

**Deloitte.**

# 2024 Global Impact Report

## **Together makes progress**

At Deloitte, we're helping advance inclusive and sustainable progress across the issues that matter most. Discover our impact over the past year.



# Table of contents

<b>Message from leadership</b>	<b>03</b>	<a href="#">→</a>
<b>Business</b>	<b>04</b>	<a href="#">→</a>
<b>Our people</b>	<b>12</b>	<a href="#">→</a>
<b>Environmental</b>	<b>17</b>	<a href="#">→</a>
<b>Social</b>	<b>24</b>	<a href="#">→</a>
<b>Governance</b>	<b>29</b>	<a href="#">→</a>
<b>ESG highlights</b>	<b>32</b>	<a href="#">→</a>
<b>Environmental Performance Data Limited Assurance Report FY2024</b>	<b>36</b>	<a href="#">→</a>

# Message from **leadership**



This has been a year of challenges for many around the world—from rising geopolitical tensions and multiple conflicts, uncertainty in key economies, and the imperative to address climate change, to the need to transform in response to rapid advancements in areas like artificial intelligence (AI).

These are complex challenges that no organization can solve alone. However, as we collaborate with business, governments, nonprofits, and innovators, we see reason for optimism. We're reminded how together we can make progress on some of the most critical, complicated matters.

## Shaping technology-led transformations and sustainable growth

It is time for organizations to make important decisions around integrating new technologies, evolving their operational models, adapting to regulatory changes, and planning their workforce strategies. The decisions made now by leaders in business and government around the world are likely to ripple across society for decades to come. In critical areas like AI and sustainability, the actions that leaders take could lead to a range of outcomes—net job growth or job losses, greater global cooperation or increased geopolitical tension, and broader economic opportunity or widening inequality. We believe we all have a responsibility to help steer these dynamics in a direction that will create a more sustainable environment in which all can thrive.

Deloitte is leading the way, helping clients refine and scale trusted Generative AI (GenAI) solutions through Deloitte's global GenAI incubator network, while also using AI-powered tools to enhance our people's experiences of work and transform the way Deloitte serves clients. And we are working with organizations to advance their climate-led transformations, as we accelerate toward Deloitte's net-zero by 2040 goal. Throughout this report, we share how we are working around the world to take positive action and make meaningful progress with purpose.

## Delivering impact for our stakeholders

Deloitte serves the public interest in all that we do. We recognize that we can make a significant impact through the high-quality services Deloitte professionals provide every day—and we understand that business growth and success are inextricably linked with societal progress, a thriving natural environment, and economic growth. We measure our impact to hold ourselves accountable and help stakeholders evaluate our progress.

We draw strength from Deloitte's 460,000 people and multidisciplinary model, bringing together our tremendous breadth of experience to address the forces shaping business and society. Our ability to sustain a [growth trajectory](#) reflects this, as does Deloitte's [continuing recognition](#) as a leader across capabilities, industries, and regions. In addition, we are proud to have again been named the world's [most valuable and strongest](#) commercial services brand and among the world's [best places to work](#).

## Advancing progress in a changing world

Deloitte's size and scale place us in a unique position to help change the world for the better. Our distinctive culture is built on a foundation of quality, ethics, and integrity—it is at the core of each decision we make. As we continue to expand on Deloitte's nearly 180-year legacy of making an impact that matters, we see a future that is bright.



**Joe Ucuozglu**

Deloitte Global CEO



**Anna Marks**

Deloitte Global Chair



**Business** ↗

**Our people** ↗

**Environmental** ↗

**Social** ↗

**Governance** ↗

**ESG highlights** ↗

**Environmental Performance Data  
Limited Assurance Report FY2024** ↗

# Business



**Business** [↗](#)

**Our people** [↗](#)

**Environmental** [↗](#)

**Social** [↗](#)

**Governance** [↗](#)

**ESG highlights** [↗](#)

**Environmental Performance Data**  
**Limited Assurance Report FY2024** [↗](#)



# Revenue by business

Total revenue

FIGURE 1



FY2024	\$67.2B
FY2023	\$64.9B
FY2022	\$59.3B

Revenue by industry

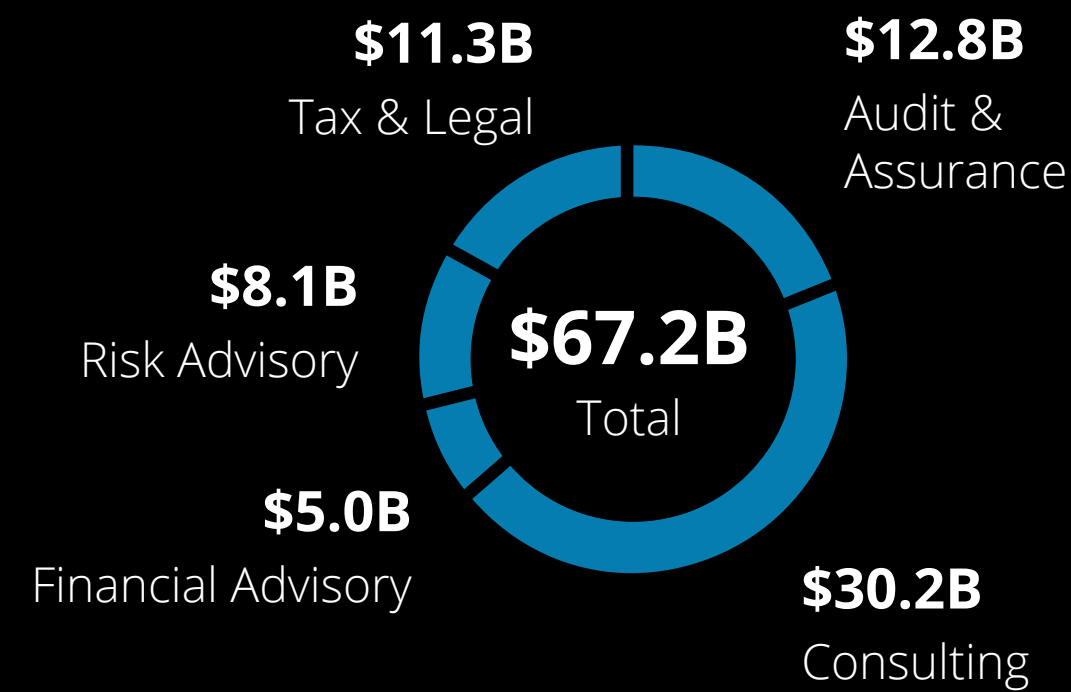
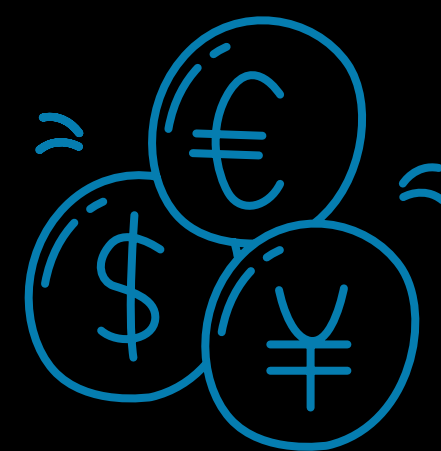
FIGURE 2



Consumer	\$13.0B
Energy, Resources & Industrials	\$10.3B
Financial Services	\$18.3B
Government & Public Services	\$12.4B
Life Sciences & Health Care	\$5.8B
Technology, Media & Telecom	\$7.5B

Revenue by business

FIGURE 3



Revenue by region

FIGURE 4



Americas  
**\$36.4B**



Asia Pacific  
**\$9.5B**



EMEA  
**\$21.5B**



The pace of change and disruption keeps accelerating—from the rapid adoption of GenAI and other breakthrough technologies to the complexities of the climate crisis and continuing shifts in the economic and geopolitical landscape.

As organizations around the world seek to navigate this volatility, many are challenged to change and transform the ways they do business to stay agile and competitive.

In this dynamic environment, Deloitte works with clients to build trust and confidence in business and markets, turn deep insights into strategic action, responsibly create and protect value, and deliver innovative services and solutions for the critical opportunities and challenges organizations face.

### Shaping sustainable growth and climate-led transformation

The climate crisis and sustainability challenges the world faces are urgent, defining topics for business leaders—and navigating this complex landscape requires sophisticated solutions that bring together business acumen and technological innovation. [Deloitte Sustainability](#) works with organizations across industries and regions to help drive meaningful advances in their climate-led transformations. We assist clients as they embed sustainability into their strategies and operations, develop new sustainable products and services, re-engineer their supply chains, consider tax implications, measure and report

on their progress, and manage evolving sustainability regulation requirements. Deloitte has been recognized as a leader in the [Verdantix ESG & Sustainability Consulting Green Quadrant 2024](#).

Over the past several years, Deloitte teams have helped thousands of clients set and accelerate toward their net-zero and sustainability goals. We deliver a broad range of sustainability services that help clients move beyond compliance to transform their organizations and realize sustainable growth using Deloitte's GreenSuite technology. Through GreenSuite, which includes [GreenLight Solution](#) and [GreenSpace Tech](#), organizations have the ability to track progress in real time against decarbonization targets and develop actionable pathways, the means to engage with ecosystems and alliances in a collaborative space, and tools and resources to help them navigate a complex array of sustainability and climate regulations. In addition, we collaborate across ecosystems to drive tangible impact in the market and help realize a clean energy future. Deloitte's [Global Hydrogen Center of Excellence](#) supports clients in scaling up low-carbon hydrogen and driving large-scale decarbonization.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

## Accelerating GenAI solutions and digital transformation

GenAI has captured the popular imagination—and in just one year, we have seen booming adoption and development of GenAI applications across business, government, and society. Yet Deloitte’s [State of Generative AI in the Enterprise](#) report found that while almost 80% of business leaders globally expect GenAI to drive substantial transformation within their organizations and industries over the next three years, only 8% feel “very highly” prepared for its integration into their business strategy.

Deloitte practitioners bring together deep technical knowledge and business acumen to help organizations bridge that gap. We are harnessing the potential of GenAI to drive tangible benefits and value creation for companies across industries, helping to turn their ambitions into reality by scaling up GenAI deployments beyond pilots and proofs of concept. Deloitte’s global GenAI incubator network helps enable clients to experiment with GenAI tools—then develop, deploy, and scale GenAI solutions within their organizations. Over the past year, Deloitte has helped clients deliver more than 700 projects to provide process efficiency, cost reduction, elevated customer experience, and

greater value in the form of new insights, faster innovation, and accelerated growth. We work with Deloitte’s alliance and technology collaborators across our GenAI engagements, and Deloitte employs its [Trustworthy AI™ framework](#) to help manage GenAI-related trust and safety risks, as part of how we consider trustworthy ethics in everything we do.

We recognize that AI computing’s large energy footprint is a challenge that is widely acknowledged across industries. Although advancements in energy-efficient processors, chips, hardware, and software are being developed, along with innovations in cooling technology and energy grid management, Deloitte believes that business leaders deploying AI use cases in their organizations should understand the energy consumption requirements and be intentional about how AI can help accelerate business outcomes, while at the same time not impeding our collective path to net-zero. Deloitte is committed to a sustainable future and is working with clients and the broader technology ecosystem to advise on and implement strategies on the energy mix, efficiency of AI data centers, and optimal GPU usage.

In a world where technology underpins almost everything, Deloitte draws on

its strong [ecosystem of alliances](#) and technology relationships with many of the world’s leading technology providers, as well as emerging and innovative tech companies, to guide clients through these times of change. These relationships are vital to help address some of Deloitte

clients’ and society’s most complex challenges. Deloitte’s GenAI incubator network works directly with Deloitte’s alliance and technology relationships, including leading enterprise software, hardware, and cloud vendors.

### Using GenAI to deliver an enhanced digital customer experience

As a dedicated online brokerage, Rakuten Securities understands the importance of delivering an outstanding digital experience to its customers across Japan. The company’s leaders recognized that emerging technologies could help Rakuten Securities provide a more innovative, human approach, particularly given GenAI’s ability to leverage large language models and essentially “speak” a human language.

