all, free from discrimination and harassment. ALL *IN* is one of our four *WorldImpact* initiatives and is focused on making an impact on society's biggest challenges.

Our leadership sets the tone from the top and ensures that we take tangible steps to accelerate change. These include the initiatives highlighted below:

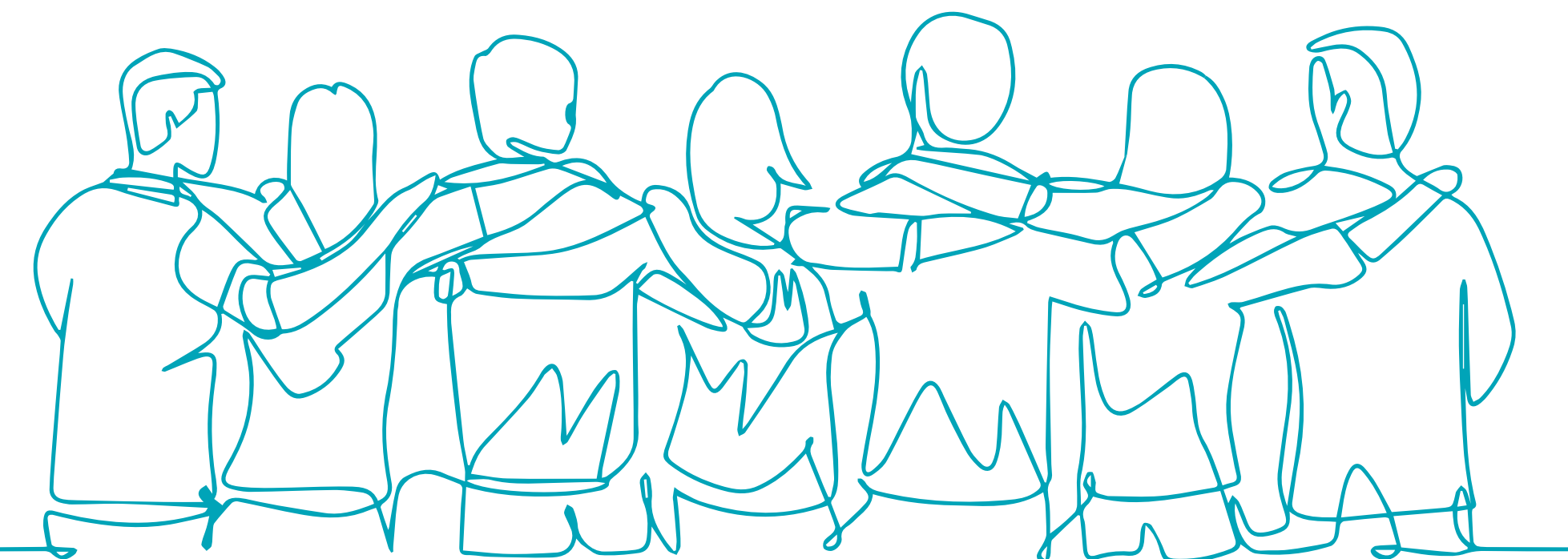
- Our CEO Philip Yuen heads the Diversity, Equity & Inclusion (DEI) Council, which includes leaders from across our Southeast Asia geographies. The council initiates, champions and sponsors our DEI programs.
- We have built a DEI community of practice to engage and empower our employees and to elevate the conversation around DEI. This Southeast Asia-wide community includes over 90 volunteers who are passionate about shaping and driving the DEI agenda in the region. Together, community members work to address matters such as respect and inclusion, gender balance, diversity in the workforce and mental health.
- We have created an inclusive leadership learning program that our people can access via our CURA learning platform. Suitable for every career level, the program helps us build awareness for new hires and encourages practitioners to adopt and strengthen inclusive behaviours. It is also designed to help people better understand the impact of inclusive leadership on business and talent decisions.



“We have designed these initiatives to help us ensure that all our people – regardless of age, gender, race, religion or personal orientation – are able to work in a supportive

environment without fear of discrimination or prejudice. That way, we can better engage and empower our employees to treat each other with respect, inclusion and fairness.”

