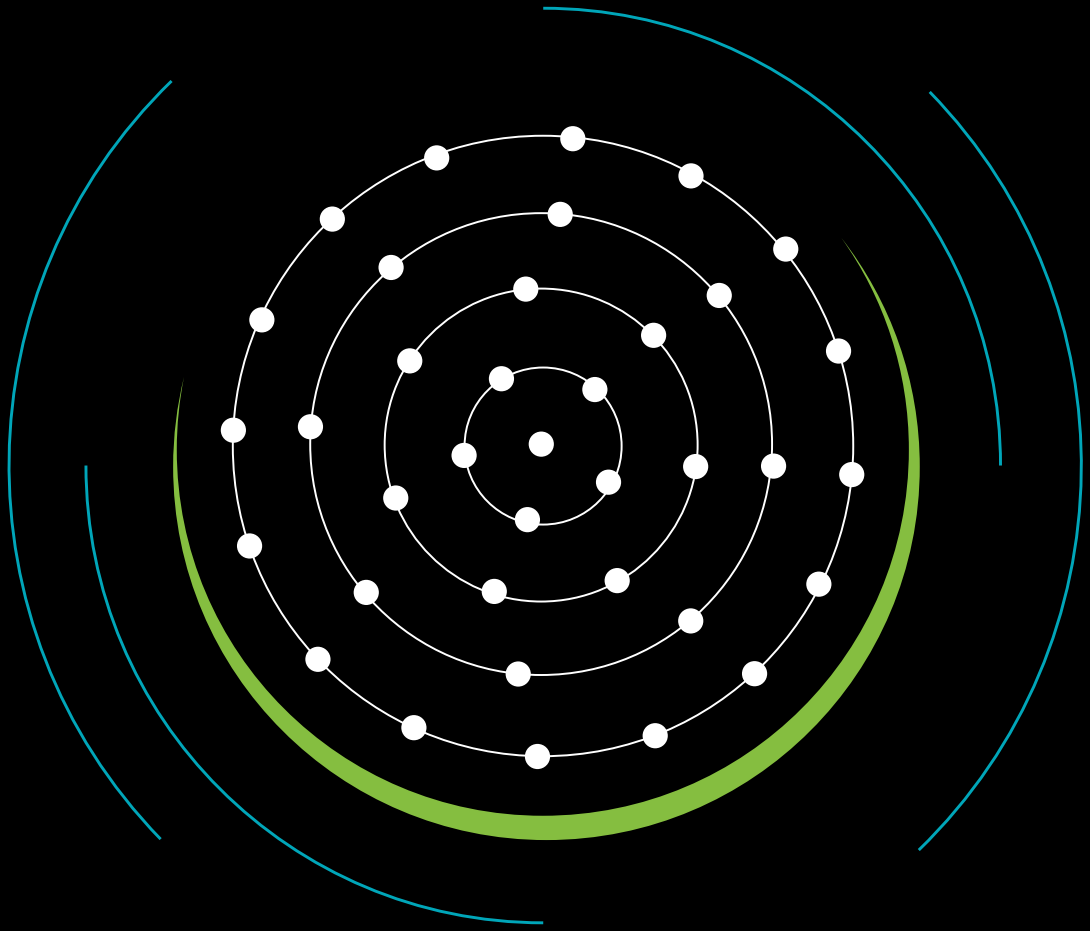
Deloitte.



Connect for impact

2019 Global Impact Report

Deloitte.

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Executive message

by Punit Renjen, Chief Executive Officer, Deloitte Global and Sharon Thorne, Chair, Deloitte Global Board of Directors

Deloitte has helped protect the public interest and make an impact that matters for nearly 175 years. Throughout our history, we've learned many lessons, but none more important than this: Solving the most intractable problems, in business and in society, requires collaboration, cooperation and connection.

In simpler times, going it alone was an option. Not anymore. The tremendous economic, social and political disruption brought on by Industry 4.0 are forcing many to seek alliances and opportunities for teamwork—ideas Deloitte embraced years ago. It's fair to say Deloitte owes its existence to its ability to connect with others. It's our entire business model.

The connections we make—across businesses, disciplines and borders, as well as with other organizations—are at the core of our success and ability to advance society.

This year's Global Impact Report explores the power of connection in terms of how we develop our people, create opportunities for those who have been left behind, build trust in the financial reporting ecosystem, and develop comprehensive and innovative solutions for Deloitte clients.

These four areas are themselves connected and interdependent. Clients seek Deloitte's services because we've earned their trust and have cultivated top talent with the skills to provide insights to help solve their toughest challenges. We can connect disadvantaged people in society with skills-building opportunities because we excel at professional development and problem solving. And Deloitte can credibly participate in regulatory discussions because of the reputation we've built through the quality of services we provide and our commitment to the greater good.

The new mindset for action we discussed in last year's Global Impact Report comes to life through these connections and activities. This is how Deloitte helps people, organizations and communities adapt to accelerating digital transformation so that society—and, in turn, business—succeeds. It's also proof that a purpose-led approach is good for business.

During FY2019, Deloitte reported aggregate revenue of US$46.2 billion, a 9.4% increase in local currency. In the past four years, we've solidified our position as the world's leading and largest professional services organization. During this same period, according to Brand Finance, Deloitte has more than doubled our brand value to US$29.6 billion, also first among competitors.

While financial performance is important, we take a broader view, measuring success by the triple bottom line of people, profit and planet. That's why Deloitte's purpose-driven agenda has expanded beyond societal impact and preparing business for Industry 4.0 to encompass new environmental sustainability and gender and inclusion initiatives. We are committed to doing our part on climate change, responsible sourcing and other pressing sustainability challenges. We are also making conscious efforts to increase the number of women leaders throughout Deloitte and to support the next generation of women leaders in reaching their full potential.

As the world's problems get tougher, jobs get more complicated, and expectations of business and Deloitte grow, the connections we make will be more important than ever. Deloitte is uniquely positioned to "connect the dots," both internally and externally—flexing our strengths as a professional services leader and an orchestrator of ecosystems. That's why we're optimistic Deloitte has a very bright future ahead of it and are excited to continue our shared quest of advancing business, people, communities and the world.

Punit Renjen
Chief Executive Officer, Deloitte Global

Sharon Thorne
Chair, Deloitte Global Board of Directors

Deloitte.

Development

by Michele Parmelee, Chief People and Purpose Officer, Deloitte Global

Development
Opportunity
Trust
Solutions

When your "products" are insights, ideas and solutions, you must do more than hire bright, talented people. Individuals' knowledge and skills—both technical and interpersonal—are assets that need to be developed and refined in ways that not only differentiate your organization, but also relentlessly improve the value you offer.

That's why at Deloitte, we've invested hundreds of millions of dollars the past few years to connect our people with classroom training, online learning, mentoring programs and rotational assignments that nurture their growth. While many organizations prefer to outsource the responsibility of professional development to universities, governments and individuals, we enthusiastically embrace it and have made it a core part of our business strategy.

Deloitte's talent for developing talent defines us. We believe connecting our people with professional development opportunities not only improves client work, but also results in a workforce prepared with the advanced capabilities and skills required now and in the future.

Deloitte's commitment to professional development comes to life through Deloitte University (DU) and its global curriculum. About 90% of DU sessions—designed to enhance leadership, professional, industry and technical skills—are led by partners, principals and managing directors. Nearly 133,000 Deloitte people participated in courses last year at DU's six facilities around the world, including about 14,000 first-year professionals and interns. We also are investing in the design and development of a digital learning system that will give Deloitte professionals access to instant and personalized client, industry and skills-based knowledge.

We know from the annual Deloitte Global Millennial Survey that young people crave professional development and favor employers that provide it. That gives Deloitte an edge when competing for and retaining talent. Last year, about 3.2 million people applied for jobs here and we hired more than 90,500 of them. But we're also realists. Younger workers, in general, express less job loyalty than prior generations, at a time when companies aggressively seek top talent.

While we don't want to lose anyone, we take pride in knowing that when our talent leaves, they go on to make meaningful contributions to society as leaders of other companies, governments and nongovernmental organizations. And they do so because of the knowledge, skills and experiences they gained at Deloitte.

At Deloitte, we consider ourselves to be colleagues for life. And helping people be better at what they do is one of the most impactful societal contributions we make.

Deloitte.

Opportunity

by N. Venkatram, Managing Partner and Chief Executive Officer, Deloitte India

Development
Opportunity
Trust
Solutions

As a professional and the father of two daughters, I've taken a special interest in promoting developmental opportunities for women and girls in India. Our country has an acute need for programs that help girls and young woman realize their true potential and overcome a cycle of deprivation that starts for most when they're young.

Excessive school dropout rates, underage marriage and limited access to relevant foundational and employable skills are just some of the factors that obstruct girls' social and economic empowerment. Almost 118 million women, comprising 81% of the total women workers in India, are engaged either in unpaid work or in the informal economy. Most women in the workforce lack mentoring, linkages to networks and leadership opportunities and, on average, earn 25% less than men.

The convergence of these issues has caused the labor force participation of women in India to drop to 26% from nearly 37% a decade earlier. Reversing this trend not only would benefit women, but it also would unleash India's economic potential. The International Monetary Fund suggests India's growth could rise nearly 30% if women increased their workforce participation to be equal with men.

Closing the gender gap in India begins with businesses investing in high-impact solutions—initiatives that help young women access quality education and develop future-ready skills they'll need to succeed in a new, more technologically advanced economy.

Through Deloitte's organizationwide ambition called World*Class*, we aim to help 50 million people globally succeed in the Fourth Industrial Revolution by connecting them to opportunities for education, skills development and jobs. In India, through grants, pro bono work, volunteering and engaging with nongovernmental organizations, Deloitte committed this past February to positively impact 10 million women and girls in my country by 2030.

I understand the distinct opportunities that opened for my daughters through quality education and access to networks. They were empowered to face a complex world and make key decisions about their lives. That's why I was excited when Deloitte announced it would focus on making a difference in the lives of women and girls in India and connect them with the same opportunities that enabled my daughters to succeed.

World*Class* represents Deloitte's commitment to combine its strengths in problem solving and professional development with its global reach and myriad relationships to address the world's big challenges. It's how we put our mindset to deliver meaningful societal impact into action.

When we connect people with opportunities, everyone benefits.

Deloitte.

Trust

by David Barnes, Risk, Regulatory and Public Policy Leader, Deloitte Global

Development
Opportunity
Trust
Solutions

When people say they're losing trust in business or allege that the Big Four firms are partly to blame for corporate greed, scandals and collapses that harm economies, communities and people, I take that personally. At Deloitte, we care deeply about the role that large professional services firms play in enhancing the credibility of the capital markets. If you aren't trusted in business, it's tough to stay in business.

That's especially true for auditors like Deloitte who are charged with providing assurance to investors and capital markets. We're in the trust business. That's why we hold ourselves to the highest standards.

Unfortunately, that's not always enough. Some recent corporate failures have sparked discussions about the quality and relevance of auditing. Whilst some of the criticisms are overblown, I agree that change may be required and certain reform efforts have merit. To close the expectation gap, everyone—auditors, boards and management—needs to do better.

Deloitte is always seeking to improve its audit processes and technologies, and we are currently working both on our own and with others to build support for new standards, policies and practices aimed at strengthening the entire financial reporting ecosystem.

Management accountability. Reform must start with strong company management, controls and governance. Because audits of financial statements on their own cannot detect all mismanagement, Deloitte favors strengthening companies' internal controls relating to operations, reporting and compliance. We also support enhanced audit work around such controls and the statements management makes in annual reports.