In 2023, Rakuten Securities released its GenAI-enabled Investment AI Assistant chat service. In parallel, Deloitte Tohmatsu and NVIDIA had each built a deep understanding of how GenAI could augment human capabilities, and both were eager to help Rakuten Securities explore how the new technology could further enhance the customer experience. They collaborated on a new system that would build upon the client’s Investment AI Assistant, using [NVIDIA ACE](#), a suite of digital human technologies that bring digital humans to life, as its foundation

and Deloitte’s Quartz Frontline AI™, an avatar-based digital agent, as the next generation of customer experience. The result was Rakuten Securities’ Investment Consultation AI Avatar, a new Japanese speech recognition and text-to-speech function which enables the avatar to recognize a customer’s investment questions and deliver a response. This is accompanied by human-like gestures from the avatar, as well as synchronized mouth movements and voice to facilitate realistic conversation-based communication.

The AI implementation for Rakuten Securities was built as part of Deloitte’s [multi-year alliance relationship with NVIDIA](#). After developing the investment consultant AI avatar in just two months, Rakuten Securities provided an opportunity for customer engagement at its New Year Conference 2024. More than 90% of the Rakuten Securities customers who had the chance to engage in conversation with the avatar said they were interested in using it in the future.

## Embedding continuous advantage

Times of disruption can create operational challenges, from expanding adoption of digitalization to evolving regulatory requirements, to the need for increasingly specialized skill sets. Deloitte practitioners work with organizations to design, build, and run their critical business functions through Deloitte's Operate services and our global delivery center network. Through Deloitte's deep industry knowledge, leading-edge technology, automation, and data insights, Deloitte helps clients increase operational efficiency and agility, add value, and embed continuous advantage into their operations.

Over the past year, Deloitte continued to expand its [Operate services](#) with new industry-specific solutions. For example, Operate's [Future of Travel](#) service is designed to make travel more seamless and secure by modernizing the enterprise systems and operational processes that facilitate travel with digital issuance and arrival solutions—unlocking a future where passengers can secure necessary travel documents and complete their journeys more swiftly and smoothly.

The [Software-Defined Vehicles](#) end-to-end platform helps manufacturers to send secure updates, accelerate time to market, and integrate third-party applications, while reducing manual inputs. Operate teams are also incorporating new and emerging industry disruptions, such as GenAI. Deloitte's [AI Factory as a Service](#) helps enterprises unlock value from this new technology in a rapid, scaled, and cost-effective manner across multiple industries and businesses.

## Providing enhanced cyber resiliency through Deloitte's Operate services

When Dhanani Group, a large US food services company with hundreds of locations, sought a recipe for enhanced cyber resiliency, the company turned to Deloitte. Dhanani Group wanted a solution that would help detect potential cyber attacks and support business continuity amid ongoing cyber threats—and do it in a way that did not require the company to invest heavily in internal cyber capabilities and tools. Instead, an “always-on” turnkey solution—continuously managed by an experienced services provider—sounded ideal.

Dhanani Group considered that Managed Extended Detection & Response (MXDR) by Deloitte could meet its requirements, helping the company take advantage of managed cybersecurity services and a Software-as-a-Service (SaaS)-based approach to incident management. In addition to endpoint protection, MXDR by Deloitte is providing the company with proactive threat detection, 24x7x365 monitoring, and response and remediation—through an integrated suite of cloud-hosted SaaS offerings managed

by Deloitte US practitioners in cyber threat intelligence, security engineering, and operations.

MXDR by Deloitte has helped enable Dhanani Group to avoid creating a new security operations center, investing in on-premises solutions, or acquiring in-house cyber talent. Instead, the company can focus more on its core business. With a single integrated set of leading cyber technologies—provided turnkey and as a managed Operate service by Deloitte US—Dhanani Group has boosted its cyber resiliency and confidence and improved its ability to prevent and recover from business-disruptive events. Moreover, MXDR by Deloitte helps to better position the company to embed continuous advantage and address future needs, including new cyber demands created by business expansions.



**Business** ↗

**Our people** ↗

**Environmental** ↗

**Social** ↗

**Governance** ↗

**ESG highlights** ↗

**Environmental Performance Data  
Limited Assurance Report FY2024** ↗





## Building trust in corporate reporting

As a leader in quality, Deloitte Audit & Assurance (A&A) is committed to our vital role in building trust and confidence in corporate reporting ecosystems—upholding integrity, independence, and transparency across 180,000+ engagements worldwide over the past year. Through our independent assessment of an organization's financial and non-financial statements and controls, Deloitte instills confidence that an organization's corporate reporting is an appropriate reflection of its impact to society and a sustainable environment, the risks and opportunities of its business model, and its financial performance, position, and prospects. As the evolution from traditional financial reporting to broader corporate reporting continues, Deloitte is helping companies ready themselves for new or enhanced disclosure requirements and engaging stakeholders in meaningful, transparent conversations.

Over the past year, Deloitte A&A has made significant progress on transforming how we deliver our services through our innovative platforms, Deloitte Omnia and Deloitte Lewia, including developing additional GenAI-enabled capabilities and solutions. Deloitte has won multiple awards recognizing leadership in technology innovation, including the AI Innovation Initiative of the Year at the 2024 International Accounting Forum and Awards, Top Excellence Award at the 2024 Malaysian Institute of Accountants' Digital Technology Adoption Awards, and selection as the Top Finalist for the Digital Innovation of the Year award at The International Accounting Forum & Awards 2023.

## Navigating ongoing evolution

Taxation continues to be used as a valuable tool to address major societal concerns, from climate change initiatives to inflation control measures, while the emergence of new business models, particularly those leveraging GenAI, emphasizes the need for a dynamic tax function. Deloitte's Tax practices have remained at the forefront of these changes, advising clients as they traverse the rapidly evolving business, regulatory, and economic landscape. The implementation of the Organisation for

Economic Co-operation and Development's two-pillar approach to tax challenges catapulted tax up the corporate board agenda, making it a regular part of C-suite conversations as adaptation and action are required. Deloitte's Pillar Two services and technology are helping clients with impact assessment and response, provisioning, compliance, and reporting. We are continuing to innovate with our Intelta tax technology platform, which delivers an integrated tech ecosystem for tax work planning, management, data collection, analysis, and transformation. In addition, we have advised Deloitte clients on the potential tax implications of AI, along with the rapid emergence of GenAI, and provided AI-powered tools that automate processes, expedite response times, and enhance accuracy.

During the past year, Deloitte continued to provide comprehensive Operate services, including implementation, and where permissible outsourcing, including a focus on addressing emerging e-invoicing and e-reporting requirements mandated globally. Deloitte teams help clients with their continuous compliance and operational efficiency through seamless integration of business systems and processes. Deloitte also enhanced its Global Employer Services (GES) and Mobility offerings, helping organizations manage complex global workforce

challenges, cross-border tax compliance, and remote working policies amid market turbulence. In addition, Deloitte's new alliance with Payslip offers clients a comprehensive global payroll solution in an integrated Payroll Operate offering across GES and Business Process Solutions using advanced technology integration capabilities.

As general counsels increasingly become hybrid business and legal advisors, Deloitte Legal<sup>1</sup> stands committed to guiding clients through these complex responsibilities, providing strategic insight and legal solutions across M&A, people law, contracts, data privacy, ESG management, tax regulations, cybersecurity, and more. Deloitte Legal's continuous efforts to respond to escalating regulatory, business model, and environmental changes have been instrumental in transforming the operating models of Deloitte clients' legal departments. As digital transformation becomes ever more pivotal to business strategy, Deloitte Legal practitioners continue to guide businesses in integrating legal considerations into core business operations—enhancing the accuracy and speed of processes, realizing efficiencies, mitigating legal risk, and uncovering new insights using advanced analytics.

## Creating and protecting value in a changing environment

Our Consulting services: Strategy, Risk & Transactions and Technology & Transformation provide a full suite of solutions to help empower organizations to thrive in a complex and constantly shifting environment, from creating and protecting value, to managing and mitigating risk, to advancing their transformation through strategic advice and technology solutions.

Deloitte Strategy, Risk & Transactions (SR&T) practitioners act as trusted C-Suite and board advisors, equipping clients to create and protect value, manage risk, and support compliance for the benefit of business, society, and the global economy. Over the past year, our end-to-end M&A practice advised companies on driving growth, rebalancing portfolios, building resilience, and developing new or deeper capabilities in sustainability and AI. Deloitte's Strategy and Business Design practices provided insights and impartial economic analysis and research; quantified economic and social impacts of net-zero targets and iconic global sporting events; supported decisions to

deliver social and economic objectives; and developed the first-of-its-kind clean hydrogen energy model, which will be instrumental as countries continue to transition energy sources.

Through our SR&T services, Deloitte practitioners helped organizations build trust, resilience, and security for enduring success. Deloitte has combined its Risk and Regulatory consultancy with the latest technologies and tailored strategies in areas such as sustainability, strategy, policy, regulation, compliance, and controls, to enable clients to remain resilient in the face of complex challenges. Deloitte's Risk, Regulatory, and Forensic practices worked with public and private sector organizations to help address global financial crime; navigate fraud, waste, and abuse matters; and manage large-scale litigations and regulatory responses with proprietary AI solutions. Deloitte also continued to grow its Financial Crime Operate capabilities to drive solutions in areas such as fraud, technology, and insurance.



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data  
Limited Assurance Report FY2024](#)

## Advancing clients' transformation journeys

In a world of exponential change, organizations turn to Deloitte Technology & Transformation practitioners to deliver exponential impact to advance their transformations. Deloitte continues to invest in future-facing capabilities—including GenAI—to power its strategic advice and technology solutions and help clients navigate the future. Drawing on the breadth of our market-leading multidisciplinary capabilities, Deloitte co-innovates with clients at each stage of their transformation journey, tailoring our services to the outcomes they seek.

Over the past year, we introduced Deloitte Ascend™, our leading-edge delivery platform. By integrating industry experience with innovative technologies, Deloitte is transforming our packaged-technology clients' user experience with a consistent best-in-class approach, reduced project timelines, and real-time data insights. In addition, Deloitte US launched the Center for Controllershship, a research, resource, and collaboration center designed to guide clients through the changing role of the controller. In today's rapidly evolving digital landscape, organizations need a robust cybersecurity strategy

that not only addresses the complexity of modern threats but also supports key business objectives. Through an updated Global Cyber Strategy, Deloitte has formed strategic relationships with top technology providers, including the introduction of ConvergeSECURITY in collaboration with Amazon Web Services and the introduction of a CyberSphere offering with NVIDIA Morpheus, all aimed at delivering enhanced value to Deloitte clients.

### Find out more

[Artificial intelligence and innovation](#)

[Core services](#)

[Locations](#)

[Analyst recognition](#)

[Metrics and frameworks](#)

## Digitizing the patient experience

How closely do patients read the printed information provided with their medicines? Data from the US and UK suggests that many people who take medicine don't read the patient information leaflets (PILs) that come with their medication. Those that do can find it hard to understand or want more information.

In a digital economy, this system is outdated. Innovators in the life sciences and health care sector are exploring a fresh approach through the use of electronic product information (ePI). Recognizing the potential benefits for patients, health care systems, and the planet, AstraZeneca is laying the groundwork for change: the company's goal is to introduce ePI across all products by 2030, while ensuring flexibility for patients to access product information through alternative ways, if needed.

Since 2021, Deloitte North and South Europe (NSE) has worked alongside AstraZeneca to build a robust ePI digital solution, creating a platform that enables access to ePI by scanning a QR code found on the packaging of AstraZeneca medicines. Scanning the QR code will bring up a digital version of the paper PILs found in medicine packs. AstraZeneca's ePI digital solution has been implemented across a wide range of medicine products, with pilot programs rolled out across 24 markets, including Australia, Canada, Japan, Portugal, Singapore, and Spain.



