

**Deloitte.**

# Driving Change and Measuring Impact

## Impact Report

Deloitte Switzerland 2022/23



# Contents

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# 01 MESSAGE FROM LEADERSHIP

# Message from Leadership



Dear Reader,

We are pleased to share Deloitte Switzerland's Impact Report, a comprehensive overview of our sustainability initiatives and the impact we have had on both our clients and society over the past year, as well as our FY23 financial performance. This report reflects our commitment to transparency and showing where we are on our sustainability journey.

As we reflect on the past 12 months, the world has faced significant challenges, from economic uncertainty and geopolitical tensions to climate change and social inequality. While it is important to acknowledge these formidable, and ongoing, challenges, it is equally important to view such obstacles as opportunities for transformative change.

The path to a responsible, sustainable and equitable future requires sound business strategy, visionary leadership, and, above all, strong collaboration. As business leaders, we have an opportunity, and responsibility, to show our commitment to doing business differently, as catalysts for change.

Deloitte's purpose is to make an impact that matters. We value the positive outcomes that arise when companies align their purpose and values with the needs of society. Our FY23 results show that purpose and profit can coexist.

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1 Compared to a FY19 baseline

Over the past year our financial performance remained strong and is a testament to the dedication and efforts of our people who consistently deliver excellence in a dynamic business environment. We achieved healthy revenue growth, up nine per cent on FY22, allowing us to continue to invest in our own sustainability progress. We have reduced our environmental footprint,<sup>1</sup> increased the diversity of our workforce, and actively engaged in pro bono work and volunteering activities. We have focused our processes and policies to be more climate conscious and socially responsible. We have shared our expertise on a range of sustainability topics with Swiss industry and business associations, private and public sector working groups, and, more broadly, through our thought leadership.

Sustainability is a journey, not a destination. That is as true for Deloitte Switzerland as it is for every company. As we continue along this path we remain dedicated to supporting and advising clients across industries on their own sustainability journeys.

This is only possible by harnessing and developing the sustainability awareness and skills of our people and by attracting additional professionals who understand and can navigate the complex and ever-changing sustainability landscape. The passion, creativity and fresh perspectives of the talent that joins us on this journey will be essential to shaping our sustainability future. Our role is to empower them to make a positive impact on society.

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Looking ahead, we recognise that our responsibility extends beyond our present achievements and financial contribution. We remain committed to continuously improving our environmental, social and governance practices, which are not just a means to enhance our reputation, but also a fundamental part of our DNA. By including sustainability principles as a fundamental part of our strategy, operations and the services we offer, we can make a lasting positive impact on the clients and communities we serve, both through our work and the example we set.

Our sustainability transformation is ongoing, and we are excited about the opportunities it brings. We are proud to be a company that not only upholds its financial responsibilities but also acts as a force for positive change. We thank our stakeholders from all sectors of society for their continued support and efforts to create a prosperous and sustainable future. Together, we are shaping a better world.

Thank you for your interest in Deloitte and for joining us on this journey. We invite you to explore our Impact Report. We hope you find it insightful and inspiring.

**Reto Savoia**  
Chief Executive Officer



A photograph of a person's hand pointing at a laptop screen. The laptop is open on a wooden table. In the background, there is a small potted plant and a warm, glowing light source. The scene is set in a professional or collaborative environment.

## 02 ABOUT THE REPORT

# About the Report

## OUR AMBITION FOR A BETTER FUTURE

This Impact Report represents a significant evolution in both scope and depth from previous editions. We recognise that the challenges we face in the realms of environmental sustainability, social responsibility and corporate governance demand continuous improvement and higher levels of accountability. As such, this report has been designed to provide a more comprehensive and holistic overview of our environmental, social and governance (ESG) initiatives, progress, and challenges.