Corporate governance. To improve corporate oversight, Deloitte supports greater independence, accountability and expertise on corporate boards and stronger audit committees. We'd like to see shareholders have more say on issues such as auditor appointments. And we believe entities responsible for regulating auditors should be independent and use the latest technologies and tools to fulfill their mandates.

Misinformation and wrongdoing. Deloitte encourages companies to embrace tools that better identify misinformation and wrongdoing. We are increasing investments in advanced technologies and methods that can help drive audit quality improvements and better detect fraudulent behavior. This includes greater use of artificial intelligence, data-based risk-sensing tools and predictive analysis.

Viability. Even in the most robust of economic times, there are always some companies that fail. Deloitte favors further developing frameworks to help all actors in the reporting ecosystem raise red flags when there are concerns about an institution whose failure could trigger a crisis so authorities can decide what, if any, action is required.

Ultimately, Deloitte encourages greater accountability throughout the financial ecosystem, and we are ready to work with all stakeholders to promote a safer and more resilient marketplace. Everyone has a role to play in enhancing the public's trust.

Trust that Deloitte will do its part.

Deloitte.

Solutions

by Donna Glass, Risk Advisory Leader, Deloitte Global

Development
Opportunity
Trust
Solutions

In a highly interconnected, technology-driven world, it is difficult to solve problems in isolation. A perfect example is cybersecurity.

There was a time when cyber was viewed by business leaders as simply an information technology issue. No longer. We have moved from an era of compliance to an era of managing cyber risk to now an era of managing complexity. Information technology and operation technology have converged, pushing cyber to the forefront of the Fourth Industrial Revolution.

As cyber risk permeates every aspect of our lives, organizations are motivated to align cyber initiatives with their managements' digital priorities to achieve their business outcomes. Cyber has become the hub connecting multiple dimensions across multiple disciplines—into the products companies create, the factories where they make them, the spaces where their employees design them, and where and how their customers use them.

To successfully manage a business in an era of interconnectedness and complexity, organizations need to adopt a "cyber everywhere" mentality and fully understand the threats and risks that may impact their critical business functions. Company leaders need to regard cyber as a broad operational issue and business enabler and incorporate it into their strategies accordingly. Those who do will be confident in the knowledge they have created a secure and resilient organization fit to succeed in a digital world.

When a cyber threat does arise, creating an effective response can be complicated and difficult to coordinate. That's where Deloitte excels. Deloitte delivers a full range of cyber services, integrating specialists from a full range of disciplines. Working together, Deloitte's multidisciplinary teams bring deep sector knowledge and in-depth proficiency in areas including technology consulting, strategy and governance, digital, analytics, data and privacy, cloud, forensics, financial crime, incident response, mergers and acquisitions, audit and more.

Deloitte also draws upon external ecosystem relationships to supplement its offerings with a wide range of cyber risk technologies, software, applications and innovations. Strategic alliances with many of the world's largest and best-known tech companies—combined with a fully integrated cyber solutions business—give Deloitte the insight, experience and ability to face any scenario.

Using human insight, technological innovation and comprehensive solutions, Deloitte helps clients perform better by resolving complex problems so they can build confident futures. Smarter, faster, more connected futures. Better futures never thought possible—for business, for people and for our planet.

Deloitte.

Total revenue

Revenue
Total revenue
Revenue by business
Revenue by industry
Revenue by region

Talent
Total headcount
Attracting top talent
Total new hires
Developing top talent

Societal impact
Societal investments
Sustainability

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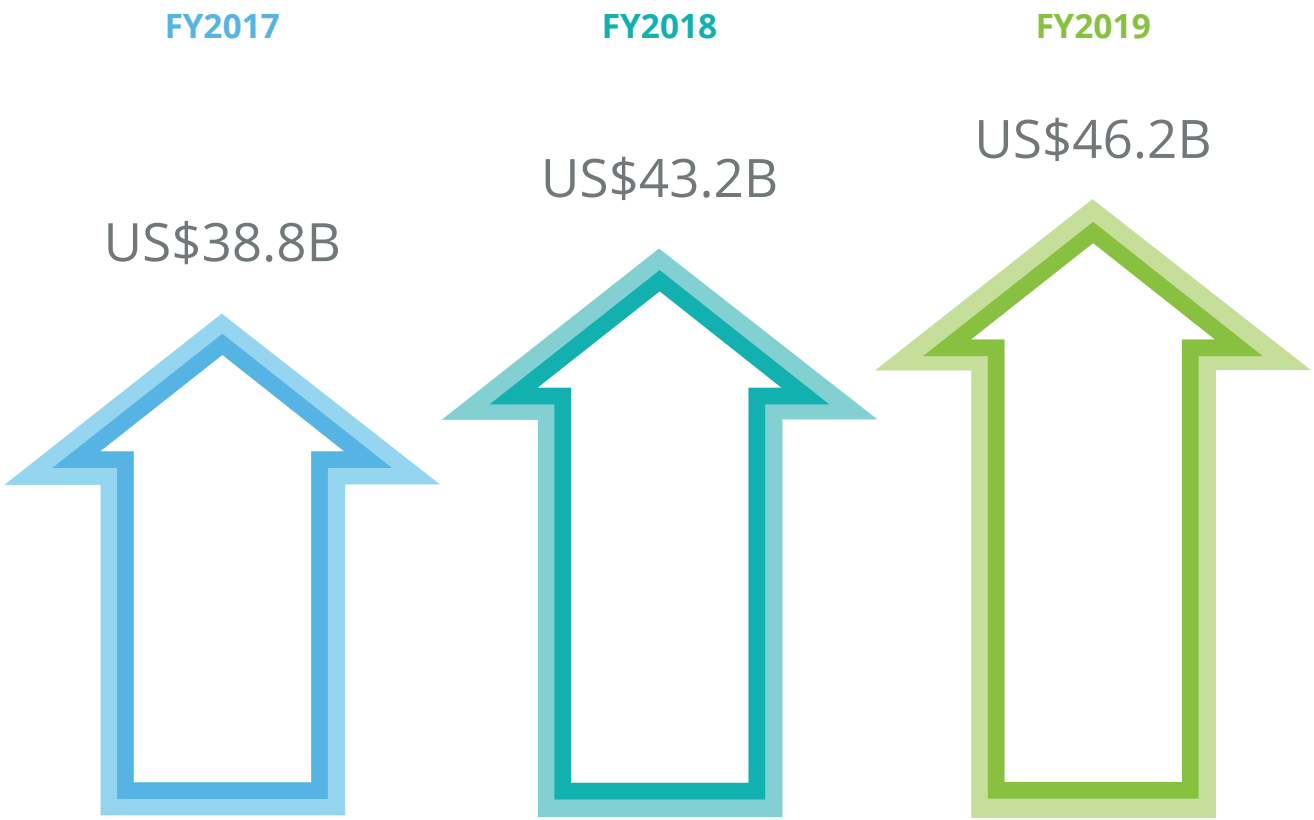

Notes
Revenue figures are in US$ billion. Global figures are aggregated across the global Deloitte network.

Deloitte.

Revenue by business

Revenue
- Total revenue
- **Revenue by business**
- Revenue by industry
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Notes
Revenue figures are in US$ billion. Global figures are aggregated across the global Deloitte network.
Due to rounding, sum of revenue by business may not equal total.

Deloitte.

Revenue by industry

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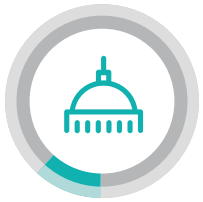
Consumer

$10.8B

Financial Services

$12.4B



Government & Public Services

$5.3B

Technology, Media & Telecom

$5.6B

Life Sciences & Health Care

$4.3B

Energy, Resources & Industrials

$7.7B

Notes

Revenue figures are in US$ billion. Global figures are aggregated across the global Deloitte network.
In FY2019, several large sectors moved from the Consumer industry to the Energy, Resources & Industrials industry.
Due to rounding, sum of revenue by industry may not equal total.

Deloitte.

Revenue by region

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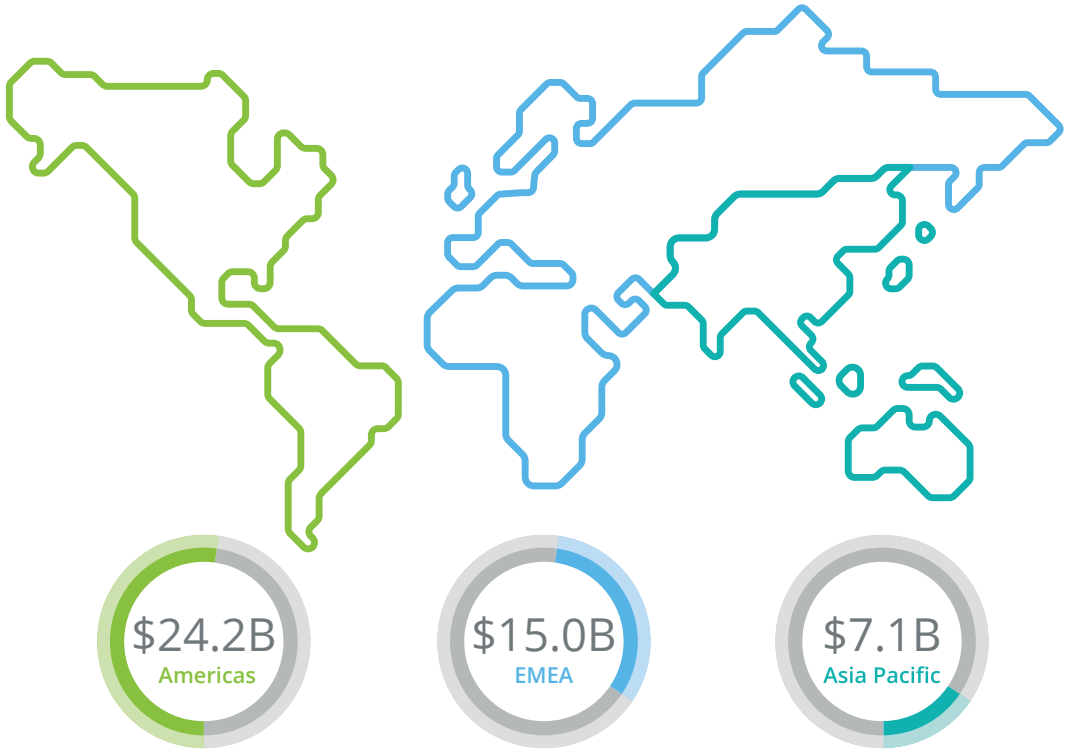

Notes
Revenue figures are in US$ billion. Global figures are aggregated across the global Deloitte network.
Due to rounding, sum of revenue by region may not equal total.