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data Limited Assurance Report FY2024](#)

# Our people



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

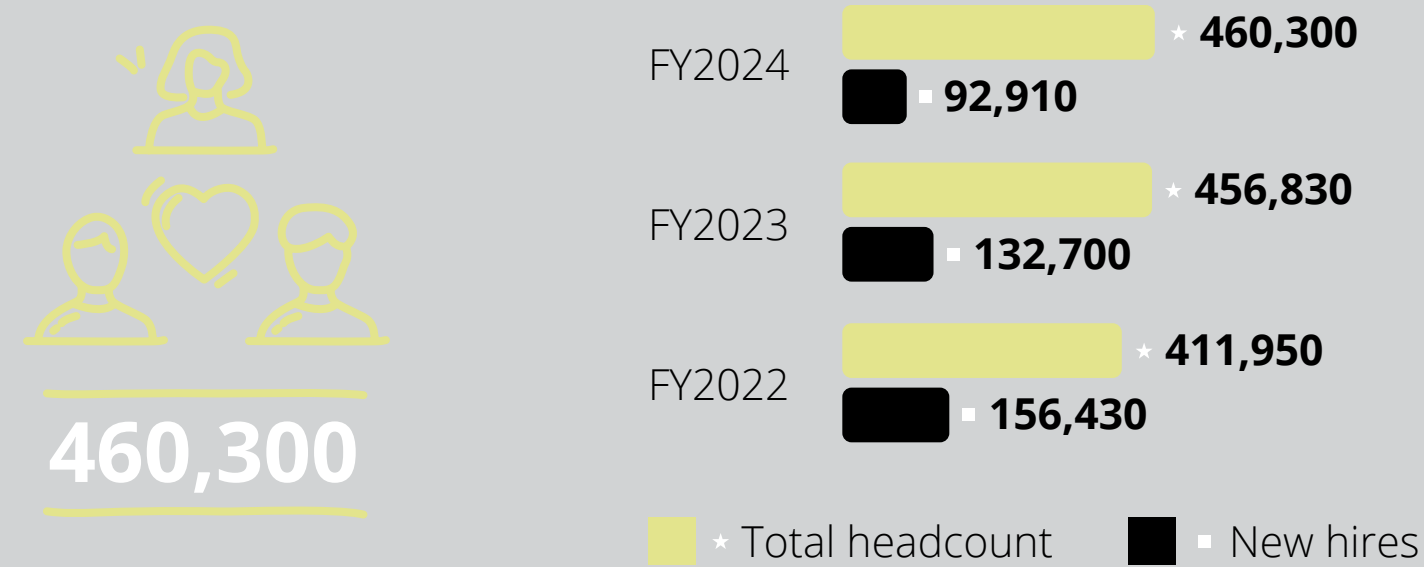
[Environmental Performance Data  
Limited Assurance Report FY2024](#)



# Our people by the numbers

## Total headcount vs new hires

FIGURE 1



## Developing top talent

FIGURE 2



**46**  
average annual training hours per individual

**\$647M+**  
direct training investment

**21M**  
formal training hours delivered for our people

**6**  
Deloitte University facilities around the world

## Attracting top talent

FIGURE 3

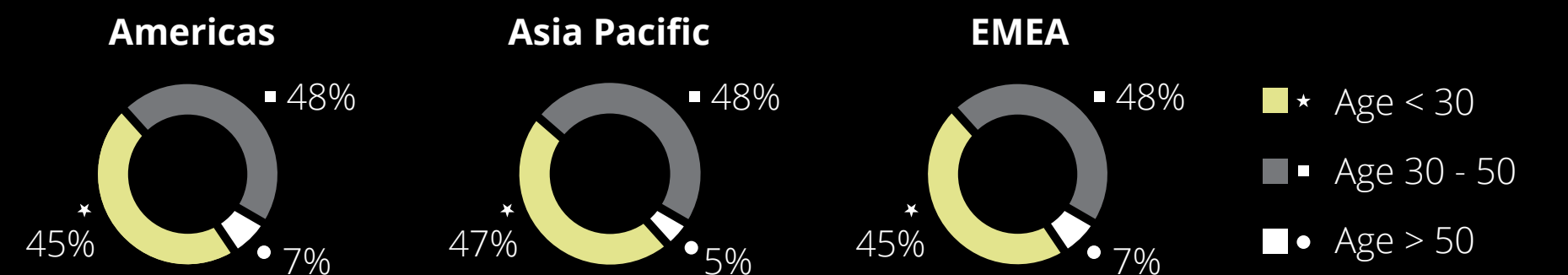
**7.23M** applications received across the organization

**31,300** internships

**92,910** new hires

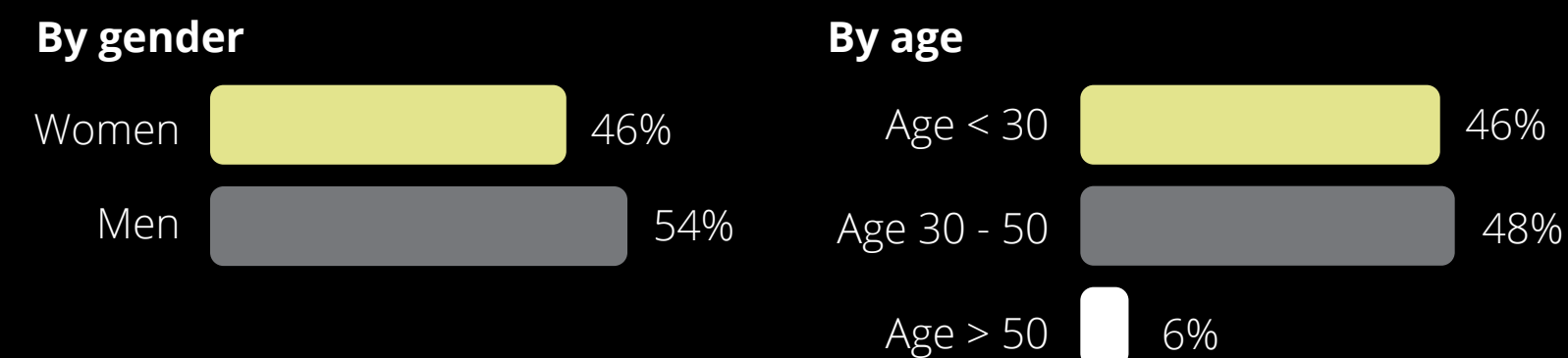
## Headcount breakout - Age by region

FIGURE 4



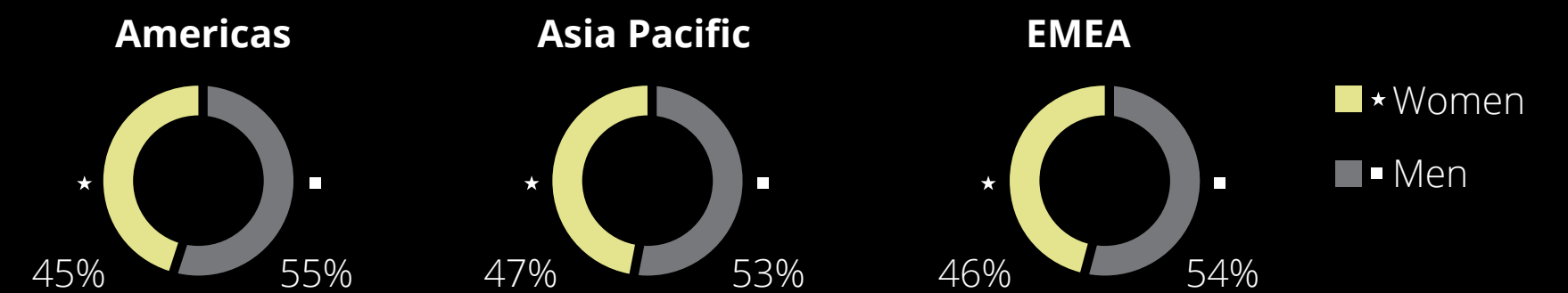
## Headcount breakout - Overall by gender and age

FIGURE 5



## Headcount breakout - Gender by region

FIGURE 6



[See endnotes](#)



As a global network powered by human intellect and breakthrough thinking, Deloitte is dedicated to creating enduring career value for our people.

In 2024, the annual [Deloitte Global Gen Z and Millennial Survey](#) connected with nearly 23,000 (non-Deloitte) respondents across 44 countries to track their experiences and expectations at work and in the world more broadly. As the results of the survey make clear, while these generations' overall optimism is rising, they continue to be concerned about their futures, especially when it comes to financial security, climate

change, and the social and political outlook. They seek purpose-driven careers that align with their values and prioritize mental well-being and a healthy work/life balance. With 80% of our workforce comprised of Gen Z's and millennials, Deloitte is focused on supporting the professional and personal growth of all of our 460,000 people around the world—from the meaningful and challenging work we provide, to the

world-class learning and development we offer, to our competitive, market-based compensation and benefits.

We seek to foster an inclusive, supportive workplace where our people can thrive throughout their career journeys. Our distinctive Deloitte culture is built on a foundation of quality, ethics, integrity, and purpose. It shines through in all the ways we help enable our people to maximize the contributions they make to Deloitte clients and the communities in which they live. And we have been recognized for bringing these commitments to life. Deloitte was named among the World's Best Workplaces in 2023 by Great Place To Work®, rising to No. 6.

### **Fostering an inclusive, supportive culture and a diverse workforce**

Deloitte is committed to providing an inclusive and equitable workplace where everyone can thrive. Guided by Deloitte's [Shared Values](#), we strive to empower our people to achieve their full potential and make an impact that matters every day.

Deloitte's global diversity, equity, and inclusion (DEI) strategy is core to our business strategy. It is founded on six core pillars—disability inclusion; LGBT+

inclusion; mental health; neurodiversity; race, ethnicity, and indigenous communities; and women's equity—underpinned by a focus on a respectful and inclusive culture. Deloitte firms focus their DEI efforts around these pillars, alongside any specific DEI priorities relevant to their countries.

We also bring our DEI priorities to life internally and externally through thought leadership and insights, such as the annual [Deloitte Global Women @ Work: A Global Outlook](#) report. Now in its fourth year, the report is built on a survey of approximately 5,000 working women (outside Deloitte) across 10 countries that asks about their experiences in the workplace and factors that can impact them. According to the findings of the 2024 report, rising stress levels and poor mental health persist, and fewer women report feeling supported by their employers to balance work responsibilities with their commitments outside of work—a trend that is leading some women to switch employers. At Deloitte, we also study the results of this and our other thought leadership reports to incorporate leading practices in our organization. For example, we continue to offer flexible work arrangements that benefit all genders, alongside taking action on critical elements such as women's health and mental health.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

Additionally, aligned with our global focus on women's equity and our commitment to the UN Women's Empowerment Principles, we were proud to support the UN-sponsored campaign, [16 Days of Activism Against Gender-Based Violence](#), a global call for action for the prevention and elimination of violence against women and girls. The Deloitte Global Executive Committee comprises 20 members, 35% of whom are women (down from 38% in FY2023), and the Deloitte Global Board has 17 members, with women making up 41% of the Board (up from 35% in FY2023). Since 2019, Deloitte firms have increased women's representation in both member firm partnership and other leadership roles. We continue to make progress toward the 2025 goal of 30%; in FY2024, 27% of member firm partners, principals, and managing directors (PPMDs) are women. As leaders, we know it is important to set bold goals as a galvanizing force to help motivate change across Deloitte. As such, while this is not the 30% goal we were aiming for by next year, we are confident we will reach this soon. Progress against this aspirational goal and other measurements is monitored and reported to the Deloitte Global Executive Committee and Deloitte Global Board of Directors twice per year.

In 2018, Deloitte Global proudly signed up to the UN Standards of Conduct for Business in Tackling Discrimination against LGBTI people ([the UN Standards](#)). In line with the UN standard to act in the public sphere, we launched the [Deloitte Global 2023 LGBT+ Inclusion @ Work](#) report based on a survey of approximately 5,500 (non-Deloitte) LGBT+ respondents from 13 countries, further exploring the experiences of the LGBT+ community in the workplace. In addition, in support of International Transgender Day of Visibility (TDoV) 2024, we produced a [short film](#) featuring transgender Deloitte colleagues highlighting what TDoV—and visibility and allyship—means to them. Where permitted under local data privacy and employment laws, we enable Deloitte people to voluntarily and anonymously disclose whether they identify as LGBT+ through Deloitte's annual Global Talent Experience survey. This data is just one of the ways that we seek to understand the views of our LGBT+ people on their talent experience at Deloitte and it plays a key role in helping to identify both the impact of Deloitte's global LGBT+ inclusion strategy and future areas of focus.