**Ang Weina, DEI Leader, Deloitte SEA**





Business



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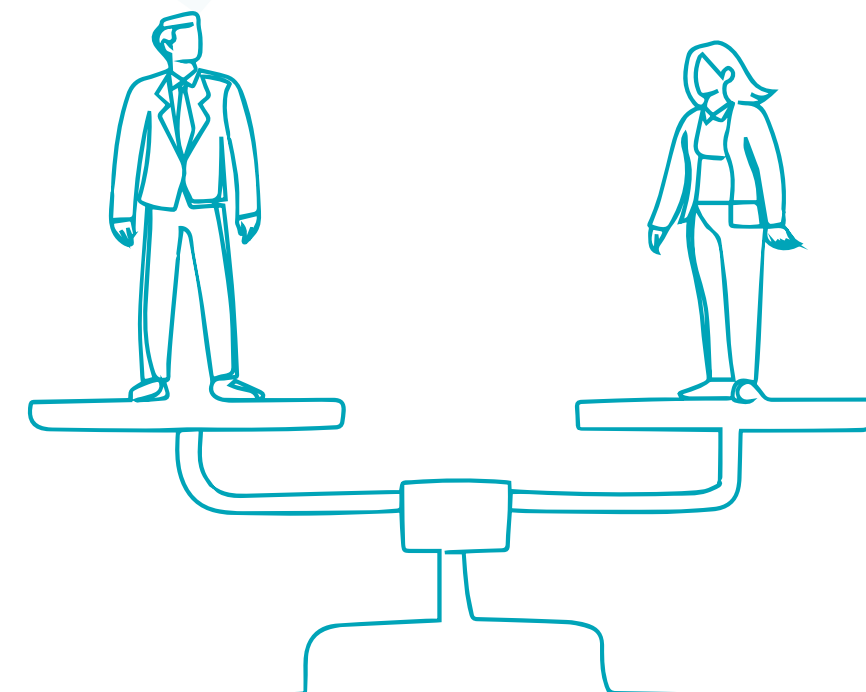
### Improving gender balance

At Deloitte SEA, achieving gender balance at all levels of our organisation is a business imperative. We aspire to be the employer of choice where women have equal opportunity to grow, develop, succeed and be their truest selves.

As a result, we have developed a range of initiatives to increase gender equity in our organisation, in line with our global ALL /N strategy. For example, we have implemented gender-smart talent processes that span the entire career life cycle – from recruitment to development, promotion and succession – to embed fair practices that demonstrate our commitment to equality for all.

We also make every effort to attract, retain and advance our pipeline of women leaders at every level throughout the firm. As at end May 2022, 45 percent of our board of directors were female. Women also constituted 21 percent of our executive committee and 33 percent of our partners, principals and managing directors across the region.

At the same time, we have implemented policies and practices to remove barriers and level the playing field for all employees to grow and advance their careers at Deloitte. In addition to offering flexibility for our employees to thrive and manage their lives and work, we support employees going through personal challenges. We also have development programs to build up the capabilities of our future female leaders.

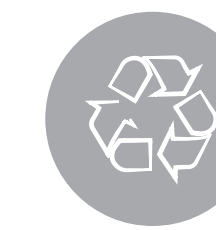


“We are proud of our long-standing commitment in striving to achieve gender balance in all our SEA geographies, across all levels. We recognise there is a lot of work to do to reach our targets and remain committed to reaching them.”

**Pushp Deep Gupta, Consulting Partner and SEA DEI Council member, Deloitte SEA**



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# Awards and accolades in FY2022



## Best Companies to Work for in Asia

Deloitte Indonesia, Malaysia and Vietnam were recognised as one of the “[Best Companies to Work for in Asia 2022](#)” by HR Asia in their respective countries. This award recognises organisations with high levels of employee engagement and excellent workplace cultures.

Deloitte Indonesia won the “WeCare: HR Asia’s Most Caring Companies Award 2022” for the second consecutive year.



## HR Excellence Awards 2021

Deloitte Singapore was awarded Gold at the [HR Excellence Awards 2021](#) in the “Excellence in COVID-19 Response” and “Excellence in Employee Engagement” categories.

Deloitte Malaysia was awarded Bronze at the HR Excellence Awards 2021 in the “Excellence in Learning & Development” and “Excellence in Women Empowerment” categories.