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Total headcount

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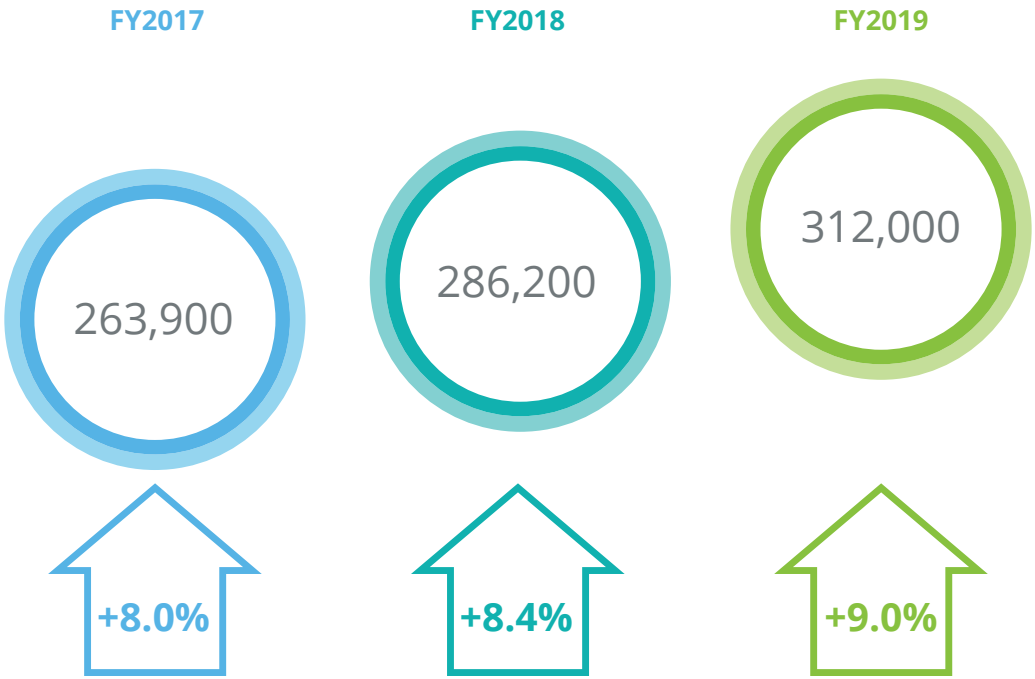

Notes
Global figures are aggregated across the global Deloitte network.

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Attracting top talent

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3.2 Million
Applications received

19,491
Internships

90,540
New hires

Notes
Global figures are aggregated across the global Deloitte network.

Deloitte.

Total new hires

Revenue
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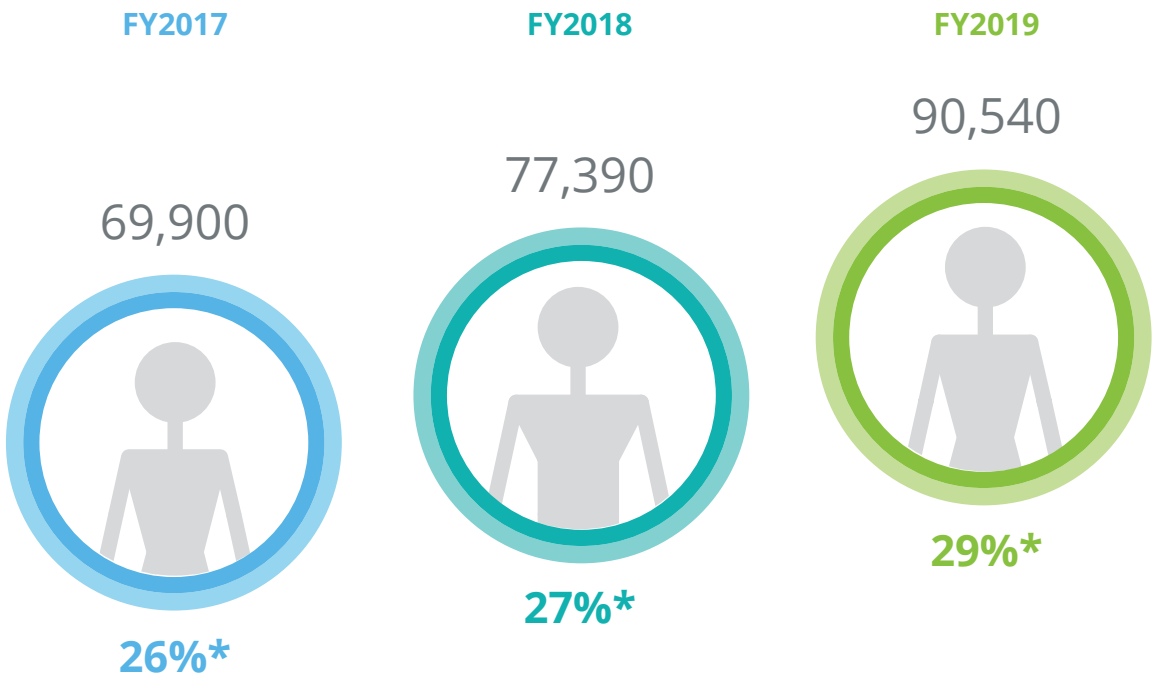

Notes
Global figures are aggregated across the global Deloitte network.
*New hires as a percentage of total headcount.

Deloitte.

Developing top talent

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132,795

Deloitte people experienced Deloitte University

4,893

Partners, principals and managing directors facilitating programs in a Deloitte University

4.58M

e-learning courses completed

Locations of Deloitte University facilities

Canada
Toronto

US
Westlake

Mexico
Mexico City

Belgium
La Hulpe

France
Chantilly

India
Hyderabad

Singapore
Sentosa Island

Notes
Global figures are aggregated across the global Deloitte network.

Deloitte.

Societal investments

US$238.9M
Total societal investments

1.4M
Hours of volunteer and pro bono time

Deloitte is committed to making an impact that matters on society. Through our global World*Class* ambition, we are focusing on developing job skills, improving educational outcomes and creating opportunities for those left behind in the Fourth Industrial Revolution. Our ambition is to reach 50 million people by 2030.

World*Class* Investments

US$85.2M
World*Class* investments

593,700
Hours of volunteer and pro bono time

World*Class* Impact

3.2M
Individuals reached in FY2019*

4.7M
Individuals reached toward our 50M goal*

Visit Deloitte.com to see examples of World*Class* in action.

Notes

Total societal investments of US$238.9M include US$89M in donations, US$130M in value of volunteer and pro bono hours, and US$19.9M in management costs. Global figures are aggregated across the global Deloitte network. "Individuals reached" refers to the total number of people, external to Deloitte, impacted through support provided by Deloitte professionals to individuals (e.g., mentoring) and organizations (e.g., capacity building for nonprofit organizations). Because of rounding, numbers may not tally with the total.

*Updated as of November 2019

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At Deloitte, we believe we must lead the way to build a better, stronger and more sustainable world. That's why we established global greenhouse gas reduction goals and emissions arising from Deloitte air travel during FY2019 are being offset through the purchase of carbon credits. We strive to lower our carbon emissions in line with the Paris Agreement, and have set specific reduction goals for our buildings, fleet and business travel by FY2025 from FY2017 levels.

Deloitte's global greenhouse gas emissions goals

36%
per unit of area reduction in our building emissions

11%
reduction in our fleet emissions

10%
per full-time equivalent reduction in travel emissions

Deloitte.

Deloitte core services

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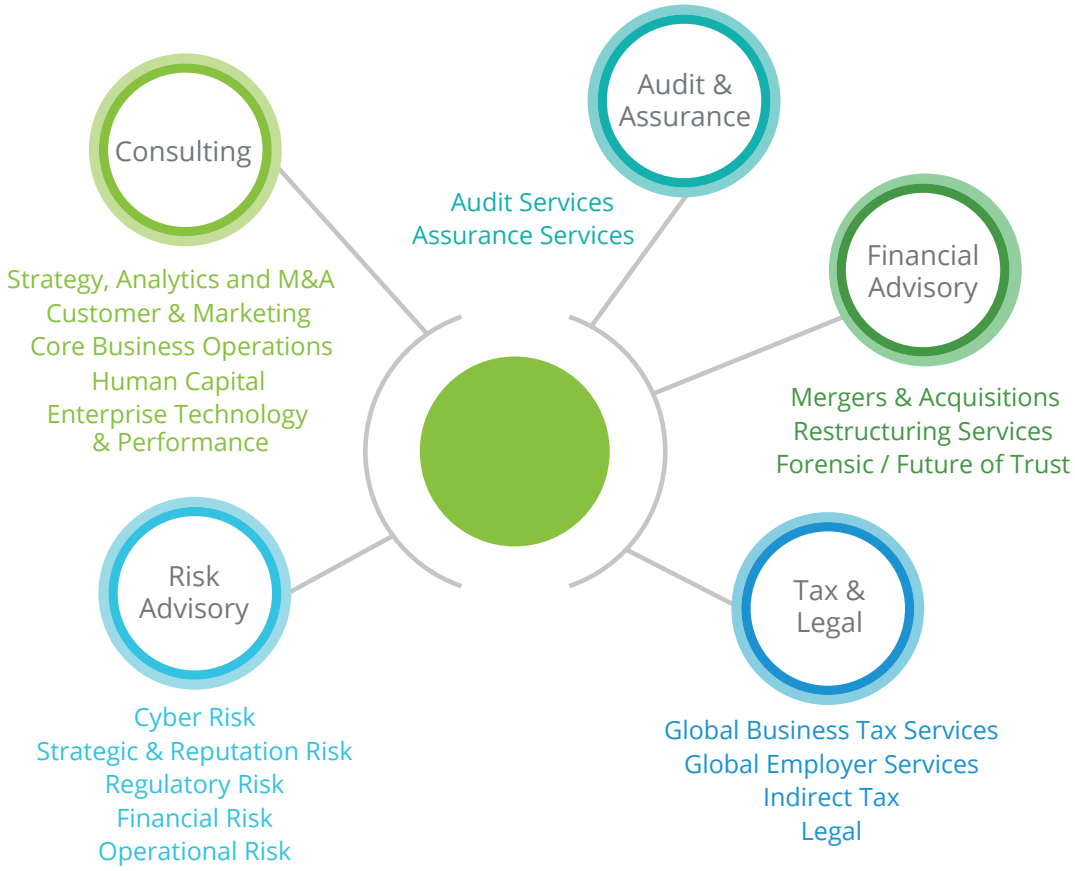

Notes

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

Deloitte.

Locations

Geographies with at least one Deloitte office in operation during FY2019 are listed below. These are listed for ease in identifying locations where Deloitte has a presence. They are not intended as statements on political sovereignty.

Please visit www.deloitte.com/GlobalOfficeDirectory and contact an office near you to inquire about Deloitte capabilities to provide services in locations not listed below.

Albania
Algeria
Andorra
Angola
Argentina
Armenia
Aruba
Australia
Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Benin
Bermuda
Bolivia
Bosnia-Herzegovina
Botswana
Brazil
British Virgin Islands
Brunei Darussalam
Bulgaria
Burkina Faso
Cambodia
Cameroon
Canada
Cayman Islands
Central African Republic
Chad
Channel Islands (Jersey and Guernsey)
Chile
China
Colombia
Congo (Brazzaville)
Congo (Democratic Republic of)
Costa Rica
Croatia
Curaçao
Cyprus
Czech Republic
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Equatorial Guinea
Estonia
Finland
France
Gabon
Georgia
Germany
Ghana
Gibraltar
Greece
Greenland
Guam
Guatemala
Honduras
Hungary
Iceland
India
Indonesia
Iraq
Ireland
Isle of Man
Israel
Italy
Ivory Coast
Japan
Jordan
Kazakhstan
Kenya
Korea (Republic of)
Kosovo
Kuwait
Kyrgyzstan
Lao PDR
Latvia
Lebanon
Lithuania
Luxembourg
Malawi
Malaysia
Mali
Malta
Marshall Islands
Mauritania
Mauritius
Mexico
Micronesia (Federated States of)
Moldova (Republic of)
Monaco
Mongolia
Montenegro
Morocco
Mozambique
Myanmar
Namibia
Netherlands
New Zealand
Nicaragua
Niger
Nigeria
North Macedonia (Republic of)
Northern Mariana Islands
Norway
Oman
Pakistan
Palau
Palestinian Territories
Panama
Papua New Guinea
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Romania
Russian Federation
Rwanda
Saudi Arabia
Senegal
Serbia (Republic of)
Singapore
Slovak Republic
Slovenia
Solomon Islands
South Africa
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Sri Lanka
Sweden
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Thailand
Timor-Leste
Togo
Trinidad and Tobago
Tunisia
Turkey
Turkmenistan
Uganda
Ukraine
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States
Uruguay
Uzbekistan
Venezuela
Vietnam
Yemen
Zambia
Zimbabwe

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Deloitte.