We are also focused on conducting research and publishing thought leadership on the importance of mental health in the workplace and have published a deep dive based on the [mental health findings](#) of our annual Gen Z and Millennial Survey each year since 2020.

Demonstrating our commitment to supporting people with disabilities and those who are neurodivergent, Deloitte Global is a proud signatory of the International Labour Organization's [Global Business and Disability Network Charter](#). Given that a significant focus of the charter is to raise awareness around disability inclusion and neurodiversity, Deloitte has developed videos in the "Can you see me, do you hear me?" series featuring two of our Deloitte people, [Matt](#) and [Rebecca](#), sharing their experiences with disability and neurodiversity, respectively. Where permitted under local data privacy and employment laws, we enable Deloitte people to voluntarily and anonymously disclose whether they identify as LGBT+ through Deloitte's annual Global Talent Experience survey. This data is just one of the ways that we seek to understand the views of our LGBT+ people on their talent experience at Deloitte and it plays a key role in helping to identify both the impact of Deloitte's global LGBT+ inclusion strategy and future areas of focus.



## Developing and supporting lifelong learners

With market realities and client needs evolving rapidly, it's important for Deloitte people to be lifelong learners. We develop our people throughout their careers, with a focus on accelerating agility and leadership skills and strengthening capabilities around critical challenges facing Deloitte clients and our global society. We also deliver tech-focused reskilling in response to the rapid pace of innovation. This includes hot skills training around AI, cloud, and cyber, as well as "hire to train" programs, which help enable Deloitte to diversify our recruiting pipeline and where future Deloitte people have the opportunity to gain the credentials and on-the-job experience they need to help them succeed in future roles. Our deep learning and development offerings include programs at [Deloitte University](#) (DU), as well as virtual and on-demand, always-on learning.

## Bringing Deloitte people together for moments that matter

Our people are our most valuable asset—and investing in and developing them is our top priority. Deloitte’s focus on continuous and inclusive learning spans each individual’s career journey, and [Deloitte University](#) (DU) is the cornerstone of our commitment to leadership development. Participating in an immersive learning program at DU is an exceptional and memorable development experience, helping our people reach their full potential and offering them the opportunity to create—and strengthen—the connections that are so important to making an impact in a global network serving multinational clients.

In 2024, we celebrated the opening of our newest DU location, DU EMEA, a [world-class facility](#) located just outside of Paris. DU EMEA promotes cross-border collaboration by bringing together Deloitte people from across the region, enabling the exchange of ideas and perspectives, leading practices, and innovative solutions. This new DU location will help us continue to attract top recruits, as well as retain and further develop our talented people across the region.

From the early days, DU has shown us the importance of being together for the moments that matter, including leadership development, career milestones, signature learning programs, and custom client experiences. Since opening the first DU in Westlake, Texas, in 2011, we have launched additional facilities in Hyderabad, Mexico City, Singapore, Toronto, and now Paris. We also have a new site under construction near Beijing and are significantly expanding our original Westlake campus. DU provides opportunities for our people to learn collaboratively, develop connections, and then take those learnings and insights back to their teams in their respective parts of the world. It is also a place where Deloitte leaders of today meet our leaders of the future, through leader-led development programs, fireside chats, and networking conversations. While digital learning is a vital part of the culture of a global network of our scale, DU reflects our long-term commitment to and investment in in-person learning.



As we consider the continued rise of technology and the profound changes it brings, Deloitte is reaffirming our network’s focus on our greatest asset—our people. Through our Enduring Human Capabilities programming, we seek to encourage and strengthen the core capabilities—from curiosity to resilience to divergent thinking—that underpin our ability to evolve and transform both ourselves and our business.

In 2024, we also held Deloitte’s first global AI and GenAI Fluency Month devoted to business-, industry-, and geography-specific impacts of AI, along with hands-on training offered in collaboration with our Ecosystems & Alliances relationships. During our Sustainability & Climate (S&C) Learning Week and Earth Month, we also continued our efforts to upskill our people around S&C, from delving into the impacts of the climate crisis to understanding how Deloitte is supporting clients’ sustainability journeys as well as advancing our own.

In addition, we launched Deloitte’s Reach Higher: Paris 2024 Leadership Development program as part of our [“partnership with purpose”](#) with the International Olympic Committee (IOC) and International Paralympic Committee. More than 500 Deloitte people participated in a bespoke leadership development program hosted at DU EMEA and the Deloitte France office in Paris. They also experienced the Olympic and Paralympic Games Paris 2024 and gained an appreciation of how Deloitte works with the IOC to support their mission of bringing together the world through sports.

### Find out more

[Disability inclusion](#)

[Learning and development](#)

[LGBT+ inclusion](#)

[Mental health](#)

[Neurodiversity](#)

[Race, ethnicity, and indigenous communities](#)

[Women’s equity](#)

[Metrics and frameworks](#)

Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗



# Environmental



[Business](#)

[Our people](#)

**[Environmental](#)**

[Social](#)

[Governance](#)

[ESG highlights](#)

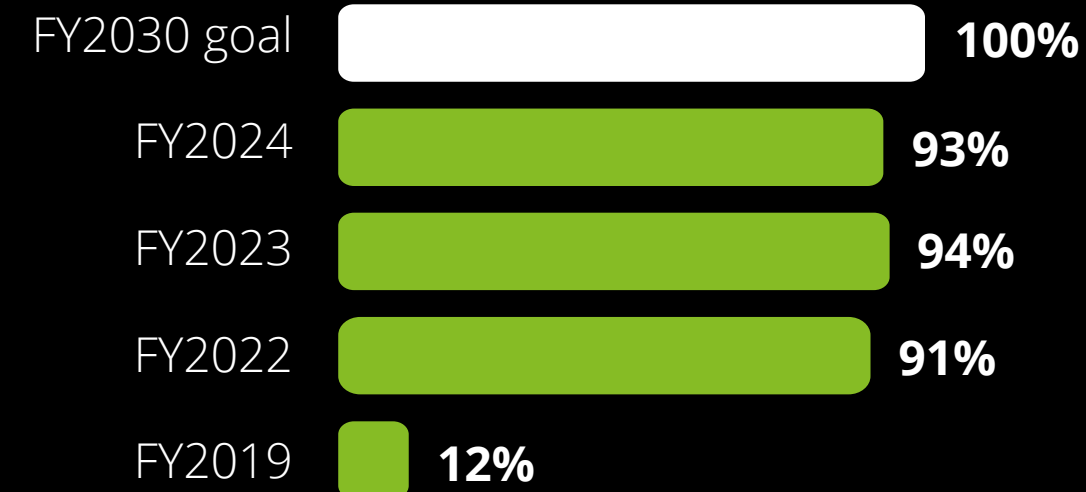
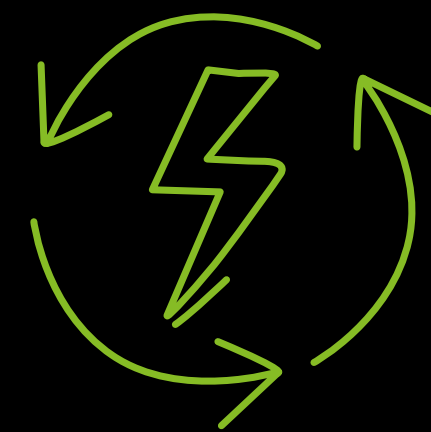
**Environmental Performance Data**  
**Limited Assurance Report FY2024**



# Environmental by the numbers

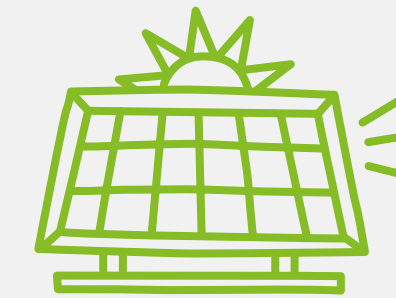
## Renewable electricity consumption

FIGURE 1



## Validated science-based net-zero by 2040<sup>1</sup>

FIGURE 2



### Near-term targets

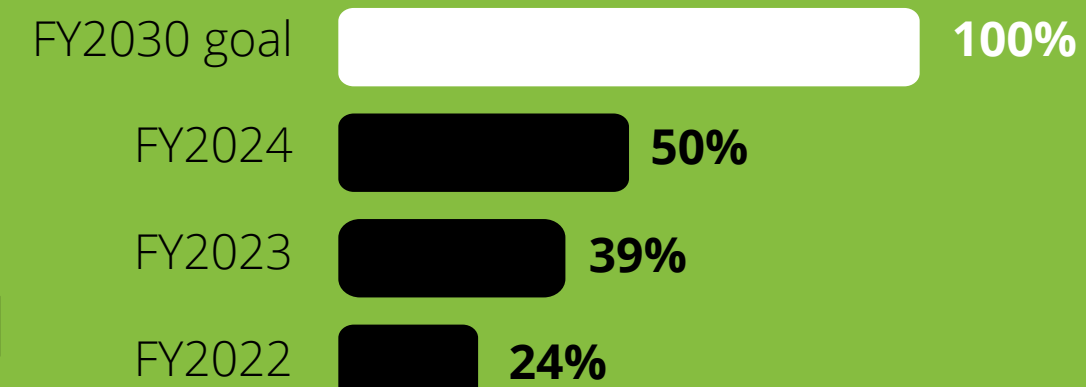
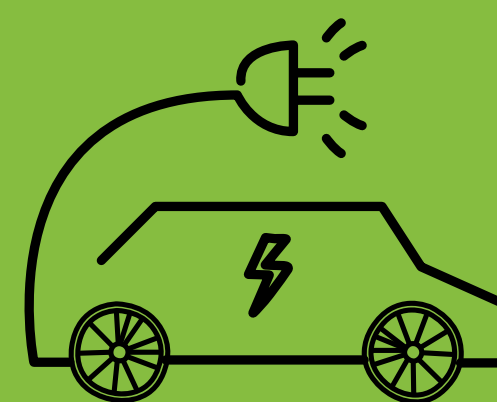
- Reduce absolute scope 1 and 2 GHG emissions 70% by 2030
- Reduce scope 3 GHG emissions from business travel 55% per FTE<sup>2</sup> by 2030
- Engage with Deloitte's suppliers to have 67% by emissions<sup>3</sup> set science-based targets by 2025

### Long-term targets

- Reduce absolute scope 1, 2, and 3 GHG emissions 90% by 2040

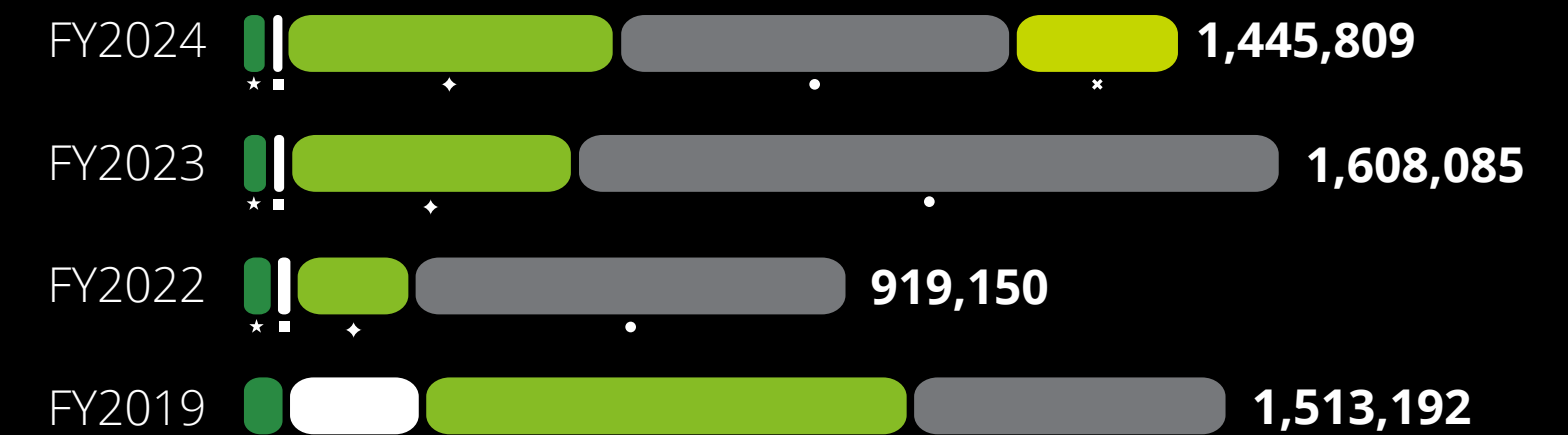
## Electric fleet

FIGURE 3



## Greenhouse gas emissions by scope

FIGURE 4



[See endnotes](#)



The accelerating effects of climate change, along with the need to move swiftly to a low-carbon economy, constitute one of the greatest challenges facing society.