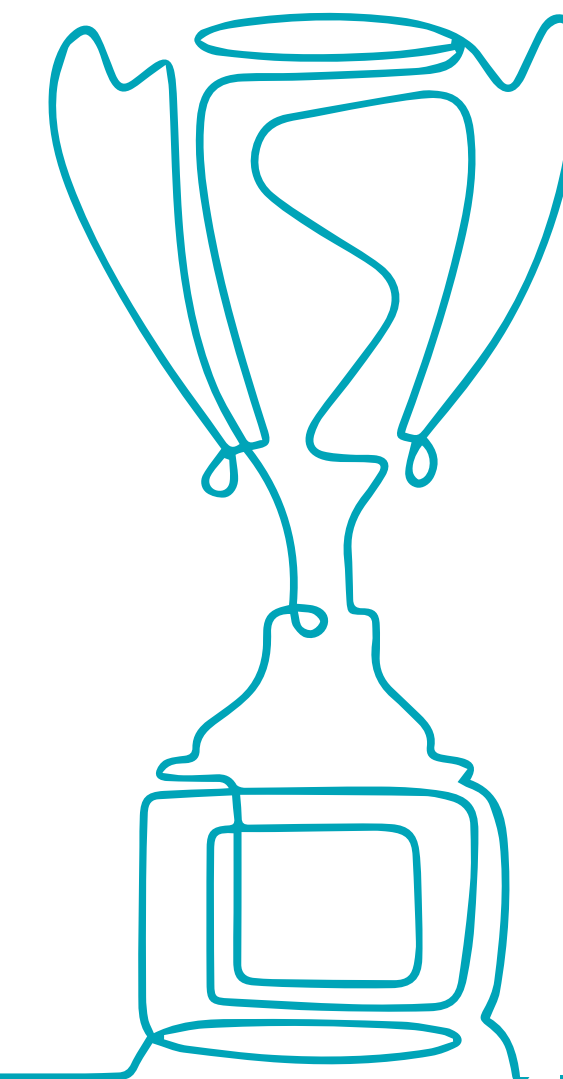
## Employee Experience Awards 2022

Deloitte Singapore won Gold at the [Employee Experience Awards 2022](#) in the categories of “Best Diversity and Inclusion Strategy” and “Best Career Development Program”.



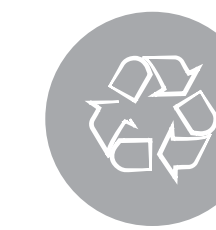
## Great Place to Work

Deloitte Vietnam was recognised as one of the [2022 Great Place to Work®](#) and also ranked 8th in this year’s [national list](#).





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# Awards and accolades in FY2022



## Singapore's 100 Leading Graduate Employers 2022

Deloitte Singapore ranked 21 in [Singapore's 100 Leading Graduate Employers 2022](#) and was the winner in the [Accounting & Financial Management Sector](#).



## Top 50 Companies in Thailand 2022

Deloitte Thailand was recognised as one of the best workplaces in WorkVenture's [Top 50 Companies in Thailand survey in 2022](#).



## Top 100 "Vietnam Best Places to Work"

Deloitte Vietnam was named one of the Top 100 "Vietnam Best Places to Work" by Vietnam Excellence in 2022.



## Universum Singapore's Most Attractive Employers 2022

Deloitte Singapore was ranked among Singapore's top 15 most attractive employers in [Universum's annual talent survey in 2022](#), an honour it has received for the past five years.