Outlook from leadership

Addressing the complex challenges society faces today has become an expectation for business. Deloitte's purpose-driven agenda has focused on creating societal impact—primarily through our World*Class* ambition that connects people with skills-building opportunities—and preparing business for Industry 4.0.

In FY2019, we broadened our commitment to society to encompass new sustainability and gender and inclusion initiatives. We are committed to doing our part on climate change, responsible sourcing and other pressing sustainability challenges. Additionally, we are actively working to increase the number of women leaders throughout Deloitte and to help all of our women reach their full potential.

The success of these priorities, together with our aspiration to be the undisputed leader in professional services, is measured using a "triple bottom line" of *people, profit and planet*.

People: Diversity and inclusion power the workforce of the future
To succeed in solving clients' toughest challenges, Deloitte believes that its workforce must reflect the world around it.

This year, Deloitte launched a global gender initiative as part of its long-standing commitment to talent development and building a workforce with the skills to solve the business and societal challenges of the Fourth Industrial Revolution. As part of the new initiative, Deloitte seeks to attract, retain and increase the representation of women at all levels.

We are making conscious efforts to take steps to increase the number of women and underrepresented minorities in our leadership ranks throughout the organization, while recognizing that gender and inclusion efforts are most successful when supported by the right environment, culture and policies. Our strategy includes using data analytics to inform actions, modifying talent processes, setting global standards and providing our people with more development, sponsorship and leadership opportunities.

Deloitte was a proud signatory of a letter of support for the Standards of Conduct for Business in Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex people (the LGBTI Standards) put forth by the Office of the United Nations High Commissioner for Human Rights.

To provide its people with consistent leadership, industry and technical capabilities, Deloitte combines common curricula, technology and innovative learning facilities—such as Deloitte University (DU)— to provide its people with the opportunity to build their leadership, industry and technical capabilities. Deloitte's significant long-term investment in the Deloitte University system enables its people to advance their careers and participate in leadership development programs in a world-class learning environment. In FY2019, nearly 133,000 Deloitte people around the world experienced DU.

We know from the annual Deloitte Global Millennial Survey that younger generations crave professional development and favor employers that provide it. The survey also tells us younger workers, in general, express little job loyalty at a time when companies aggressively seek top talent. When people leave Deloitte, they often go on to make meaningful contributions to society as leaders of other companies, governments and nongovernmental organizations because of the knowledge, skills and experiences they gained at Deloitte.

In addition to preparing its people and clients with the skills required for the jobs of the future, Deloitte is committed to helping millions of people around the world find meaningful work in the new economy. By 2030, Deloitte's global societal impact initiative, World*Class*, aims to empower 50 million people by improving education outcomes, developing job skills and providing access to opportunities. Since launching two years ago, World*Class* has reached approximately 4.7* million people.

*Updated as of 6 November 2019

Outlook from leadership
Leadership and governance
Network structure
Inclusion and diversity
Environmental sustainability
Public interest
Public policy
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Outlook from leadership

From Deloitte's commitment to World*Class* and talent development, to preparing Deloitte clients for the future of work, we are helping build the workforce of the future by upskilling tomorrow's workers.

Profit: Deloitte records its 10th consecutive year of growth
Deloitte's strategy and multidisciplinary business model continued to drive success in FY2019. All five business areas—Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal—grew during this time, a validation of Deloitte's strategy to deliver high-quality, globally consistent service to clients. Deloitte continued to evolve and innovate offerings to address current and emerging client needs, and we increased our investments in learning and development to build a workforce with deep knowledge, capabilities and leading-edge insights. Deloitte also continued to focus on serving the public interest and working to restore trust in capital markets.

Deloitte actively supports multiple efforts to eradicate corruption throughout the world. Deloitte Global was an early signatory to the United National Global Compact (UNGC) and to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

In today's hyperconnected world, the best solutions to address client challenges are developed by ecosystems of problem solvers. Deloitte's success is driven, in part, by our alliance relationships with many of the world's most powerful and innovative companies that help our clients solve their most complex problems, shape new markets and create sustainable value.

Planet: Shaping our future through environmental sustainability
Deloitte believes businesses have a critical responsibility to help address the sustainability of our planet.

Deloitte has committed to the global reduction of carbon emissions as part of its ongoing and increasing efforts to preserve the planet and natural resources for future generations. Deloitte strives to lower its carbon emissions in line with the Paris Agreement and has set specific reduction goals for its buildings, fleet and business travel by FY2025 from its FY2017 levels. The building and fleet goals were formulated in line with methodologies put forth by the Science-Based Targets Initiative aimed at limiting emissions in accordance with the Paris Climate Agreement.

Deloitte's greenhouse gas emissions goals cover the entire global organization and address its major sources of emissions. The goals include a 36% per unit of area reduction in building emissions, 11% reduction in fleet emissions and 10% per FTE reduction in travel emissions. And furthering Deloitte's commitment to sustainability, emissions arising from Deloitte air travel during FY2019 are being offset through the purchase of carbon credits.

Continuing momentum
Deloitte Global continues to be committed to supporting the UN Global Compact and advancing the Sustainable Development Goals.

Deloitte is optimistic about the future we are helping to build and excited to continue our shared quest of advancing business, people, communities and the world.

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Deloitte comprises Deloitte Touche Tohmatsu Limited (Deloitte Global), Deloitte member firms and each of their related entities in more than 150 countries and territories and has governance and management structures in place at both the global and member firm levels.

The Deloitte Global Executive
The Deloitte Global Executive, currently composed of 25 senior leaders from Deloitte Global and select member firms, is responsible for embedding Deloitte's Purpose and advancing its aspiration and strategic priorities. The Executive also sets policies and champions initiatives that help Deloitte make an impact that matters for member firm clients, Deloitte people, communities and other stakeholders. The group meets either in person or via conference calls at least 10 times during the year.

Deloitte Global Chief Executive Officer Punit Renjen, who began his second four-year term on 1 June 2019, leads the Executive. Renjen appoints the members of the Executive, subject to approval by the Governance Committee of the Deloitte Global Board of Directors.

The Deloitte Global Operating Committee
The Deloitte Global Operating Committee, composed of senior leaders from Deloitte Global and select member firms, provides a vital link between strategy and execution that helps Deloitte perform effectively and efficiently. The group meets either in person or via video conference at least 10 times during the year.

Deloitte Global Chief Operating Officer Mike Dougherty leads the Operating Committee. Its members include Deloitte Global business operations and enabling area leaders and member firm leaders.

The Deloitte Global Board of Directors
The Board of Directors is Deloitte Global's highest governing body and addresses its most-important governance issues, including global strategy, major transactions and the selection of the Deloitte Global CEO. Among its committees is the standing Governance Committee, which exercises periodic oversight in respect of the management of Deloitte Global.

Board composition is multicultural with a proportionate representation of member firms. Board members are designated by individual member firms that are themselves selected based on size, the number of significant clients they serve and other factors. Gender is considered by member firms as they designate individuals to these positions. As of 1 June 2019, the Board had 23 members, seven of whom were women.

Deloitte Global Chair Sharon Thorne began her four-year term of office on 1 June 2019.

Member firm leadership
To foster effective and responsive management within member firms, Deloitte Global has adopted standards describing leadership and governance structures to be implemented by member firms, including:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its strategies with Deloitte Global; and
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice.

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Network structure

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Deloitte is made up of firms that are members of Deloitte Touche Tohmatsu Limited (Deloitte Global), a UK private company limited by guarantee. This structure allows Deloitte to be an industry leader at all levels—locally, nationally and globally.

Individual member firms have access to the skills and knowledge of other member firms, the ability to consult within the Deloitte network, and the benefit of the network's market recognition and reputation. Deloitte Global itself does not provide services to clients.

Member firm structure
Deloitte member firm partners are generally the sole owners of their respective member firms. The member firms are primarily organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction(s). They are separate and independent firms that have come together to practice under a common brand and shared methodologies, client service standards, and other professional protocols and guidelines.

The member firm structure reflects the fact that the member firms are not subsidiaries or branch offices of a global parent, but instead are separate and distinct legal entities.

This structure confers significant strengths, including a deep understanding of local markets and a sense of responsibility among member firms' professionals, who have direct stakes in the integrity and growth of their local practices.

Deloitte continues to reinforce this differentiating structure and achieve economies of scale with centers of excellence, global delivery centers and other network approaches that are designed to deliver a consistent level of excellence around the world.

Global cooperation
As members of the Deloitte network, member firms benefit from shared activities, investments and resources that enhance their individual abilities to provide core services to key local and global clients and development opportunities to their people. They also are able to leverage Deloitte's brand, eminence and intellectual property.

Deloitte member firms support and adhere to the purposes and policies of Deloitte Global by:

- Conducting themselves in a manner that sustains the reputation of the Deloitte network;
- Aligning national plans, strategies and operations with those of Deloitte Global, as appropriate, in consultation with Deloitte Global's executive management;
- Adhering to Deloitte Global's requirements regarding professional standards, shared values, methodologies, and systems of quality control and risk; and
- Advising Deloitte Global of proposed joint ventures, joint practices, mergers, and other cooperation arrangements and combinations of any type with other member firms.

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Inclusion and diversity

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At Deloitte, we believe that an inclusive mindset and diverse workforce are two of our greatest competitive strengths. That's why we continue to reinforce our commitment to creating a culture where everyone has equal opportunity to grow, develop, succeed and be their truest selves. This includes holding each other accountable when it comes to always providing a truly inclusive culture; it also includes a focus on increasing gender representation at all levels across Deloitte.

We recognize that continuing to succeed in this area requires a consistent focus on culture alongside targeted initiatives and actions. For example:

- Deloitte member firms have adopted progressively advanced talent initiatives—including embedding modernized and flexible ways of working, family leave and return-to-work policies. Member firm CEOs have committed to delivering on these initiatives and their progress is reported to the Deloitte Global CEO, Deloitte Global Executive and Deloitte Global Board of Directors on a regular basis.
- Several Deloitte member firms have been recognized in their own markets as leading employers for their work in advancing gender diversity through significant third-party awards and benchmarks.
- Deloitte leaders in Australia, Canada, UK, US and other countries have been publicly recognized for their focus on gender diversity and inclusion and/or serve on boards of organizations that promote inclusion.
- Globally, Deloitte provides a safe work environment for all its people through strong policies against discrimination, sexual harassment or other forms of inappropriate behavior.

In addition to Deloitte's focus on gender diversity, we are also working on other aspects of diversity. For example, we were a proud signatory of a letter of support for the Standards of Conduct for Business in Tackling Discrimination against Lesbian, Gay, Bi, Trans and Intersex people (the LGBTI Standards) put forth by the Office of the United Nations High Commissioner for Human Rights. Member firms around the world are active participants in Pride Month. Many Deloitte member firms offer their people opportunities through global business resource groups (BRGs) to connect and build networks with others who share affinity indicators such as gender, race, religion and sexual orientation. Some member firms have also established councils that bridge gaps between single-identity workplace groups, recognizing the importance of intersectionality.

These are some of the significant reasons why Deloitte is recognized as a desirable workplace by organizations that include Great Place to Work (US and UK), LinkedIn (US), National Association of Female Executives (US), The Times (UK), Glassdoor, Universum (in which business students ranked Deloitte fourth among the world's most attractive employers) and more.

While we are proud of the accolades we have earned and the policies and programs we have implemented to lead in the areas of inclusion and diversity, we understand that this is a journey which requires our continued commitment and focus. Thus, we continue to prioritize our culture, our ways of working and our workplace to ensure that we always promote equality and provide opportunities for all.