Communities and businesses around the world are grappling with the physical risks of extreme weather, the health impacts of carbon pollution, and the economic effects as industries transition to more sustainable business models and seek to comply with climate-related regulation. These challenges require bold, collaborative solutions.

Deloitte is helping to lead the way toward a low-carbon future by guiding clients on their sustainability journeys, as well as advancing meaningful actions within our own operations and business. Leading significant and lasting change in the world requires collective efforts. To that end, we work with Deloitte clients, our people, suppliers, and ecosystems to develop solutions to a wide range of sustainability and climate challenges.

### **Guiding clients on the path to net-zero and beyond**

Recognizing business leadership and collective action are critical to addressing the climate crisis, we have deepened our collaborations with clients, technology alliances, and non-profits.

From implementing technology solutions to responding to changing regulations, [Deloitte Sustainability](#) is uniquely positioned to help organizations across industries and around the world move from commitment to action on their climate and sustainability goals, even in the face of competing priorities and complex stakeholder pressures.

We use technology to help our clients tackle some of the toughest climate-related challenges they face and support their strategic decision-making and business decisions around sustainability investment. For example, by combining AI, data, and fire-fighting resources, Deloitte practitioners are collaborating on solutions to help mitigate wildfire risks around the world. Deloitte teams are also working with clients to model, pilot, and scale the circular economy, as organizations seek help to comply with regional zero-waste regulations and reap the benefits of circular business models. In another notable example, Deloitte Asia Pacific launched a [digital tool](#) to give Australian farmers free personalized data to help them stay resilient in the face of climate change.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

## Leading the transition to a more sustainable future through technology and innovation

Deloitte is using the power of AI and geospatial data to help organizations make more sustainable decisions and take action to mitigate the impacts of climate change. Launched in early 2024, Deloitte's [Geospatial and AI Platform](#) for Scenario Planning and Monitoring is powered by a flexible, scalable, modular set of technologies and data, including Google Earth integrations, Google Earth Engine, and GenAI technology from Vertex AI. This dynamic solution draws on cutting-edge, advanced technologies from Google Cloud, a key technology relationship, as well as several niche solution providers and academic collaborators. This offering gives clients new insights and digital capabilities that transform how organizations shape disaster response, infrastructure development, and urban planning processes.

By coupling Deloitte's industry experience and sustainability insights with Google's strengths in geospatial and GenAI platforms, Deloitte teams are helping clients leverage climate tech to proactively anticipate and plan, create next-generation solutions, and advance progress toward their sustainability goals. For example, Broward Metropolitan Planning Organization's leaders are building a scenario planning capability that could bring together their planning and operations partners to access a single source of truth and help address priorities around climate, resiliency, transportation planning, and economic development. Deloitte US is using this platform approach to enable policymakers, planners, researchers, and community leaders to collaborate and transform their ability to deliver on their mission and planning activities, informed and prepared to help address the potential climate impacts on their coastal community.

This new platform builds on past success with other sustainability solutions that help communities improve planning operations. Notably, Deloitte is using a new integration in Google Earth to create AI-enabled digital twins of urban communities and land parcels—enabling Deloitte teams to quickly generate scenarios that blend metrics on sustainability, carbon efficiency, and community quality of life. This provides urban communities with the foundation to continually assess and improve planned developments against changing environmental, contextual, and market conditions, and make informed decisions to help shape a more resilient future.



[Business](#) ↗

[Our people](#) ↗

[Environmental](#) ↗

[Social](#) ↗

[Governance](#) ↗

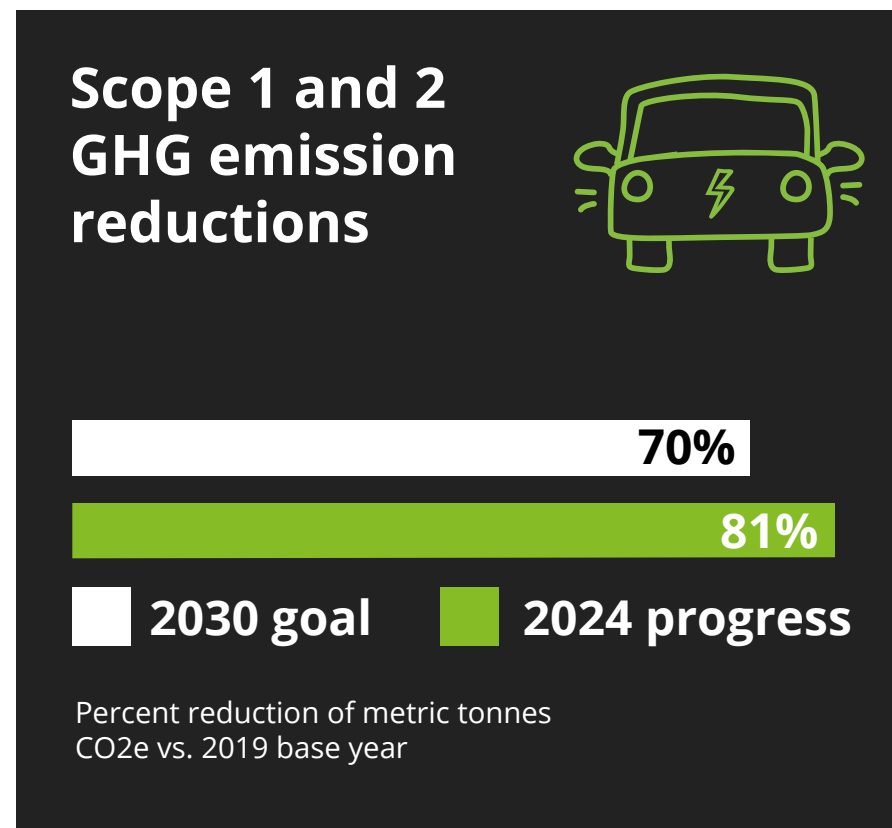
[ESG highlights](#) ↗

[Environmental Performance Data  
Limited Assurance Report FY2024](#) ↗

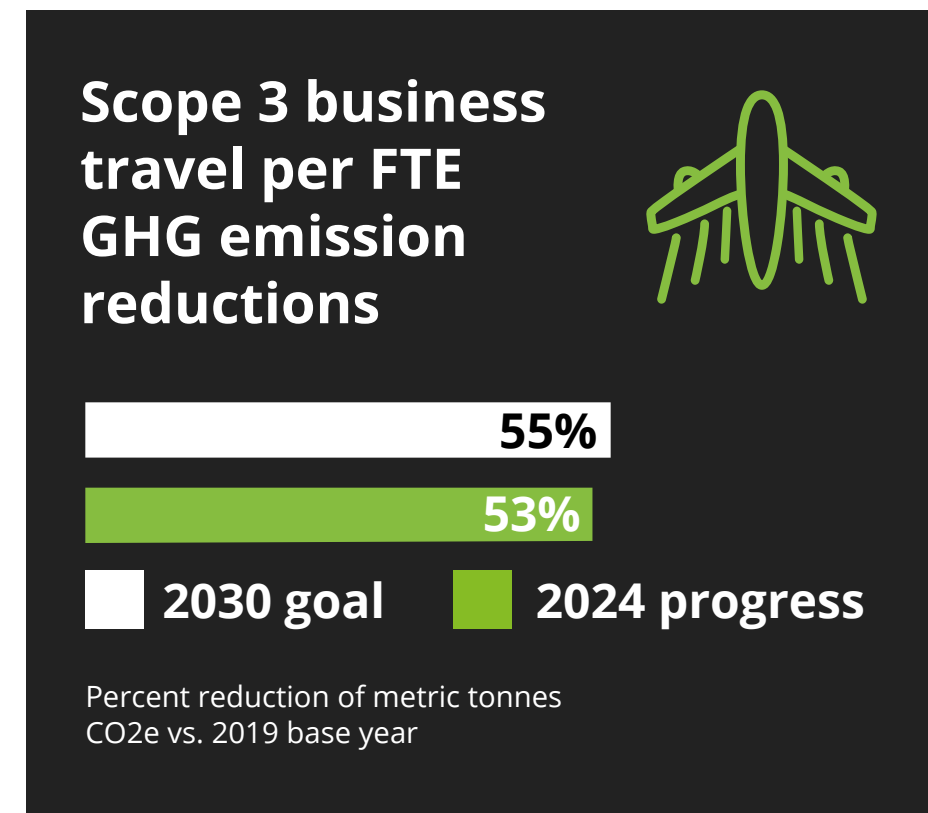
## Making progress on our climate commitments

We continue to work across our global network to advance *WorldClimate*, Deloitte’s environmental sustainability ambition, which includes both actions we take and actions we inspire to promote more sustainable choices. We are embedding sustainability into processes and practices throughout the network through procurement, including how we work and what we buy, and measuring performance against our goals.

Deloitte has committed to reducing absolute scope 1, 2, and 3 greenhouse gas (GHG) emissions by 90% by 2040 from a 2019 base year and reaching net-zero GHG emissions across our value chain by 2040. Deloitte’s net-zero by 2040 goal has been validated by the Science Based Targets initiative in September 2024. Our near-term 2030 goals remain to reduce absolute scope 1 and scope 2 GHG emissions by 70% and reduce scope 3 GHG emissions from business travel by 55% per full-time equivalent employee (FTE) from a 2019 base year.

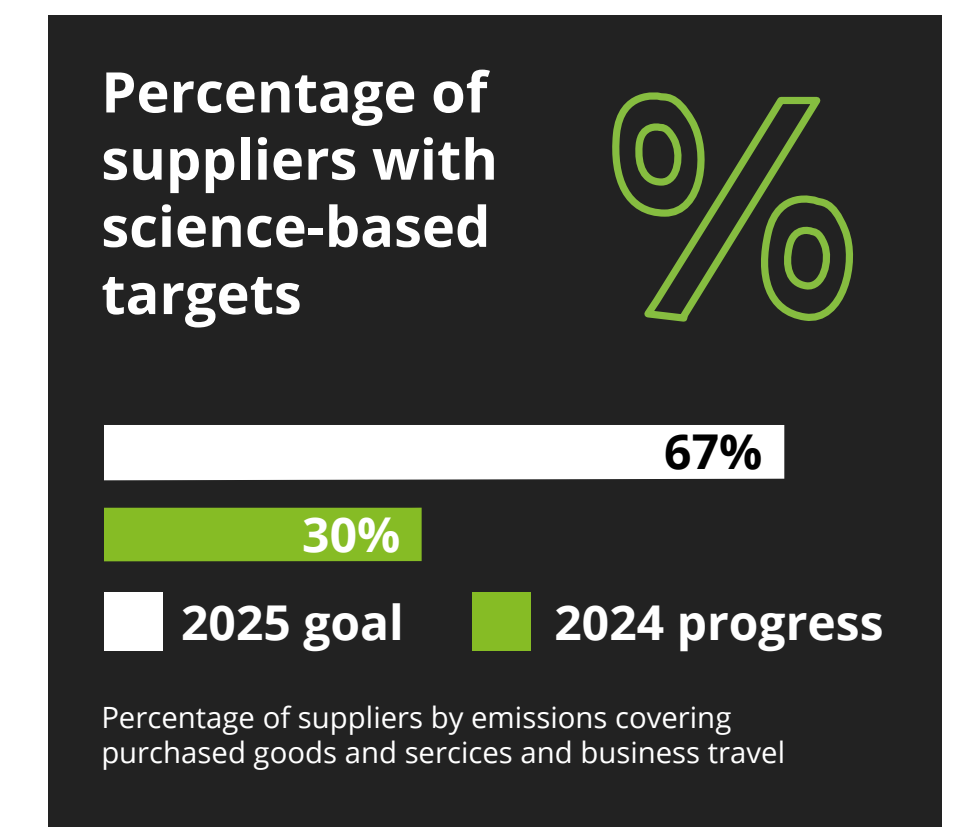


Deloitte continues to make progress on our commitments to the three core initiatives of the [Climate Group](#) supporting the advancement of renewable electricity (RE100), electric vehicle adoption (EV100), and energy efficiency/productivity (EP100). In FY2024, 93% of the electricity Deloitte purchased was renewable electricity. Additionally, Deloitte US has recently contracted to bring new renewable energy to the grid, through a renewable power purchase agreement. Looking across our global network, Deloitte’s fleet has advanced from 39% electric and hybrid-electric vehicles in FY2023 to 50% in FY2024. We have also advanced on our ambition to have all leased and owned assets within our real estate portfolio operate at net-zero carbon by 2030.