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# SEA's talent in FY2022

## Headcount by gender



**Male:**  
43.3%



**Female:**  
56.7%

**Total headcount:**  
11,769

## Headcount by age



**<30:**  
54.0%

**30 to 50:**  
41.7%

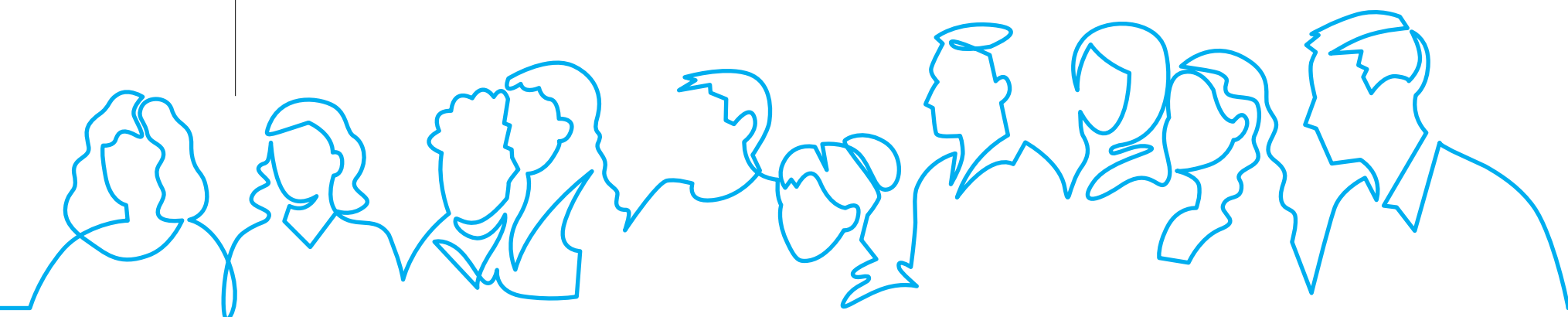
**>50:**  
4.3%

## Developing top talent



**Average training  
hours per FTE:**  
56.2

**Total investment:**  
US\$2,690,000







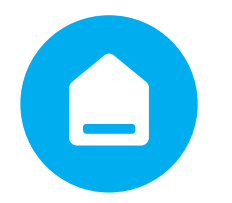
Business



Environmental



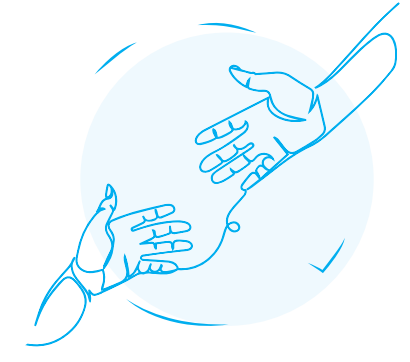
Social



# Societal investments in SEA



**Total societal investments:**  
US\$1,800,275



**Hours of volunteer  
and pro bono time:**  
14,298



**WorldClass investments:**  
US\$814,364



**WorldClass hours  
and pro bono time:**  
6,563



**Individuals reached through  
WorldClass in FY22:**  
219,002



**Individuals reached towards  
our 5M WorldClass goal:**  
375,773





Business



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Social

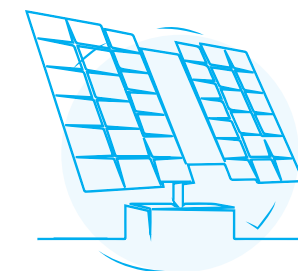


# SEA greenhouse gas emissions

Percentage reduction represents FY2022 performance vs. FY2019 baseline



**Gross emissions reduction**  
43%



**Scope 2 emissions reduction**  
43%



**Emissions reduction per FTE**  
53%



**Business travel emissions reduction**  
94%



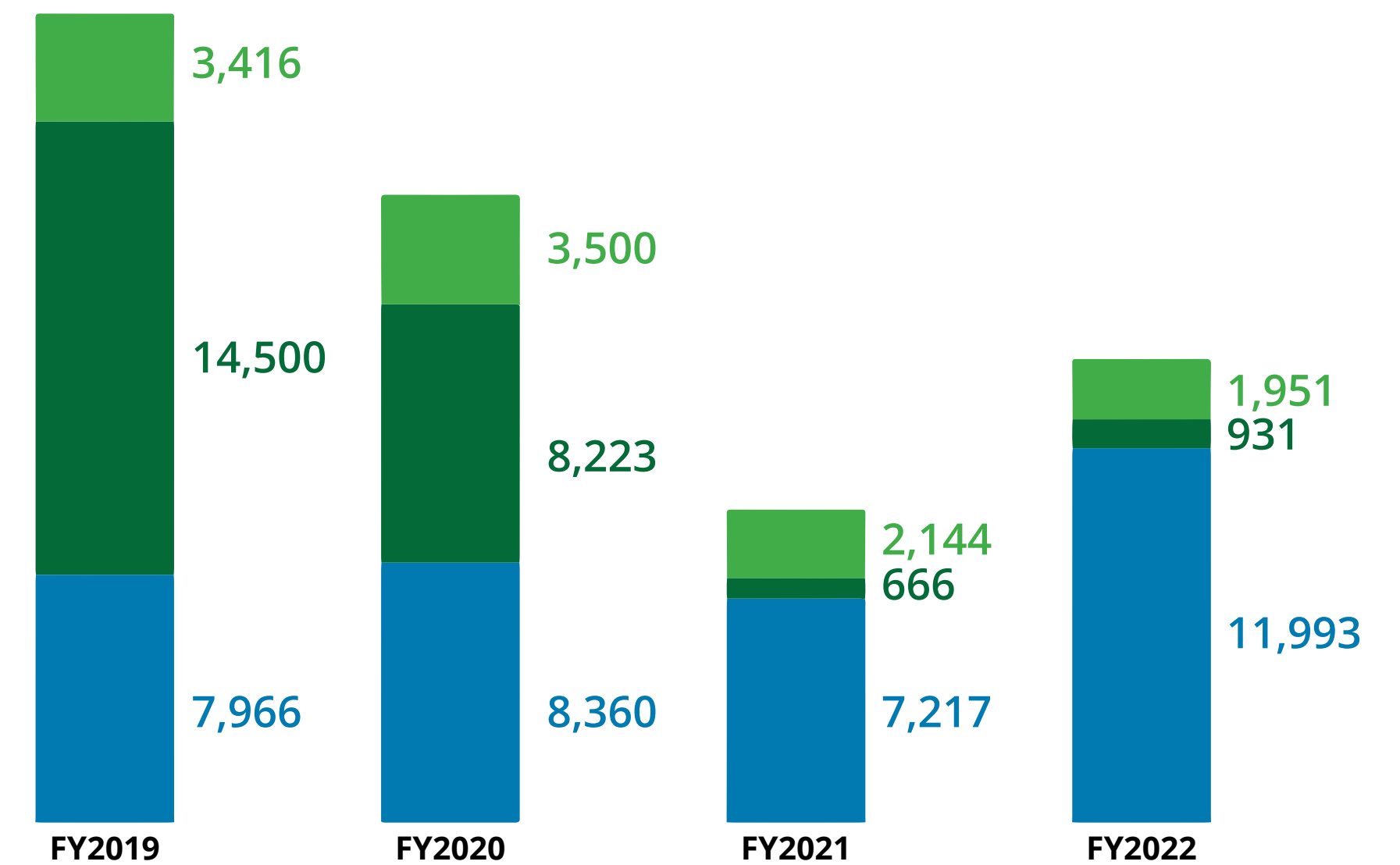
**Renewable energy purchased toward our 100% goal**  
61%