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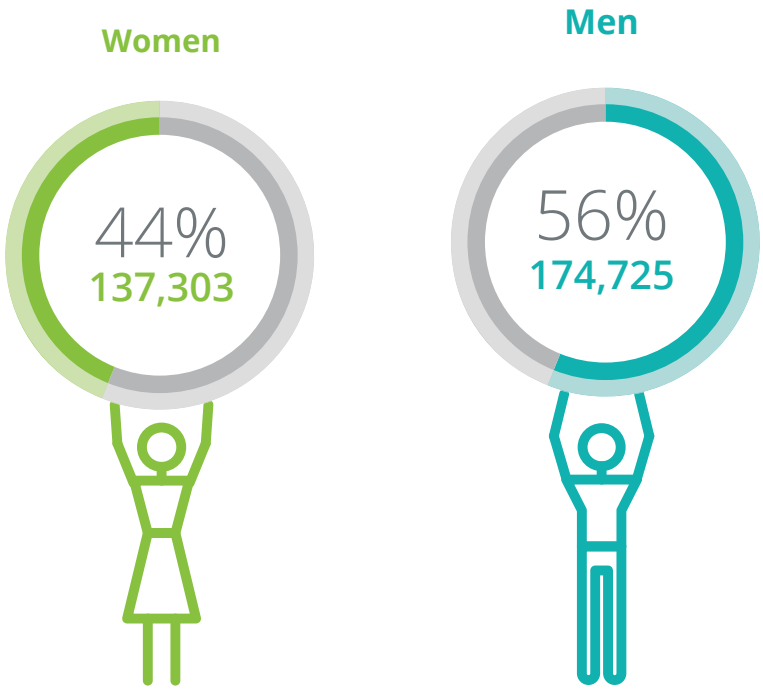
Headcount by gender



Notes
Global figures are aggregated across the global Deloitte network.
Because of rounding, numbers may not tally with the total.

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Climate change, water scarcity, supply chain risks, waste and recycling are challenging the limits of traditional processes and technologies and demanding greater attention from business. As a result, environmental sustainability has moved from being a niche area overseen by specialists to becoming a C-suite priority. Environmental sustainability is now often a consideration in Deloitte client engagements and is increasingly a critical component of Deloitte's own operations, strategic initiatives and senior-level agendas.

Client-focused capabilities
Deloitte's sustainability service lines continue to grow. They currently include environmental sustainability services related to strategy, resource productivity, risk mitigation, attest services and supply chain. Renewable energy services are also expanding as clients explore innovative supply arrangements. And Deloitte has engaged with clients on a broad range of environmental sustainability topics including energy, water, greenhouse gas emissions, plastics, circular economy and supply chain.

Internal initiatives
Environmental sustainability innovation and advancements continue to be made within Deloitte's own operations. For example, upon its opening in July 2018, the new 270,000-square-foot headquarters for Deloitte UK and Deloitte North and South Europe became the largest office in the world to achieve leading certifications for being both an exemplar green building and one designed to enhance the wellbeing of its people. In addition to achieving an "Outstanding" certification from BREEAM, a leading green-building rating system, the new office became the largest WELL Certified™ Gold for "New and Existing Interiors project" in the world. The office earned this distinction based on seven categories of building and operational performance including air, water, light, nourishment, fitness, comfort and mind.

Deloitte Belgium's Mobility@Deloitte provides another example of an initiative aimed at addressing environmental impacts. It was developed based on consultation with subject-matter specialists, focus groups across every business unit and level, and extensive pilot testing. Four multimodal mobility packages were created that allow individuals to choose programs that address their needs by providing incentives to opt for electric company cars and make use of biking, public transportation, telecommuting and other alternatives.

Sustainability goals
Efforts such as these contribute to the global Deloitte ambition to reduce greenhouse gas building emissions by 36 percent per unit of area, fleet emissions by 11 percent and travel per FTE by 10 percent by FY2025 based on the FY2017 baseline. The building and fleet emissions components of the goals were crafted following science-based methodology. And furthering Deloitte's commitment to the environment, emissions arising from Deloitte air travel during FY2019 are being offset through the purchase of carbon credits that are third-party verified.

Senior leaders also engage on the topic of environmental sustainability through the quarterly meetings of the Deloitte Societal Impact Council, a senior leadership group focused on Deloitte's social impact and responsible business agenda. Membership of the Council is drawn from the Deloitte Global Board of Directors, the Deloitte Global Executive and other senior leaders. During FY2019, the Council was chaired by the Deloitte Global Chairman, underpinning the importance of this agenda.

Deloitte is committed to a long-term sustainability journey in which it addresses its own environmental impacts and supports clients as they seek to do the same.

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Public interest

What people expect of business is fundamentally changing, as is the definition of what it means to act in the public interest. In a world of uncertainty, many people today are looking to business to take the lead in addressing society's most intractable problems.

Traditionally for organizations that provide audit and assurance services, the concept of public interest focused on providing reliable information for capital markets, specifically around a company's management, its operating model and internal controls. Deloitte understands that while this remains a critical component, its public interest responsibilities have expanded to include issues such as sustainability and societal impact.

Consistent with its commitment to act in the public interest, Deloitte is transparent about nonfinancial measures of business performance and provides extensive disclosure of wider environmental, social and governance (ESG) metrics. Deloitte reports its performance in terms of our impact on clients, people, society and operations.

Services
Deloitte provides audit and assurance services that advance business, reduce risk and build confidence. Our independent auditors help the capital markets system function with greater confidence, attesting to or expressing opinions as to whether financial statements, internal controls and regulatory reports are prepared in accordance with identified financial reporting frameworks. Deloitte is committed to constant enhancement of relevant and reliable audit processes that are increasingly essential to investor confidence and to the ongoing vitality of capital markets. Audit quality remains a top priority and key focus for Deloitte. Ongoing investments in audit quality, transformation, innovation and technology demonstrates Deloitte's commitment to fulfilling its public interest role and enhancing trust. (See infographic on page 29).

Deloitte also helps businesses be compliant by guiding them through rapidly changing and complex domestic and international tax laws. Our advice is subject to high ethical standards, rigorous quality control and technical reviews, our network's Global Code of Conduct, and local professional standards. As part of ensuring the quality, consistency and integrity of our advice, Deloitte has developed global tax principles that are adhered to by our tax professionals around the world.

In addition to audit and tax, Deloitte provides consulting and risk advisory services to clients around the world—always striving to act in the public interest, exercise the highest ethical standards and deliver the highest-quality services.

People
Deloitte hires someone new every eight minutes around the world. Once hired, we go to extraordinary lengths to support our people, and are especially committed to making efforts toward increasing gender representation at all levels across Deloitte. We believe that working with people of different backgrounds, cultures and thinking styles helps our people grow into better professionals and leaders.

View talent metrics

Society
Deloitte is committed to making an impact that matters on society. Through our global World*Class* ambition, we are focusing on developing job skills, improving educational outcomes, and creating opportunities for those left behind in the Fourth Industrial Revolution. Our ambition is to empower 50 million people worldwide by 2030.

View societal metrics

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Operations
Deloitte's commitment to sustainability drives us to manage operations responsibly and champion environmentally sustainable initiatives across our global network. We believe we must lead the way to build a better, stronger and more sustainable world. That's why we established global greenhouse gas reduction goals. We strive to lower our carbon emissions in line with the Paris Agreement, and have set specific reduction goals for our buildings, fleet and business travel by FY2025 from FY2017 levels.

View sustainability metrics

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Commitment to quality and excellence

Continually and relentlessly raising the standards of quality to deliver trust on the questions that matter most to the public interest and to all stakeholders.

Deloitte's investments in quality

The dedicated focus and investment in quality improvements across the entire Deloitte network over the last several years is now showing demonstrable results.

US$1.1 billion investments in audit quality and technology globally.

Global Center of Excellence for Audit Quality with 700 resources supporting consistent execution on PCAOB engagements worldwide.

Holding ourselves accountable

Deloitte is committed to executing a highly robust, independent, and objective monitoring program, measuring results against the outcomes of external regulatory reviews. Significant ongoing investments in a holistic quality monitoring and measurement program helps to ensure that internal monitoring of engagement quality and systems of quality control is at least as stringent as the inspections of the toughest regulators.

Investing in robust monitoring programs

Single global platform for consistent monitoring and measurement of audit quality activities across Deloitte.

350,000 hours spent on reviews of engagements and systems of quality control.

Over 1,600 engagements reviewed annually in accordance with the globally mandatory monitoring program covering all member firms and over **150 geographies**.

60 engagements subject to practice review by a Deloitte global team annually.

75 partners and deputies, independent of the member firm, supervise and review monitoring activities to ensure independence, objectivity, and global consistency.

170,000 engagements subject to in-flight monitoring via automated diagnostics.

More than **2,000** focus area reviews (or "health checks") conducted per year on "live" engagement files.

A program of continuous quality improvement

Deloitte's highly intensive and robust Audit Quality Monitoring & Measurement program ensures internal practice review results are directly comparable with those of external regulatory inspections. Nevertheless, Deloitte continues to strengthen and enhance internal monitoring activities and strives to continually respond, remediate, and improve to meet the goal of zero non-compliant files globally.

Internal and external engagement review outcomes:

13% of engagements reviewed rated non-compliant for 2018.

45% reduction in non-US PCAOB engagements with Part 1 findings from 2014-2017. Preliminary results from 2018 indicate continued improvements.

27% reduction in the number of engagements with 1+ inspections findings from 2016-2018, beating the target set by IFIAR.

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Public policy

Deloitte participates in policy discussions on some of today's most important socioeconomic challenges, seeking outcomes that serve the public interest. Deloitte Global's Public Policy program engages meaningfully with policymakers and key influencers to make an impact that reinforces trust and confidence in the capital markets and promotes growth and opportunity for all.

Deloitte Global's public policy program focuses its attention on priority topics shaping the debate, including: advocating for a corporate reporting ecosystem that's safe, transparent and accountable; preparing tomorrow's workforce and labor market for the jobs of the Fourth Industrial Revolution; informing the future of regulation in an era of exponential technological advancement; and supporting a more complete approach to measuring social progress.

The unique breadth of Deloitte's businesses and the perspectives gained by working with clients, community programs and other key stakeholders—including investors, regulators and professional bodies—inform Deloitte's voice and channel our efforts to foster dialogue for an inclusive, consistent and forward-looking public policy agenda.

Deloitte professionals help advance these issues by working with key stakeholders within country and supranational organizations, such as:

- Group of 20 (G20) and its engagement group, the Business 20 (B20);
- Organization for Economic Co-operation and Development (OECD), including Business at OECD (BIAC);
- United Nations (UN);
- World Trade Organization (WTO);
- Asia-Pacific Economic Cooperation Forum (APEC); and
- The German Marshall Fund of the United States (GMF).

Deloitte Global's Public Policy program is supported by member firm public policy programs active at both local and regional levels. This approach allows Deloitte to coordinate its public policy activities and positions across geographies and businesses, amplifying its impact and influence.

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Deloitte's reputation is one of our most cherished assets. It distinguishes Deloitte in the marketplace, differentiates Deloitte from the competition and enables us to attract the world-class talent that is our hallmark. That's why Deloitte's ethics teams work diligently to proactively strengthen the culture of integrity across the organization. Deloitte is committed to conducting business with transparency, honesty and the utmost professionalism.

Our Global Principles of Business Conduct ("Global Code") outline Deloitte's ethical commitments and expectations for approximately 312,000 Deloitte people globally, giving the organization a strong foundation built upon indelible principles. At Deloitte, we have placed ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to serve the public interest. Driving a proactive approach to ethics and building and sustaining a culture of integrity helps Deloitte people make the best professional decisions every day.