While Deloitte is taking action across our network to reduce our direct carbon emissions, our largest source of carbon emissions occurs indirectly through our supply chain. We are working with suppliers to make progress toward a goal of having 67% of them, by emissions, set science-based targets (SBTs) by 2025. From FY2021 to FY2024, the number of Deloitte’s suppliers with SBTs increased from 8% to 30%. This translates to 30% of our suppliers, by emissions, having set SBTs. Based on this progress, we know we will not meet our 2025 target, but we have taken meaningful steps to begin decarbonizing our supply chain: through targeted supplier engagement efforts, we continue to influence suppliers to set SBTs, we collaborate with them on emissions reduction, and we work together to advance product-level emissions reporting.

Deloitte’s supply chain has thousands of suppliers with a range of readiness in their ability to set SBTs. Year-over-year changes in emissions factors also affect the measurement and tracking of this goal, and we continually enhance our carbon emissions reporting methods in-line with external standards. In addition, we have incorporated sustainability criteria into our procurement processes to support the selection of suppliers that are aligned to our sustainability goals. We continue to work actively with our suppliers to advance progress toward our long-term goals, and include expectations of suppliers as it relates to topics such as sustainability in our [Supplier Code of Conduct](#).



## Collaborating across our ecosystem

We are engaging the broader ecosystem to help create solutions that can facilitate the transition to a lower-carbon economy. As part of Deloitte's commitment to the [First Movers Coalition](#), we participate in aviation sector working groups to drive innovation in practices that support increased use of cutting-edge sustainable aviation fuel (SAF). Given our network's use of air travel in serving Deloitte clients and our commitment to achieving our long-term net-zero goals, Deloitte prioritizes collaborations to help expand the market infrastructure to decarbonize travel and support low-emission transportation solutions. For instance, Deloitte US has entered into [agreements](#) with several fuel producers and US airlines to purchase SAF which will cover a portion of its business travel. Several other Deloitte firms have made progress in scaling investment in SAF globally. For example, purchases of Sustainable Aviation Fuel Certificates (SAFc) were made by Deloitte Belgium and Deloitte Australia in FY2024. In addition, Deloitte US participated in the Sustainable Aviation Buyers Alliance's [multi-year RFP process](#) for SAF, executing our first multi-year SAF transaction. As

processes for reporting and accounting of SAF purchases continue to evolve, Deloitte Global has also helped to develop a chain of custody framework for transport decarbonization through membership in the governing board of the [Book and Claim Community](#).

In addition to Deloitte's own efforts, we are also exploring how business can help advance SAF. For example, [Aviation's Ticket to Decarbonisation](#), a report by Deloitte Asia Pacific, highlights the potential of SAF to help drive decarbonization by changing the way airlines and industry interact across the value chain and outlines what businesses can do to help increase SAF uptake.

As part of the [Alliance of CEO Climate Leaders](#), Deloitte Global works alongside other members from diverse sectors to help accelerate net-zero transition activities by setting SBTs, disclosing emissions, and advancing decarbonization efforts across global value chains. Deloitte also serves as a technical advisor for the [First Suppliers Hub](#), a global repository that helps companies decarbonize their supply chains. This first-of-its kind platform facilitates procurement and collaborations across emissions-

intensive sectors and advances the market for critical, emerging technologies needed to help achieve aggressive climate goals within the next decade and meet decarbonization targets by 2050.

In June 2023, the International Sustainability Standards Board (ISSB) published its first two standards addressing general requirements for disclosure of sustainability information and climate-related matters. Deloitte joined nearly 400 organizations from 64 jurisdictions in signing a statement of support for the ISSB Standards to be used to form the global baseline for reporting on climate, released by the ISSB during COP28.

Deloitte is also a contributor to the [Sustainable Markets Initiative](#) (SMI) and collaborates with SMI on its mission to build a coordinated global effort within the private sector to help accelerate the achievement of global climate, biodiversity, and Sustainable Development Goal targets.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

## Advancing societal net-zero by helping to reduce emissions beyond our value chain

In addition to reducing Deloitte's own emissions, Deloitte firms are investing in solutions that can deliver carbon emission reductions and help drive the scale-up of early-stage clean-tech and nature-based solutions to help accelerate societal decarbonization.

Over the past two years, we have developed a more proactive, forward-looking approach where we look beyond taking responsibility for our own emissions to focusing on actively contributing to reducing and removing emissions beyond our value chain. This means channeling investments (through a combination of direct funding and carbon credits) and providing pro bono support to a diverse portfolio of high-impact external climate projects and solutions.

For example, combining our knowledge and funding, Deloitte NSE and Deloitte Africa have [joined forces](#) to help social enterprise The Sanergy Collaborative to scale its circular organic waste solution, which turns human and other organic waste into sustainable fertilizer. The Deloitte NSE and Deloitte Africa teams are also working with The Sanergy

Collaborative to help increase sanitation in Kenya and engage more small-scale farmers to use regenerative inputs by innovating their commercial model. Deloitte DCE<sup>2</sup> is supporting WeForest's mission to conserve and restore forest landscapes with local communities to maximize the impact of trees for people, nature, and climate. Deloitte DCE is helping WeForest to strengthen the resilience of pastoral communities to climate change and prevent lands from becoming desert by restoring a biosphere reserve in Senegal within the [Great Green Wall](#).

## Expanding our focus to nature and biodiversity

We recognize that climate change is not the only environmental crisis we face. Nature—including land, fresh water, oceans, and the atmosphere—provides the essentials for individuals, societies, and economies to thrive. While our environmental sustainability commitments have focused on climate action for the past decade, over the past year Deloitte has taken steps to better understand nature-related risks, impacts, and dependencies, and begun to address the broader threats facing nature and biodiversity. Deloitte's [Commitment to responsible business practices](#)

reflects our belief that business shares a responsibility to address climate change and preserve the planet and natural resources for future generations.

Although Deloitte's impacts on nature are largely indirect, we are committed to supporting nature-positive solutions and addressing impacts throughout our operations and supply chain. Water stress is a growing problem, with 50% or more of the world living under highly water-stressed conditions for at least one month each year, according to the [World Resources Institute](#). Given that a number of Deloitte offices are located in such areas, we have started to measure our facilities' water use annually in water-stressed areas, as a way to focus on improving water management.

We are also investing in projects that support communities facing water stress. For example, Deloitte Global supports the Upper-Tana Nairobi Water Fund, which aims to provide water security to the communities surrounding Kenya's most important watershed. The Fund does this by empowering farmers and educating them about sustainable land management and agricultural practices that enhance water quality and maintain biodiversity.

### Find out more

[Climate considerations in financial statement audits](#)

[Responsible climate choices](#)

[Metrics and frameworks](#)

[Environmental performance data limited assurance report FY2024](#)

[CDP response](#)



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data Limited Assurance Report FY2024](#)

# Social



[Business](#)

[Our people](#)

[Environmental](#)

**[Social](#)**

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data  
Limited Assurance Report FY2024](#)



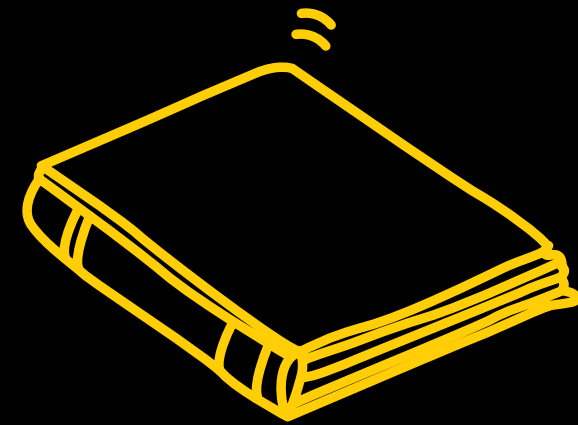


# Social by the numbers

## WorldClass commitment

FIGURE 1

Through WorldClass, we seek to expand opportunities for 100 million individuals by 2030 by providing access to education and job skills.



**81M**

Individuals reached toward our 100M goal

**24M**

Individuals reached in FY2024

**\$189M**

WorldClass investments

**957,900**

Hours of volunteer and pro bono time dedicated to WorldClass

## Societal investments

FIGURE 2



**\$416M**

Total societal investments

**2M**

Hours of volunteer and pro bono time



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

[See endnotes](#)



In the face of pressing societal challenges—from education and health equity to equity and inclusion at work—Deloitte is working to advance progress across our global society.

Through the services Deloitte practitioners provide, our investments, and our portfolio of initiatives focused on creating educational and skills-building opportunities, we are helping to create a more equitable future.

Recognizing that we can accomplish more by working together, Deloitte

actively engages with public and private organizations, Deloitte clients and alliance relationships, and others in our ecosystem to help create solutions to complex societal challenges.

Over the past year, we have continued to contribute our know-how and resources as part of Deloitte’s worldwide

commitment to invest more than US\$3 billion over 10 years (FY2023-FY2032) in societal impact initiatives to help address systemic problems in communities around the world.

**Impacting 100 million futures**

In this quickly changing and increasingly digital world, people need new skills in order to meet the challenges of today and tomorrow. Education and enhanced job skills are critical for enabling opportunity and progress—and helping more people succeed. Since 2017, Deloitte has focused our network’s collective resources on investing in education, digital skills development, and training opportunities.

Our WorldClass ambition is to positively impact 100 million futures by 2030 through programs and collaborations with leading educational organizations. With Deloitte donating funds, and our people volunteering their time and abilities, our efforts have provided support to millions of students, teachers, and education leaders worldwide. We have impacted 81 million individuals since 2017, including 24 million during FY2024.

For example, through the [Deloitte China Children Care Program](#), Deloitte China volunteers provide mentoring and

support to primary school students in rural communities, helping to bridge the opportunity gap between urban and rural areas. Taking advantage of improved internet infrastructure in many rural communities, Deloitte China volunteers help to nurture students’ social and emotional skills, provide educational advice, and empower each child they work with through regular video calls.

In collaboration with the [Institute of Environmental Management and Assessment](#) (IEMA), Deloitte NSE developed a green skills training course to support a fair transition to a green economy. In 2024, Deloitte NSE and IEMA piloted the program in the Middle East and the UK. To date, nearly 400 people have completed the course, including students, university professors, and under-represented groups in society.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

## Working together to tackle collective challenges

Over the past year, we have collaborated with Deloitte clients, governments, innovators, and nonprofits around the world to help drive impact on some of the challenges facing society. Working together, we can draw on Deloitte's business acumen, technology, resources, and global network to deepen the societal impact of nonprofits and community organizations.

In Indonesia, Deloitte Asia Pacific and Barry Callebaut, a leading manufacturer of high-quality cocoa and chocolate products, have collaborated to create a program that provides [skill-building education](#) for women in remote regions across Indonesia. The initiative supports women as they work to develop their entrepreneurial talents by improving financial literacy, implementing marketing strategies, and generating sustainable income that contributes to their families and strengthens their communities for the better.

Established by the Princess of Wales, the Business Taskforce for Early Childhood aims to transform how society, and business, prioritizes and supports children during their early years. A founding member of the taskforce, Deloitte NSE joined with other taskforce members to publish [The Royal Foundation Early Years report](#), which makes the case for how investing in early childhood can deliver up to approximately US\$58.6 billion (£45.5 billion) in value for the UK economy each year and sets out the role businesses can play in unlocking these benefits.