**Offset 100% of operational and business travel emissions in FY2021; FY2022 offsetting is underway**



# SEA greenhouse gas emissions by scope



\*All values are metric tonnes of CO2e



**Scope 2**  
Building electricity



**Scope 3**  
Business Travel

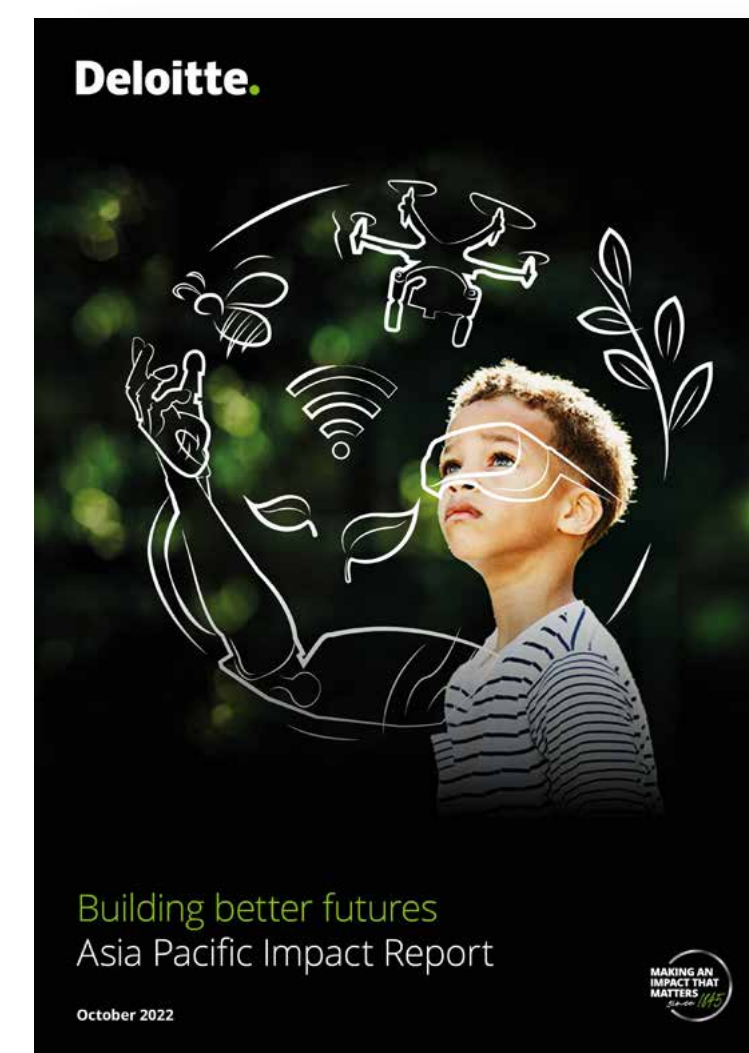


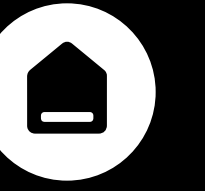
**Scope 3**  
Purchased goods & services

# Asia Pacific and Global Impact reports

Guided by our purpose to make an impact that matters, Deloitte people helped clients and communities navigate this disruptive year, strengthen connections and bring to life more equitable, sustainable futures.

Explore our [Global Impact Report](#) and [Asia Pacific Report](#).





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