The Deloitte Global Ethics team and member firm Ethics officers continue to work closely with senior Deloitte leaders to build and enhance the network's ethics program, which is composed of the following elements:

- The Global Code;
- A global ethics policy that sets out the requirements for member firms' own ethics programs;
- A global nonretaliation policy that makes firm Deloitte's commitment to a nonretaliatory workplace;
- Deloitte ethics training programs—including online courses, classroom programs and facilitator-led interactive case discussions—and communications campaigns. Ethics training is required for all new hires upon joining Deloitte, upon promotion to manager (specific to their roles) and for all Deloitte professionals every two years;
- Channels for reporting ethics issues and concerns that emphasize confidentiality and nonretaliation;
- Support activities—including communications, workshops and webinars—to facilitate the sharing of best practices among Deloitte member firm ethics teams;
- Completion of an ethics survey, a self-assessment questionnaire and other tools (such as guidance for running focus group sessions) to measure the effectiveness of ethics programs across Deloitte;
- An annual confirmation by all Deloitte professionals that they have read, understood and are in compliance with the Global Code; and
- Detailed review programs to measure and monitor compliance with the global ethics policy and drive improvement in member firm ethics programs over time.

Further, Deloitte's Global Ethics and Talent teams have developed and rolled out a new anti-discrimination and anti-harassment (including sexual harassment) policy and training minimum expectations, which will be implemented in FY20.

Deloitte Integrity Imperative

The Deloitte Integrity Imperative, launched in May 2017, amplifies the Global Code across the organization by empowering leaders to set a strong tone from the top, encouraging people to speak up when they witness anything that runs counter to the Global Code, and helping Deloitte act quickly and appropriately in the face of misconduct.

During FY2019, Deloitte Global and member firm Ethics teams worked to embed the Integrity Imperative. Deloitte has strengthened its global ethics policy requirements and sought to enhance its existing ethics program by reinforcing many business and governance processes and embedding the initiative's new activities to further promote consistency and diligence across the organization. This initiative has focused on four key areas:

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- **Communications and learning**, to raise awareness and bring the Global Code to life. Elements include:
  - *Leading with integrity*, an interactive, senior-level ethics learning program to help Deloitte member firm leaders set the tone for their teams. It is currently being rolled out across the network; and
  - A comprehensive ethics curriculum for new and experienced hires.
- **Governance and leadership accountability**, to hold leaders responsible for taking a proactive approach to managing ethical risk and nurturing an ethical culture within their firms. Elements include:
  - Enhanced ethical due diligence processes for member firm CEOs and board chairs;
  - Enhanced expectations for member firms' boards of directors in governing ethical culture, ethical risks and ethics program agenda; and
  - An *Ethics Officer Playbook* to set clear expectations and reinforce the strategic role and responsibilities of member firm Ethics officers.
- **Measurement and monitoring**, to ensure Deloitte member firms effectively assess progress, identify gaps and build world-class programs. Elements include:
  - Robust measurement of implementation effectiveness of new and enhanced requirements within member firms;
  - Consultative visits with member firm leaders to collaborate on and enhance local ethics programs; and
  - A new ethics program maturity model to drive continuous improvement.
- **A speak-up environment**, to build trust in reporting processes and create a culture where Deloitte professionals have the courage and confidence to voice their concerns when things don't feel right. Elements include:
  - Implementing and embedding a third-party ethics helpline called Deloitte Speak Up or similar, local third-party services; and
  - Defining member firm nonretaliation policies and implementing robust retaliation monitoring procedures.

Anti-corruption commitment
Deloitte actively supports multiple efforts to eradicate corruption throughout the world. Deloitte Global was an early signatory to the United National Global Compact (UNGC) and to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

The Deloitte Global Anti-Corruption team and member firm Anti-Corruption leaders work closely with senior Deloitte leaders to build and enhance a globally consistent anti-corruption program across the Deloitte network, which includes the following elements:

A Deloitte Global anti-corruption policy that includes requirements for member firms' own anti-corruption programs and addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;

- Anti-corruption training that includes applicable policies, corruption red flags and case scenarios;
- Support activities—including communications, workshops and webinars—to facilitate the sharing of best practices;
- Annual member firm anti-corruption self-assessments and guidance and tools (such as guidance on anti-corruption testing and monitoring) to measure the effectiveness of anti-corruption programs across Deloitte;
- A globally consistent process to perform anti-corruption due diligence on nonclient third parties, including subcontractors, marketplace alliances, vendors and suppliers;
- A globally consistent methodology and process for Deloitte member firms to perform corruption risk assessments;

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- An annual confirmation from each member firm to Deloitte Global that all member firm people have read, understood and agree to comply with the local anti-corruption policy and are not in violation of this policy; and
- A review program to assess compliance with Deloitte Global anti-corruption policies and drive continuous improvement in member firm anti-corruption programs.

Multilateral initiatives
Deloitte plays a role in various external efforts to promote ethical conduct in the business world. These include:

- **Business and Industry Advisory Committee (BIAC) to the Organization for Economic Corporation and Development.** Gerrie Lenting, partner, Deloitte North and South Europe, is vice chair of the BIAC task force on anti-bribery and corruption.
- **University of Notre Dame Deloitte Center for Ethical Leadership.** Members of the advisory board include several Deloitte LLP (US) leaders, including Deloitte LLP Chief Ethics & Compliance Officer Glenn Stastny.
- **Ethics Research Center.** Glenn Stastny is a member of the board of directors.
- **Center for Professional Responsibility in Business and Society, University of Illinois College of Business.** Glenn Stastny is a member of the advisory board.

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Independence

Independence and quality are essential to Deloitte's objectivity, integrity, impartiality, responsibility to the investing public, and ability to attract and retain clients. Standards for independence are shaped by legislation, regulations, professional requirements and public expectations. Maintaining independence in fact and appearance is a professional obligation to which all Deloitte professionals adhere.

Protecting the public interest

The Deloitte Global Board of Directors has adopted robust independence policies, processes and tools to help Deloitte and its people safeguard their objectivity. All Deloitte people are required to follow the independence policies and procedures, which address professional and regulatory requirements related to the provision of services, business relationships, employment relationships and financial interests.

These independence policies and procedures are designed to help Deloitte professionals understand and meet independence standards and regulatory requirements to achieve excellence in service delivery. These policies and procedures are based, for the most part, on the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and on the independence standards of the US Securities and Exchange Commission (SEC) and the Public Company Accounting Oversight Board (PCAOB). When applicable national or regional requirements are more restrictive than the requirements in Deloitte Global's policies, Deloitte member firms must meet those jurisdictions' requirements, as well.

Maintaining independence

Deloitte member firms frequently serve the same clients in multiple jurisdictions. Each member firm considering whether to accept a new client or new engagement, at an existing client, must consider the independence requirements in other member firm jurisdictions. For existing audit clients, a member firm must evaluate the independence implications of other member firms' relationships with that client, including the provision of nonaudit services.

Each member firm has a partner responsible for independence quality controls, including monitoring compliance with those controls. On an annual basis, all member firms report to Deloitte Global that they have conducted procedures for determining that their member firm and professionals are in compliance with Deloitte Global's independence policies. Deloitte Global performs ongoing monitoring activities of member firms, enabling continuous enhancements to global policies, quality controls, tools and practice-support activities.

Elevating the focus

Deloitte faces dynamic regulatory environments in which national rulemaking often has broad-reaching global implications. Deloitte Global provides Deloitte professionals worldwide with information and guidance on independence issues, as well as enabling technologies to raise awareness and help them comply with rapidly changing and increasingly complex requirements. Deloitte Global and member firm leadership reinforce the importance of compliance with independence and related quality control standards, thereby setting the appropriate tone at the top and instilling its importance into the professional values and culture of Deloitte. Deloitte Global Independence leaders continually engage external professional bodies and regulators to advance the development of independence requirements around the world.

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Confidentiality, privacy and cybersecurity

Safeguarding confidential information is core to the services Deloitte member firms provide. Deloitte is committed to protecting confidential and personal data including that of Deloitte clients and third parties, and to continually monitor regulatory and legal requirements to support compliance.

Confidentiality and privacy

The Deloitte Global Confidentiality and Privacy Office helps foster a culture across Deloitte that emphasizes the importance of protecting confidential and personal data. This office sets guidelines, develops procedures, provides consultation and training, and assesses the effectiveness of controls relating to confidentiality and privacy. The Deloitte Global Confidentiality and Privacy Office works with Deloitte Global Technology Services, including the Deloitte Global Cybersecurity Office and the Deloitte Global Office of General Counsel, to understand, prepare for and respond to known and reasonably anticipated risks and threats facing our environment.

Consistent with industry leading practices for protecting confidential information, Deloitte has taken steps to remain *secure, vigilant and resilient,* including:

- Understanding the risk environment;
- Implementing policies, procedures and controls designed to protect confidential information;
- Responding to potential confidential information incidents in a timely manner;
- Preparing and implementing plans to promptly recover from, and restore any systems that may be adversely impacted by, a cyber incident; and
- Actively monitoring the effectiveness of specific controls.

Deloitte is dedicated to ensuring compliance with applicable data privacy laws and regulations around the globe, including the European Union (EU) General Data Protection Regulation (GDPR) legal requirements relating to the transfer and processing of personal data. Deloitte regularly monitors for changes in data privacy laws and regulations, and adjusts policies and procedures when appropriate. Additionally, across all business areas Deloitte has instituted an annual review process to verify compliance with our privacy policy and procedures.

Cybersecurity

The Deloitte Global Cybersecurity Office works with the Deloitte Global Confidentiality & Privacy Office, as well as Deloitte confidentiality, privacy and cybersecurity professionals around the world to execute an aggressive strategy designed to:

- Create a cohesive, worldwide cyber program with consistent, high-quality security services;
- Extend security tools worldwide for advanced protection of highly distributed data;
- Implement and sustain leading practice technology safeguards to protect confidential and personal data; and
- Reduce the risk of unauthorized exposure of confidential or personal data.

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Because the risk landscape continues to be volatile, uncertain and complex—with increasing demands from clients and greater scrutiny from regulators, legislators and other governmental authorities—Deloitte continues to focus relentlessly on quality and risk management (QRM), actively monitoring, strengthening and improving its risk management processes and procedures, and promoting a consistent risk-intelligent culture where Deloitte professionals learn from others' experiences.

Many risks, if they materialized, could impact Deloitte's ability to achieve its business strategies—including the protection and preservation of Deloitte's reputation and brand, and global delivery of consistent, high-quality services across the organization. That's why Deloitte Global's vigilant enterprise risk framework (ERF) is designed to proactively identify, manage, monitor and respond to risks. The ERF includes processes to analyze both the internal and external environments for developments that could impact Deloitte's risk exposure and identify and respond to new and emerging trends that could affect the Deloitte network's resiliency to those risks.

Globally consistent and scalable policies and processes
The Deloitte Global Policies Manual (DPM) is the central repository for policies applicable to Deloitte. It provides the basis for Deloitte member firms to establish and implement globally consistent and rigorous QRM processes and sets forth policies for which compliance is mandatory. Deloitte member firms are required to develop, implement and document a framework that is integrated into their key decision-making processes.

The DPM also includes a specific policy requirement for each member firm to appoint a senior and experienced "reputation and risk leader" (RRL) who is responsible for leading his or her member firm's QRM program and structure, with full support from senior risk leaders in each of the member firm's businesses. The RRLs are part of the member firms' executive leadership teams.

Practice reviews
Practice reviews serve as a critical inspection and monitoring mechanism and are a critical component of Deloitte's system of quality control and risk management. Each member firm is responsible for conducting its own practice reviews under the guidance and oversight of Deloitte Global. Held at least once every three years, these reviews assess whether member firms comply, at a minimum, with DPM policies; if DPM policies are operating effectively in practice; and the quality of work performed and services delivered by member firms.