## Collaborating across our ecosystem to advance sustainable development

Deloitte is committed to driving long-term, systemic change and creating more equitable access to opportunity. As part of that commitment, Deloitte US, the World Economic Forum (WEF), Salesforce, Citi, the San Francisco Chamber of Commerce, and more than 20 other organizations came together to launch the Yes San Francisco (Yes SF) Urban Sustainability Challenge. Yes SF is the first location-based challenge launched through UpLink, a WEF digital platform to foster innovation and crowdsource solutions to global challenges, to address the intractable problems San Francisco has faced following the COVID-19 pandemic.

A unique call to action, Yes SF invited entrepreneurs and innovators from around the world to submit sustainable solutions that could contribute to the city's needs through scalable improvements in its downtown area and to have the opportunity to receive funding and support. In October 2023, UpLink selected and announced 14 Top Innovators chosen for their potential to bring new life and increased value to buildings, infrastructure, and outdoor areas by means of sustainable construction, green energy, water conservation, waste

management, vertical farming, urban forest management, and more. Each of the Top Innovators have access to a suite of resources to help them scale and deploy their solutions in San Francisco with the goal of supporting innovative climate solutions through job creation and reduction of CO2 and other climate-related impacts.

As a founding collaborator, Deloitte US played a key role in advancing the Yes SF ecosystem by leveraging its experience to engage with nonprofits, organizations, and community leaders to help drive impact in San Francisco. Deloitte US also donated an additional US\$1 million to select Top Innovators to help them build and scale their solutions to help sustainably revitalize San Francisco. Based on the success of this effort, Deloitte US aims to assist other cities in revitalizing their communities, helping to build ecosystems that can stimulate local entrepreneurship. Deloitte US is now looking forward to supporting a second Yes SF Challenge and leveraging this model to scale sustainable development in three to five additional Pioneer Cities around the world.



## Advancing health equity around the world

Our focus on collaborating with like-minded organizations for greater societal impact also includes the work of the [Deloitte Health Equity Institutes](#) (DHEIs), which bring business, government, and community leaders together to help advance health equity. Each of the DHEIs drives an array of cross-sector collaborations, philanthropic investments, and research activities focused on the unique health challenges in their respective regions.

For instance, in Spanish Latin America (S-LATAM), the [S-LATAM DHEI](#) is engaged in collaborative efforts to help improve access to timely diagnosis and treatment of breast and cervical cancer in Peru and Mexico. During the past year, the [India DHEI](#) continued to expand its initiative to reduce air pollution (and its impacts on health) caused by farmers burning crop stubble, using a combination of education, equipment supply enhancements, and a digital solution to connect farmers with end users of crop residue. The [US DHEI](#) is collaborating with the [Joslin Asian American Diabetes Initiative](#) to help reduce diabetes

disparities for at-risk Asian American populations through community outreach initiatives. And the [European DHEI](#) published a [landmark report](#), in collaboration with Mind & Place2Be, on the cost of mental health as well as the impact that children’s mental health has on parents and productivity.

In addition, Deloitte supports the [Global Health Equity Network](#) (GHEN). At the 2024 World Economic Forum Annual Meeting in Davos, Deloitte convened two high-impact sessions to ignite action on health equity. Alongside these efforts, more than 100 organizations, including Deloitte Global and many of the world’s largest employers, have signed the GHEN’s [Zero Health Gaps Pledge](#), demonstrating a collective drive to close health equity gaps and foster global change.

## Measuring the transformative impact of Olympic and Paralympic Games firsts

During the past year, we also furthered Deloitte’s [“partnership with purpose”](#) with the International Olympic Committee (IOC) and the International Paralympic Committee, which applies Deloitte’s deep management and business consulting acumen to help the IOC realize the possibilities of its [Olympic Agenda 2020+5](#) and help drive initiatives as broad as digital transformation, eGames strategy, and the IOC AI Agenda. It also includes projects related to sustainability and athlete career transition and well-being. In addition, Deloitte and the IOC launched [The First Effect](#), a co-branded campaign that sets out to create a new metric for success beyond the podium, measuring the transformative impact of firsts that happen at the Olympic and Paralympic Games. The campaign features the stories of trailblazing athletes from around the world—including Sarah Attar, the first female to represent Saudi Arabia in athletics at the Olympic Games, and South African swimmer Natalie Du Toit, the first amputee swimmer to qualify for the Olympic Games.

Following the Olympic and Paralympic Games Paris 2024, the IOC and Deloitte [announced an expansion](#) of their Worldwide Olympic Partnership. For the Olympic Winter Games Milano Cortina 2026 through to the Olympic Games Brisbane 2032, Deloitte will take on the role of Games Technology Integration Partner for the Olympic Games, the Paralympic Games, and the Youth Olympic Games. Deloitte will help advance the IOC’s vision of establishing a new integrated technology infrastructure and Games platform to enhance and secure the Olympic and Paralympic Games’ technology operations for the future.

**Find out more**

[Metrics and frameworks](#)



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data Limited Assurance Report FY2024](#)

# Governance



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data  
Limited Assurance Report FY2024](#)





Trust is at the heart of everything we do. Our commitment to ensuring stakeholders' confidence dates back to 1845, when Deloitte was founded to help build trust in the private sector by creating a transparent way to understand companies' financial performance.

As the largest professional services network serving organizations in nearly every industry and region around the world, Deloitte understands that trust is critical to clients' businesses—as well as to ours. We strengthen Deloitte clients' and society's trust in us by keeping our [Purpose and Shared Values](#) at the center of the work we do each day. We embed effective governance—encompassing oversight, challenge, and support—throughout our organization.

Strong, consistent governance helps enable us to uphold ethical standards, serve the public interest, build trust, and deliver on that trust. As a purpose-driven organization, Deloitte is guided by our commitment to [responsible business practices](#) which includes being thoughtful about the decisions we make about who we work with and the nature of the work we do. In addition, Deloitte's [Global Principles of Business Conduct](#) outline the commitments that each of us make based on our core belief that, at Deloitte, ethics and integrity are fundamental and not negotiable.

### **Bringing our stakeholders' expectations to life**

Deloitte stakeholders expect us to operate a responsible and sustainable

business, behave ethically, and manage and mitigate risks.

Clients turn to Deloitte for sophisticated business strategies, breakthrough solutions, and innovative services. They trust us to address complex challenges, conduct high-quality audits, maintain independence, and safeguard their sensitive information.

Our people count on us to foster an inclusive and equitable workplace, support their health and well-being, and provide meaningful, engaging career opportunities that can enable them to make an impact through their work.

Society expects us to act in the public interest. This includes how we help promote ethics and integrity, help eradicate corruption, advance sustainability, and provide skill-building opportunities to those within and outside of Deloitte.

We measure and report on our progress to help Deloitte clients, our people, and society to evaluate our impact. Our reporting also shows how putting our Purpose at the center of everything we do is inextricably linked with Deloitte's ability to deliver sustainable, long-term value, year after year.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

## Enhancing effective oversight as we advance our Purpose

Across the Deloitte network, we are working to embed our Purpose in everything we do. As we advance efforts to bring this ambition to life, it is important to our stakeholders—including Deloitte clients, our people, regulators, and society—that we also continue to evolve our governance to provide appropriate oversight and rigor around Deloitte’s strategic priorities in this area and our progress toward achieving them. The Deloitte Global Board established its Purpose, Sustainability & Culture Committee (PSCC) in FY2024 to provide dedicated support to these areas as key strategic topics that underpin so many other aspects of our strategy. The PSCC is the newest of several committees that support the Deloitte Global Board’s oversight and governance role.

With authority from the Deloitte Global Board, the PSCC challenges and supports the Deloitte Global Executive in achieving Deloitte’s Purpose in a differentiated and sustainable way.

The responsibilities of the PSCC include overseeing matters pertaining to purpose and shared values; sustainability; talent; diversity, equity, and inclusion; and the cultural aspects of ethics.

In its first year, the PSCC supported Deloitte’s commitment to sustainability and societal impact by reviewing and recommending that the Deloitte network set a long-term goal of achieving net-zero by 2040. The committee also focused on matters such as women’s equity and our ethical culture. Looking ahead, the PSCC will continue to offer challenge and support as Deloitte makes meaningful and measurable progress toward our purpose, sustainability, and culture-related priorities.



### Find out more

[Anti-corruption commitment](#)

[Confidentiality, privacy, and cybersecurity](#)

[Deloitte organizational structure](#)

[Ethics](#)

[Global security](#)

[Governance and management of sustainability impacts](#)

[Human rights](#)

[Independence](#)

[Leadership and governance](#)

[Public policy](#)

[Risk and opportunity management](#)

[Stakeholder engagement and materiality](#)

[Metrics and frameworks](#)



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

[Environmental Performance Data Limited Assurance Report FY2024](#)

# ESG highlights



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

**[ESG highlights](#)**

Environmental Performance Data  
Limited Assurance Report FY2024





# FY2024 ESG highlights

## Environmental

### Science-based net-zero targets:

The SBTi has verified Deloitte's net-zero science-based target by 2040

### Progress toward near-term science-based targets

**81%** reduction of scope 1 and 2 emissions (goal of 70% by 2030)<sup>1</sup>

**53%** reduction of scope 3 business travel emissions per FTE (goal of 55% by 2030)<sup>1</sup>

**30%** of suppliers have science-based targets (goal of 67% by 2025)<sup>2</sup>

### Progress toward other environmental sustainability goals

**93%** renewable electricity purchased (goal of 100% by 2030)

**50%** of fleet converted to electric and hybrid electric vehicles (goal of 100% by 2030)

**7,803** tonnes of Sustainable Aviation Fuel certificates (SAFc) purchased

## Social

### Societal investments

**\$416M**  
societal investment

**24M**  
individuals reached through WorldClass

**81M**  
individuals reached toward our 100M WorldClass goal from FY2018 to FY2024

### Learning

**46** average annual training hours per individual<sup>3</sup>

**\$647M+** annual direct training investment<sup>3</sup>

**21M** formal training hours delivered for our people

**6** Deloitte University facilities around the world

### Diversity and inclusion

**460,300**  
Deloitte people

**46%**  
women<sup>4</sup>

**54%**  
men<sup>4</sup>

**27%**  
women partners, principals, and managing directors<sup>5</sup>

**92,910**  
new hires

**7.23M**  
applications received

## Governance

### Economic contribution

**\$67.2B**  
aggregate global revenue

**3.6%**  
aggregate revenue growth from FY2023

### Innovation investments

**3.3%** of aggregate Deloitte firm revenue<sup>6</sup>

### Deloitte Global Board of Directors<sup>7</sup>

**17** members representing 11 countries

**41%** women

### Deloitte Global Executive Committee<sup>7</sup>

**20** members representing 8 countries

**35%** women



Deloitte received a Positive rating in the 2024 Gartner® Sustainability Assessment: Deloitte report. This rating is based on three categories:

Environmental, Social and Governance which are further broken down in to 17 criteria. Deloitte also received a Strong rating, the highest possible rating, for Greenhouse Gas Emissions, Community Engagement and Talent Management.

According to Gartner, "This assessment measures two key facets of Deloitte's sustainability commitments — intent and execution:

1. Intent to achieve specific sustainability outcomes, as documented in publicly available materials provided by Deloitte
2. Evidence that Deloitte's plans to achieve those sustainability outcomes are being executed"

Gartner, Sustainability Assessment: Deloitte, Craig Lowery, Kiyomi Yamada, 14 August 2024.

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**Note:** Monetary values are presented in US\$ and used as the basis for revenue growth and innovation investment percentages, unless otherwise specified.

[See endnotes](#)

## Business

**FIGURE 1** Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte network.

**FIGURE 2** Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte network. Due to rounding, sum of revenue by industry may not equal total.

**FIGURE 3** Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte network. Due to rounding, sum of revenue by member firms or their related entities that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

**FIGURE 4** Revenue figures are in US\$ billion. Figures are aggregated across Deloitte member firms in the relevant region. Due to rounding, sum of revenue by region may not equal total.

## Our people

**FIGURE 1** Figures are aggregated across the Deloitte network.

**FIGURE 2** Figures are aggregated across the Deloitte network. Training hours do not include on-the-job learning hours that are a core aspect of development at Deloitte. Indirect learning and development investment is the opportunity cost based on estimates of the value of time spent in formal learning and development activities. The definition and calculation methodology for this metric has been revised for FY2024 to include development investment.

**FIGURE 3** Figures are aggregated across the Deloitte network.

**FIGURE 4** Figures are aggregated across the Deloitte network. Age ranges are estimated based on data collected from Deloitte entities.

**FIGURE 5** Figures are aggregated across the Deloitte network. Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%. Age ranges are estimated based on data collected from Deloitte entities.

**FIGURE 6** Figures are aggregated across the Deloitte network.

<sup>1</sup> Training hours do not include on-the-job learning hours that are a core aspect of development at Deloitte. The definition and calculation methodology for this metric has been revised for FY2024 to include development investment.

## Environmental

**FIGURES 1** Figures are aggregated across the Deloitte network. Where possible, Deloitte entities procure and claim renewable electricity in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte entities may procure renewable electricity from a neighboring country. This enables Deloitte to demonstrate commitment to our renewable electricity target and signal market demand. As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported in the Global Impact Report and within RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.

**FIGURES 2** Revenue figures are in US\$ billion. Figures are aggregated across the Deloitte network.

**FIGURES 3** Figures are aggregated across the Deloitte network.

**FIGURES 4** Figures are aggregated across the Deloitte network. Due to rounding, sum of sections may not equal total. Deloitte reviewed its scope 3 emissions category screening in FY2023 and identified scope 3, category 7 – commuting (including optional emissions from teleworking) as a material source of emissions. Accordingly, in FY2024, Deloitte developed a methodology to calculate emissions from commuting and working from home, and has updated the reported GHG emissions totals to include emissions from these sources. Due to historical data limitations, performance tracking is included from FY2024 onward only.

<sup>2</sup> Deloitte DCE is a member firm bringing together seven Deloitte firms (Austria, Central Europe, France, Germany, Luxembourg, Portugal, and Turkey).

## Social

**FIGURES 1** Figures are aggregated across the Deloitte network. "Individuals reached" refers to the total number of people, external to Deloitte, impacted through support provided by Deloitte people to individuals (e.g., mentoring) and organizations (e.g., capacity building for nonprofit organizations) toward Deloitte's goal of reaching 100 million individuals by 2030.

**FIGURES 2** Total societal investments of US\$416M include US\$164M in donations, US\$211M in value of volunteer and pro bono work, and US\$41M in management costs. Figures are aggregated across the Deloitte network.

## FY2024 ESG highlights

<sup>1</sup> Percent reduction of metric tonnes of CO2e in FY2024 vs. FY2019 base year.

<sup>2</sup> Suppliers by emissions covering purchased goods and services and business travel; an additional 4% of suppliers have committed to setting science-based targets.

<sup>3</sup> Training hours do not include on the job learning hours that are a core aspect of development at Deloitte. The definition and calculation methodology for this metric has been revised to include development investment.

<sup>4</sup> Deloitte people align to gender identities beyond men and women. We are on a journey to more accurately and completely capture gender identity information across our network. The Talent data provided is a mix of biological sex and gender identity data based on information available at this time. In some cases where gender data is not available, the data may not sum to 100%.

<sup>5</sup> Partners, principals, and managing directors refer to Deloitte firm partners, principals and US managing directors.

<sup>6</sup> Based on annual survey of Deloitte firms.

<sup>7</sup> Board of Directors and Executive Committee membership is presented as of 1 June 2024 to reflect composition as of the date of report publication, thus does not align with composition during the fiscal year which ended on 31 May 2024. If presented as of the end of FY2024 on 31 May 2024, figures would be: percent of women members on Deloitte Global's Board of Directors: 35%; percent of women members on Deloitte Global's Executive Committee: 38%.



Business ↗

Our people ↗

Environmental ↗

Social ↗

Governance ↗

ESG highlights ↗

Environmental Performance Data  
Limited Assurance Report FY2024 ↗

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# Environmental Performance Data Limited Assurance Report FY2024



[Business](#)

[Our people](#)

[Environmental](#)

[Social](#)

[Governance](#)

[ESG highlights](#)

**Environmental Performance Data  
Limited Assurance Report FY2024**



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Independent Limited Assurance Report to Deloitte Global Services Limited in Respect to the Environmental Performance data for the year ended 31 May 2024.

BDO LLP ("BDO" or "we") was engaged by Deloitte Global Services Limited ("the Company" or "DGSL") to report on the Deloitte network's (as defined below) environmental performance data for the year ended 31 May 2024 (the "subject matter") in accordance with the requirements laid out in the FY2024 Basis of Reporting (the "criteria"). We were engaged to report in the form of an independent limited assurance conclusion as to whether the applicable criteria have been met. Our work has been conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3410 Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board.

Our review was limited to the subject matter reported in the 2024 Global Impact Report ("the Report") comprising:

- Scope 1 Greenhouse Gas (GHG) emissions (consisting of fuel combustion in buildings and vehicle fleet, internal combustion engine, reported in tCO<sub>2</sub>e)
- Scope 2 GHG emissions (consisting of purchased electricity, buildings and fleet, location and market based, and district heating and cooling, reported in tCO<sub>2</sub>e)
- Scope 3 GHG emissions (consisting of business travel, commuting and teleworking, and purchased goods and services (PG&S), reported in tCO<sub>2</sub>e)
- Energy usage (consisting of renewable electricity, non-renewable electricity, natural gas, gasoline and diesel fuel, reported in terajoules).

Figures reviewed are shown in Appendix 1 to this report.

The Deloitte environmental performance data consist of the emissions of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their respective related entities (collectively, the "Deloitte network"). DTTL (also referred to as "Deloitte Global") and each of its member firms and their respective related entities are responsible for collecting their energy consumption and activity data. Consumption and associated emissions are submitted to Deloitte Global annually and compiled for inclusion in the Report. The engagement covered the entities comprising the Deloitte network and all facilities either owned or under the operational control of any such entities.

We have not performed any procedures with respect to other information included in the Report and, therefore, no conclusion on the Report as a whole is expressed.

#### DTTL's Responsibilities

The Directors of DTTL are responsible for the preparation of the subject matter in accordance with the criteria and associated disclosures within the Report, including disclosure of significant assumptions or deductions. The Directors of DTTL are responsible for the accuracy and completeness of the information contained in the Report.

This responsibility also includes the design, implementation, and maintenance of such internal controls as are determined necessary to ensure the subject matter is free from material misstatement, whether due to fraud or error (to the extent possible given developing methodologies).



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## Our Responsibilities

We conducted the engagement in accordance with the International Standard on Assurance Engagements 3410 (UK) - Assurance Engagements on Greenhouse Gas Statements ("ISAE 3410"). The standard requires that we:

- Comply with the requirements of Parts A and B of the Code of Ethics for Professional Accountants, including independence, issued by the International Ethics Standards Board for Accountants (the IESBA Code);
- Implement quality control procedures that are applicable to the individual engagement in accordance with the requirements of the International Standard on Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements (ISQM 1)
- Plan and perform our engagement to comply with the requirements of ISAE 3410; which include obtaining sufficient evidence to provide limited assurance, over the subject matter for the year from 1 June 2023 to 31 May 2024 in accordance with the criteria.
- Communicate matters that may be relevant to the subject matter to the appropriate party including identified or suspected non-compliance with laws and regulations, fraud or suspected fraud, and bias in the preparation of the subject matter; and
- Report our conclusion in the form of an Independent Limited Assurance Report to the Company.

## Scope of the Assurance Engagement

The procedures selected, and our determination of the nature, timing, and extent of these procedures, were dependent on our judgment, including an assessment of the risks of material misstatement and non-compliance with laws and regulation in the subject matter.

The objective of a limited assurance engagement is to perform such procedures as to obtain information and explanations which we consider necessary in order to provide us with sufficient appropriate evidence to express a conclusion on the subject matter shown in Appendix 1.

A limited assurance engagement undertaken in accordance with ISAE 3410 involves assessing the suitability of Deloitte Global's use of its reporting procedures as the basis for the preparation of the subject matter, assessing the risks of material misstatement of the subject matter whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the subject matter.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



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Our procedures included, but were not limited to:

- Review of the criteria to understand and identify risks of material misstatement in the associated Report
- Interviews with key personnel to understand the systems and controls in place during the reporting period
- Review and assessment of the systems, processes and controls to collate, aggregate, validate and report the data
- Evaluated the materiality of the locations based on reported emissions and considered this for reasonableness against the geographies covered by the entities comprising the Deloitte network, including all facilities either owned or under the operational control of any such entities and activity in those locations
- Tested the key processes and controls covering the consolidation process and presentation of network-wide level data
- Reviewed the reasonableness of information provided by any member of the Deloitte network, including data of the outsourced facilities managers or outsourced travel management companies
- Performed analytical procedures and sample tests on collated data and conversion factors applied in accordance with published guidelines. This included reviewing any matters showing significant variations from prior years
- Confirmed the purchase of Energy Attribute Certificates (EACs)
- Reviewed the draft disclosures contained within the draft Report, dated 11 September 2024 and the corresponding FY2024 Performance Metrics - Environment table, to assess alignment with the underlying GHG emissions calculations and activity data.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion against the applicable criteria.

## Conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the subject matter for the year from 1 June 2023 to 31 May 2024, has not been prepared, in all material respects, in accordance with the applicable criteria.

## Inherent Limitations

Our opinion is based on historical information and the projection to future periods of any evaluation of the service description or subject matter, or conclusions on the controls or subject matter reviewed, would be inappropriate.

The following limitations are noted under ISAE 3410:

- ISAE 3410 recognises that Greenhouse Gas quantification process can rarely be 100 percent accurate due to:
  - Scientific uncertainty, arising from incomplete scientific knowledge about the measurement of the gases
  - Measurement uncertainty, arising from limitations in measurement techniques and the use of estimations.



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The relative effectiveness and significance of specific control procedures at Deloitte Global and their effect on assessment of control risk at the level of any individual entity in the Deloitte network are dependent on their interaction with the controls and other factors present at other members of the Deloitte network. We have not performed any procedures to evaluate the effectiveness of controls at individual entities in the Deloitte network.

For this engagement, we have not carried out any work on data reported for prior reporting periods nor in respect of future projections and targets. We have not conducted any work outside the agreed scope and therefore restrict our conclusion to the above-mentioned subject matter.

Non-financial performance information is subject to more inherent limitations than financial information, given the characteristics of the subject matter and the methods used for determining such information. The absence of a significant body of established practice on which to draw - allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact accuracy and comparability. Greenhouse gas quantification is unavoidably subject to inherent uncertainty as a result of both scientific and estimation uncertainty and for other non-financial performance information the precision of different measurement techniques may also vary. Furthermore, the nature and methods used to determine such information, as well as the measurement criteria and the precision thereof, may change over time.

#### Restriction of Use of Our Report

Our limited assurance report is made solely to DGSL and designed to meet the agreed requirements specified by DGSL. Our limited assurance report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the DGSL for any purpose or in any context. Any party other than DGSL, including any of the other members of the Deloitte network, who obtains access to our limited assurance report or a copy thereof and chooses to rely on our limited assurance report (or any part thereof) will do so at their own risk. To the fullest extent permitted by law, we accept no responsibility and deny any liability to any party, other than DGSL, for our work, for this independent limited assurance report or for the conclusions we have reached.

DocuSigned by:  
  
BDO LLP

Chartered Accountants  
55 Baker Street, London, W1U 7EU  
United Kingdom  
9 October 2024

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



Appendix 1: Environmental Performance data for the year ended 31 May 2024

Greenhouse Gas Emissions	FY24, tCO2e
Total Scope 1 emissions	33,618
Total Scope 2 emissions	16,908
Total Scope 3 emissions	1,395,284
Gross GHG Emissions	1,445,810

Energy Usage	FY24, Terajoules (TJ)
Total energy consumed, consisting of electricity (renewable and non-renewable), natural gas, gasoline, diesel fuel and district heating and cooling	2,068