Promoting trust, confidence and value
During FY2019, Deloitte Global delivered a number of strategic actions to further enhance its risk-intelligent culture and drive continuous improvements in QRM. They included:

- Conducting an annual ERF refresh assessment of the top strategic risks (priority business risks) facing Deloitte Global (Deloitte Global's risk profile) and launching new activities to continue to mature the framework, including developing and aligning Deloitte Global businesses' ERFs and member firms' ERFs with Deloitte Global's ERF;
- Enhancing member firms' risk management structures and processes to develop robust member firm risk management capabilities;
- Issuing a revised Claims and Events Management Policy (PM30) and commenced planning to test classification, notification and PM30 implementation for a cyber event; and
- Piloting and deploying the Insider Threat Program to select member firms.

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Global security

Threats come in many sizes and forms, including geopolitical instability, crime and natural disasters. The Deloitte Global Security Office (GSO) works with member firms worldwide to help keep Deloitte professionals safe, particularly during times of emergency or when member firms are called upon by clients to work in higher-risk areas.

An ongoing GSO focus is increasing Deloitte's resiliency by working with Deloitte member firms to formulate and implement effective business-continuity programs. The GSO's regional managers help enhance Deloitte's security and crisis response capabilities through on-site visits, meetings with member firm managing partners and working with the Global Security Council made up of security officers from each member firm.

Keeping Deloitte safe

The GSO team tracks world events on a daily basis for potential impacts on Deloitte people and offices. Whenever a crisis occurs, the GSO responds swiftly to help member firms account for the safety of their people, provide necessary relief and resume normal business operations as soon as possible.

Health emergencies also can affect Deloitte professionals while traveling or assigned overseas, so Deloitte maintains 24-hour resources, delivered by a leading emergency medical and security provider, to respond in such situations.

Risk awareness for travelers

As part of Deloitte Global's travel security protocols, all Deloitte locations are encouraged to incorporate security into their travel programs and consult with the GSO before undertaking travel to high-risk locations.

When member firm engagement teams need to travel to high-risk locations, assistance provided to engagement teams can range from designing comprehensive security plans that include location-specific security briefings to hotel and transportation recommendations, on-the-ground project logistics, and direct security support, as needed. In doing so, an external network of specialized security providers based in high-risk locations is available to assist. During FY2019, the GSO provided security planning support to more than 1,284 engagement teams around the world.

The GSO tries to make sure all Deloitte people are aware of particular risks before they travel. Deloitte professionals have access to a comprehensive travel security website containing the latest security bulletins, assessments, country risk ratings and other resources.

In FY2019, the GSO team responded to multiple natural disasters, geopolitical threats and more than 315 medical cases involving traveling Deloitte professionals. The team also:

- Developed a new set of global security standards and policies to better achieve consistency across all member firms.
- Implemented the second phase of the Deloitte Global Emergency Communications system, which provides a mobile app and enhanced geolocation capabilities to quickly locate and account for the safety of Deloitte people during times of emergency.
- Completed a member firm business-continuity assessment process, with all member firms scheduled to align to the primary international standard (ISO 22301) by the end of the second quarter of FY2020.
- Continued to support new global delivery centers through security design and on-ground implementation.

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- Held a successful in-person meeting of the Deloitte Global Security Council, which brought together member firm security officers to review the latest global threats, set direction for FY2020 and share best practices.

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Reporting process and materiality

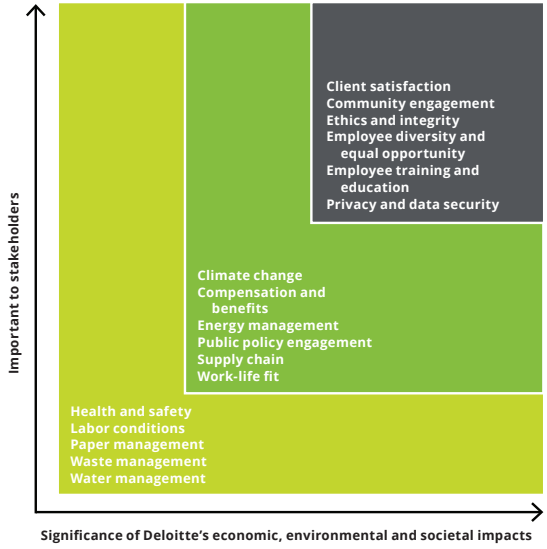
Annual reporting is an opportunity to provide our stakeholders with a big-picture view of the Deloitte network, Deloitte client work, and our ongoing commitments to our people and society. As a professional services network, understanding and engaging the interests and concerns of our stakeholders is embedded in our drive for excellence. Deloitte identifies key stakeholders as those who:

- Help influence Deloitte's success;
- Are highly affected by what Deloitte does;
- Affect the markets, regulations and industries in which Deloitte operates; or
- Affect the supply of resources that Deloitte member firms need to serve clients, talent and society.

Continual engagement with key stakeholders by Deloitte people is supported by a periodic, in-depth materiality assessment. Please see the forthcoming "Basis of reporting" section for additional details on the materiality assessment process.

In the context of this report, material topics are those that reflect Deloitte's significant economic, environmental and social impacts, or substantively influence the assessments and decisions of stakeholders. Topics were classified into three categories according to their relative rankings on a materiality matrix.

Topics can be material either within Deloitte, outside of Deloitte, or both. They also can be geographically bound. Except as noted below, all topics shown in the matrix are material to Deloitte Global, Deloitte member firms, or both. Client satisfaction is clearly a topic of importance to Deloitte clients. Other topics material to regulators, suppliers and member firm clients include privacy and data security, ethics and integrity, supply chain management, and labor conditions. Several issues are also material to society at large, such as community engagement, public policy engagement and climate change. Water is predominantly material outside of Deloitte (e.g., water used by suppliers in producing products or services Deloitte consumes) and is primarily material to society in geographic locations with water scarcity issues.



Issue is of critical strategic interest to Deloitte and stakeholders
Issue is actively managed
Frequent interaction with key stakeholders occurs

Issue actively managed by Deloitte and discussed with constituents that have a direct stake

Issue of concern to select member firms and stakeholders
Generally managed through member firm programs

Category	Areas included
Community engagement	Corporate responsibility commitment and a range of humanitarian and societal impact such as pro bono, volunteerism and philanthropy, and focused collaborations
Ethics and integrity	Anti-corruption, protection of public interest, transparency, professional performance, corporate responsibility commitment, compliance, governance and risk management
Privacy and data security	Customer and employee data retention and security
Public policy engagement	Public policy positions, professional standards

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All metrics shown below reflect aggregate performance across the Deloitte network except where otherwise noted.

REVENUE	FY2019	FY2018	FY2017
Revenue			**US$ billion**
Revenue	46.2	43.2	38.8
Revenue growth			**Percentage growth in US dollars/local currency**
Revenue growth	6.9%/9.4%	11.3%/8.2%	5.5%/7.1%
Revenue by business area			
Audit & Assurance	10.2	10.2	9.4
Consulting	18.7	16.5	14.3
Financial Advisory	3.8	3.6	3.4
Risk Advisory	5.3	5.0	4.5
Tax & Legal (1)	8.3	7.9	7.3
By region			
Americas	24.2	22.1	20.4
Europe/Middle East/Africa	15.0	14.5	12.5
Asia Pacific	7.1	6.6	5.8
By industry			
Consumer (2)	10.8	10.1	12.2
Energy, Resources & Industrials (2)	7.7	6.4	2.7
Financial Services	12.4	11.8	10.7
Life Sciences & Health Care	4.3	4.1	3.7
Government & Public Services	5.3	5.4	5.1
Technology, Media & Telecom	5.6	5.3	4.5
TALENT	**FY2019**	**FY2018**	**FY2017**
Workforce	312,028	286,214	263,924
By level			
Partners and principals (3)	13,411	12,250	11,378
Professional staff (4)	251,584	226,547	209,234
Administrative staff (5)	47,033	47,416	43,311

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TALENT	FY2019	FY2018	FY2017
By region			
Americas	139,488	125,180	115,387
Europe/Middle East/Africa	102,614	99,493	93,408
Asia Pacific	69,926	61,541	55,129
Talent by gender			
By region and gender—male			
Overall	174,725	161,228	147,256
Americas	80,187	71,488	65,427
Europe/Middle East/Africa	57,710	55,430	51,849
Asia Pacific	36,829	34,310	29,980
By region and gender—female			
Overall	137,303	124,986	116,668
Americas	59,301	53,692	49,960
Europe/Middle East/Africa	44,904	44,063	41,559
Asia Pacific	33,097	27,231	25,149
Percentages of women			
Overall	44%	44%	44%
Among partners, principals and directors (3) (4)	23%	23%	22%
Among managers (4)	34%	35%	35%
Among new hires	45%	44%	45%
Among new partners, principals and director admissions (3) (4)	26%	25%	26%
Percentages of women in leadership and governance bodies			
On Deloitte Global's Board of Directors	16%	16%	16%
On Deloitte Global's Executive Committee	17%	17%	22%
Turnover			
Turnover rate	21%	20%	20%

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TALENT	FY2019	FY2018	FY2017
Rate by region			
Americas	16%	16%	18%
Europe/Middle East/Africa	24%	23%	20%
Asia Pacific	23%	23%	23%
Rate by gender			
Male	20%	19%	19%
Female	21%	20%	20%
New hires			
Total new hires	90,540	77,390	69,878
Total new hire rate (6)	29%	27%	26%
By region			
Americas new hires	35,910	29,417	27,323
Americas new hire rate (6)	26%	23%	24%
Europe/Middle East/Africa new hires	32,348	28,337	25,328
Europe/Middle East/Africa new hire rate (6)	32%	28%	27%
Asia Pacific new hires	22,282	19,636	17,227
Asia Pacific new hire rate (6)	32%	32%	31%
By level			
New partners and principals (3)	426	457	350
New managers	10,244	7,602	6,840
New staff	70,166	60,411	54,671
New administrative staff	9,704	8,921	8,017
Recruiting and learning			
Total number of RMS (Recruitment and Mobility System) applications	3,200,000	2,280,000	2,217,000
Number of internships	19,000	18,000	17,000
Hours of training per full-time Deloitte employee (7)	47	46	49

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SOCIETAL IMPACT	FY2019	FY2018	FY2017
Percentage of workforce covered by reported data. Extrapolations have not been made.	98%	99%	99%
Monetary value of community investments		**US$ million**	
Community investments	239	218	204
By source			
Total donations	89	78	71
Foundation donations (monetary and in-kind)	60	51	45
Donations by Deloitte people (to member firm-supported organizations and fundraisers)	29	27	26
Costs for managing community investment programs	20	14	13
Total value of volunteer and pro bono work by Deloitte people	130	126	120
Member firm pro bono work	42	43	44
Skills-based volunteering	43	42	42
Traditional volunteering	44	41	34
By contribution area			
Contributions toward education and skills-building organizations	36%	33%	35%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	66%	67%	72%
Hours of community investments		**Thousand hours**	
Total hours of volunteer and pro bono work by Deloitte people	1,358	1,306	1,219
Member firm pro bono work	346	311	338
Skills-based volunteering	568	596	466
Traditional volunteering	444	399	415

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ENVIRONMENTAL SUSTAINABILITY	FY2019	FY2018	FY2017
Percentage of workforce covered by reported data. Metrics are extrapolated to cover entire workforce.	96%	94%	95%
Greenhouse gas emissions		**Metric tonnes CO2e**	
Greenhouse gas emissions (8)	1,017,804	941,555	847,693
By source			
Buildings: electricity (9)	201,771	187,469	184,043
Buildings: other sources	18,174	16,354	12,531
Business travel: air travel (8) (10)	494,824	458,390	395,557
Business travel: other sources (11)	303,035	279,342	255,562
By GHG Protocol scope			
Scope 1: Direct greenhouse gas emissions	61,901	62,456	51,033
Scope 2: Electricity indirect greenhouse gas emissions	201,771	187,469	184,043
Scope 3: Other indirect greenhouse gas emissions	754,133	691,630	612,617
Intensity measures			
Greenhouse gas emissions per full-time equivalent (metric tonnes CO2e/FTE) (8)	3.26	3.30	3.20
Greenhouse gas emissions per dollar of revenue (kg CO2e/$000 USD) (8)	22.0	21.4	21.8
Energy usage		**Gigawatt hour (GWh)**	
Purchased electricity in Deloitte facilities	442	418	416
Energy consumption within the Deloitte organization		**Terajoule (TJ)**	
Total electricity (including renewable electricity)	1,592	1,504	1,497
Renewable electricity	199	170	171
Natural gas	245	232	203

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ENVIRONMENTAL SUSTAINABILITY	FY2019	FY2018	FY2017
Gasoline	348	326	204
Diesel fuel	405	447	401
Total energy	2,590	2,509	2,305
Energy consumption outside the Deloitte organization	**Terajoule (TJ)**		
Gasoline	1,663	1,790	1,608
Diesel fuel	13	28	18
Material usage			
Paper usage (metric tonnes)	3,279	4,109	4,508
Percent of recycled input materials used based on estimate of recycled content paper	18%	15%	21%
Non-renewable materials used	2,691	3,508	3,561
Renewable materials used	588	601	947

Note: because of rounding, numbers may not tally with the total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the forthcoming "Basis of reporting" section.

(1) "Deloitte Legal" means the legal practices of Deloitte Touche Tohmatsu Limited member firms or their affiliates that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

(2) FY2018 values restated to align with FY2019 change to industry sectoral grouping.

(3) "Partners" refers to Deloitte member firm partners only.

(4) For purposes of this report, professional staff is defined as individuals spending at least 50% of their time serving clients.

(5) For purposes of this report, administrative staff is defined as individuals spending less than 50% of their time serving clients.

(6) Per the Global Reporting Initiative Indicator Protocol, the rate is calculated using the total Deloitte people at the end of the reporting period.

(7) Represents a lower bound for measures of learning because certain types of training are not tracked in the online learning platforms.

(8) Does not include carbon offsets. Metric tonnes CO2e offset for FY2019 were 494,824 metric tonnes and for FY2017 6,827 metric tonnes.

(9) Emissions related to Scope 2 Electricity reflect a market-based accounting approach as defined by the updated GHG Protocol Scope 2 guidance. FY2019 electricity emissions calculated using a location-based approach would be 210,997 metric tonnes of CO2e. Electricity emissions include emissions from electric vehicle charging.

(10) Business travel emissions resulting from air travel were calculated using emission factors that do not include radiative forcing. FY2019 air travel emissions including radiative forcing emissions factors are estimated to be 935,937 metric tonnes CO2e.

(11) FY2018 and FY2017 data includes a limited amount of emissions from Deloitte professional's commuting.

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Member firm clients	**Ongoing** • Client interaction during engagements • Client satisfaction process • Business development activities • Conferences • Client labs and/or facilitated sessions • Proposal responses and follow up on losses • Client questionnaires	• Publicly traded company clients, including their audit committees and boards of directors • Closely-held company clients • Government clients • Nonprofit clients • Past and potential clients	• Service needs of clients • Independence • Ethics • Security and privacy concerns • Value of trusted advisor relationship • Need for industry or subject matter understanding • Sustainability reporting • Supply chain risks and standards	• New service offerings • Organizing client service around industries • Lead client service roles and responsibility • Alliances • Adoption of anti-corruption policy and policy regarding privacy programs and leadership • IT security policies • Voluntary sustainability reporting • Supply chain policies and codes of conduct • Chief Confidentiality Officer	• Ethics and integrity • Client satisfaction • Governance risk and compliance • Protection of public interest • Anti-corruption • Corporate responsibility commitment • Privacy and data security • Environmental performance • Supply chain risks issues • Value of service

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Deloitte professionals, their families, and future talent	**Ongoing** • Social media (external and internal) • Recruiting events • Internal discussions • 24/7 support and emergency hotlines • Confidential ethics hotline • Professional development sessions • Coaching • Performance check-ins/reviews • Community involvement and volunteering opportunities • Exit interviews • Alumni network **Multiple times a year** • Career conversations • Employee councils • Advisory councils • Town-hall meetings • Affinity groups • Leadership videos **Annual basis** • People survey • World meeting and member firm partner meetings	• Current, former, retired, and prospective professionals • Spouses/partners, children, and family members of Deloitte professionals	• Job satisfaction elements • Work/life balance • Career advancement • Fair treatment • Privacy and confidentiality • Security • Contributions to society • Environmentally sustainable operations • Climate change • Access to technology • Expectation setting • Educational opportunities • Professional development • Diversity and inclusion • Ethics • Travel and mobility • Well-being	• Flexible work arrangements • Benefits package changes • Extension of certain services to family members • Mentoring programs • Coaching programs • Opportunities for global deployments • Learning and professional development • (Leader) development programs • Digital learning offerings • Well-being programs • Updates to software and hardware • Greenhouse gas reduction goals • Education and safety mobile applications • Volunteering programs • Ensuring safety of engagement teams • Travel safety programs	• Professional development • Diversity and fair treatment • Inclusive leadership • Ethics and integrity • Client satisfaction • Privacy and data security • Governance, risk, and compliance • Corporate responsibility commitment from leadership • Protection of public interest • Public policy positions • Environmental performance • Health and safety • Community engagement • Labor rights • Compensation • Work/life balance • Professional standards • Professional performance • Well-being

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Governments and regulators	**Ongoing** • Proactive engagement with regulators and policymakers on topics impacting the profession and the capital markets • Contribution to shaping of new regulation • Engagement on policy development • Responding to regulatory and public policy inquiries • Quality/ performance inspections and reviews • Horizon scanning and sensing • Meetings and conferences	• Audit oversight bodies • National financial market regulators • Government ministries aligned to topics of common interest, including, among others, finance, economic, labor • International law enforcement and security agencies • Multinational/ Inter-governmental fora • Embassies; diplomatic community • Standard-setters • Policy "influencers" (e.g., think tanks)	• Public interest • Audit quality • Ethics and integrity • Audit of the future • Auditor independence • Transparency • Innovation • Market competitiveness • Corporate governance • Diversity and inclusion • Data, confidentiality and privacy • Crisis management • International trade • Jobs and skills • Responsible tax • Inclusive growth • Smart regulation	• Responses to regulatory inquiries and consultation papers • Issuance of transparency and impact reports • Independence policies and monitoring • Employee diversity programs • Supplier diversity programs • Threat assessments and safety recommendations • Research and insights • Thought-leadership, facts and insights • Advisory and advocacy groups	• Protection of public interest • Ethics and integrity • Audit of the future • Innovation and disruptive technologies • Privacy and data security • Standard setting models • Governance, risk, and compliance • Anti-corruption • Diversity and fair treatment • Environmental performance • Security threats to operations and people • Inclusive growth • International trade • Future of work • Mobility

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Professional associations and networks	**Ongoing** • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences **Ad hoc** • Collaboration on industry white papers • Speaking engagements • Participation in development of standards	• Peer networks • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations • Trade associations • Sustainability associations	• Adherence to professional performance standards • Governance • Open markets • Sustainable development • Standards for auditing of non-financial information • Jobs and skills • Corporate governance • Inclusive growth	• Standards for engagement acceptance and performance • Peer reviews • Commentaries on proposed standards and policy issues • Policy recommendations • Training • Thought-leadership, facts and insights • Strategy formulation	• Protection of public interest • Ethics and integrity • Governance, risk, and compliance • Professional standards • Professional performance • Professional development • Public policy positions • Open markets • Digital economy and technology • Future of work • Corporate reporting

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Nonprofit organizations and local communities	**Ongoing** • Local representation • Pro bono engagements • Collaborations • Volunteering • Social media • Electronic mail • Meetings and conferences • Speaking engagements	• CDP (formerly Carbon Disclosure Project) • JA Worldwide (Junior Achievement) • United Way Worldwide • One Young World • UNLEASH • Local business and community organizations	• Training • Performance improvement • Funding • Marketing • Specific agendas germane to their cause (e.g., sustainability, education, humanitarian action, diversity) • Local business promotion • Transparency in reporting • Cross-sector collaboration	• Skills-based volunteering • Community volunteering • Impact Day • Pro bono engagements • Foundation and member firm monetary and in-kind gifts • Voluntary sustainability reporting	• Youth education and unemployment • Diversity and fair treatment • Ethics and integrity • Anti-corruption • Human rights • Transparency • Corporate responsibility commitment • Public policy positions • Privacy and data security • Environmental performance • Community involvement • Protection of public interest • Social progress and equality

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International multi-stakeholder organizations	**Ongoing** • Steering committee memberships • Organizational stakeholder meetings • Meetings, conferences and correspondence • Taskforce and working group participation	• United Nations Global Compact • World Economic Forum • World Business Council for Sustainable Development • International Integrated Reporting Committee • Global Reporting Initiative • Cross-industry business alliances • Asia-Pacific Economic Cooperation Forum • Organization for Economic Co-operation and Development	• Establishment of and adherence to international norms • Understanding of frameworks and initiatives • Economic, social, and humanitarian development • Climate change • Trusted financial system • Innovation • Jobs and skills • International trade • Inclusive growth • Smart regulation	• Pro bono engagements • Internal and external training • Thought-leadership, facts and insights • Changes to global report content • Voluntary reporting on sustainability • Greenhouse gas reduction goals • Policy recommendations supporting growth and development • Policy statements of support	• Ethics and integrity • Trusted financial systems • Diversity and fair treatment • Education • Youth unemployment • Governance, risk, and compliance • Data, security and privacy • Environmental performance and climate change • Human rights • Community engagement • Physical security • Social progress and equality • Trade and investment • Inclusive growth • Open markets • Future of work • Digital economy

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Suppliers	**Ongoing** • Negotiations • Meetings • Supplier sourcing • Industry meetings • Ongoing relationship management	• Technology suppliers • Travel service suppliers • Consultants and professional services suppliers • Real estate and facilities suppliers	• Contract terms including pricing and payment • Features and functionality • Issue resolution • Confidentiality • Opportunities for (mutual) sustainable solutions • Opportunities for collaboration	• Establishment of preferred suppliers • Establishment of green purchasing practices • Contracts	• Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security • Sustainability practices
Industry and market analysts	**Ongoing** • Global engagement strategy involving Deloitte executive leadership, subject matter specialists, and other stakeholders across all geographies, businesses, and industries	• ALM Intelligence • Forrester • Gartner • IDC *Representative only*	• Capabilities (e.g. digital, risk/ cyber, change, innovation, technology, transformation) • Client and market trends • Competitive landscape • Strategy	• On-going relationships • Dialogue and shared insights • Formal analyst inquiry and briefings • Analyst events and advisory sessions virtual and in-person • Participation in evaluative research • Evidence of scale	• Digital disruption • Technology and emerging tech • Customer experience • Business transformation • Cyber security • People and change • Future of consulting
Educational institutions/ academia	**Ongoing** • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements	• Students of high potential who receive educational scholarships from Deloitte • Placement officers	• Subject matter knowledge • New perspectives • Leading research • Career placement	• Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities	• Education • Ethics and integrity • Diversity and inclusion • Employee development • Anti-corruption • Human rights

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