## GUARDING AGAINST GREENWASHING

As a responsible partnership entity, we are committed to combatting greenwashing in all its forms. Misleading stakeholders by overstating or misrepresenting sustainability efforts undermines the integrity of genuine sustainability initiatives across industries. To prevent greenwashing, we enforce rigorous internal practices and uphold principles of accuracy and integrity in our impact reporting. Moreover, our carbon metrics have undergone a limited assurance audit by BDO<sup>2</sup>. The assurance statement can be found [here](#).

We actively engage with external stakeholders to receive feedback on our sustainability efforts and maintain a transparent dialogue, thereby ensuring our actions align with our claims. Similarly, we are committed to continuously evolve our report and align with best practice.

## PRACTICAL INFORMATION

The Impact Report is published annually, reflecting our progress and achievements over the financial year (FY) which runs from June till May. This FY23 edition is the result of a thorough internal consultation process, drawing information from various business functions. The report has been led by our *WorldClimate* team which has been supported by our client-facing sustainability reporting experts, the Climate Champions Network, and our communications team.

All questions and feedback regarding the report and our sustainability goals and performance can be submitted [here](#). They will be sent to the relevant team, carefully considered and answered.



2 Limited assurance was provided by BDO LLP at a consolidated Deloitte NSE level over all reported carbon metrics. This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland and the UK plus Jersey, Guernsey, Isle of Man and Gibraltar.

### OUR COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS

As an original signatory of the UN Global Compact, we are strongly committed to the United Nations Sustainable Development Goals. The SDGs, encapsulated in the 2030 Agenda for Sustainable Development, identify some of the biggest challenges facing our planet today and call for action to address them. The 17 goals and their 169 targets focus on a range of global challenges, such as the need to reduce inequality, tackle pollution and ensure economic prosperity for all. Achieving these goals requires the input of all governments, individuals and organisations within society.

To contribute effectively, businesses must look to incorporate sustainable development across their entire business model and position their core activity in a manner that contributes towards the SDG agenda. We have therefore indicated our contribution to the SDGs throughout the report.

# SUSTAINABLE DEVELOPMENT GOALS







# Deloitte.

## 03 ABOUT DELOITTE

# About Deloitte



## WHAT WE DO

Deloitte Switzerland is a professional services firm with more than 2,700 employees, member of Deloitte Touche Tohmatsu Limited (DTTL), also referred to as Deloitte Global. Deloitte employs globally more than 450,000 employees. Over our long history we have built a reputation for making an impact that matters for our clients, people and society. Supported by highly skilled people from diverse backgrounds and member firms from over 150 countries, we work alongside our clients to help them solve complex challenges and make a difference in what they do.

We offer three integrated services: Audit & Assurance, Tax & Legal and Advisory. Our approach combines insight and innovation from multiple disciplines with business and industry knowledge to help our clients shape resilient, sustainable and future-proofed businesses in our increasingly unpredictable world. [Here you can read more about our dedicated sustainability services.](#)

At the end of FY23, we had 2,727 employees in Switzerland<sup>3</sup>, an increase of 12.6% from FY22, and 144 partners.

Advisory is our largest service, represented by 49% of our employees, followed by Audit & Assurance with 29% of employees, and Tax & Legal with 13% of employees. Our Internal Client Services represent 9% of our total employees.

<sup>3</sup> Headcount data does not include contractors

## Deloitte Core Services

### Audit & Assurance

Audit Services  
Assurance Services  
Accounting & Internal Controls  
Cyber & Strategic Risk  
Regulatory & Legal Support

### Tax & Legal

Tax Services for Businesses  
Global Employer Services  
High Net Worth Tax Services  
Legal

### Advisory

Strategy, Analytics and M&A  
Customer & Marketing  
Core Business Operations  
Human Capital  
Enterprise Technology & Performance  
M&A Transaction Services  
Turnaround & Restructuring Services  
Valuation and Modelling  
Corporate Finance Advisory  
Infrastructure and Capital Projects  
Economics and Real Estate  
Forensic



#### Notes:

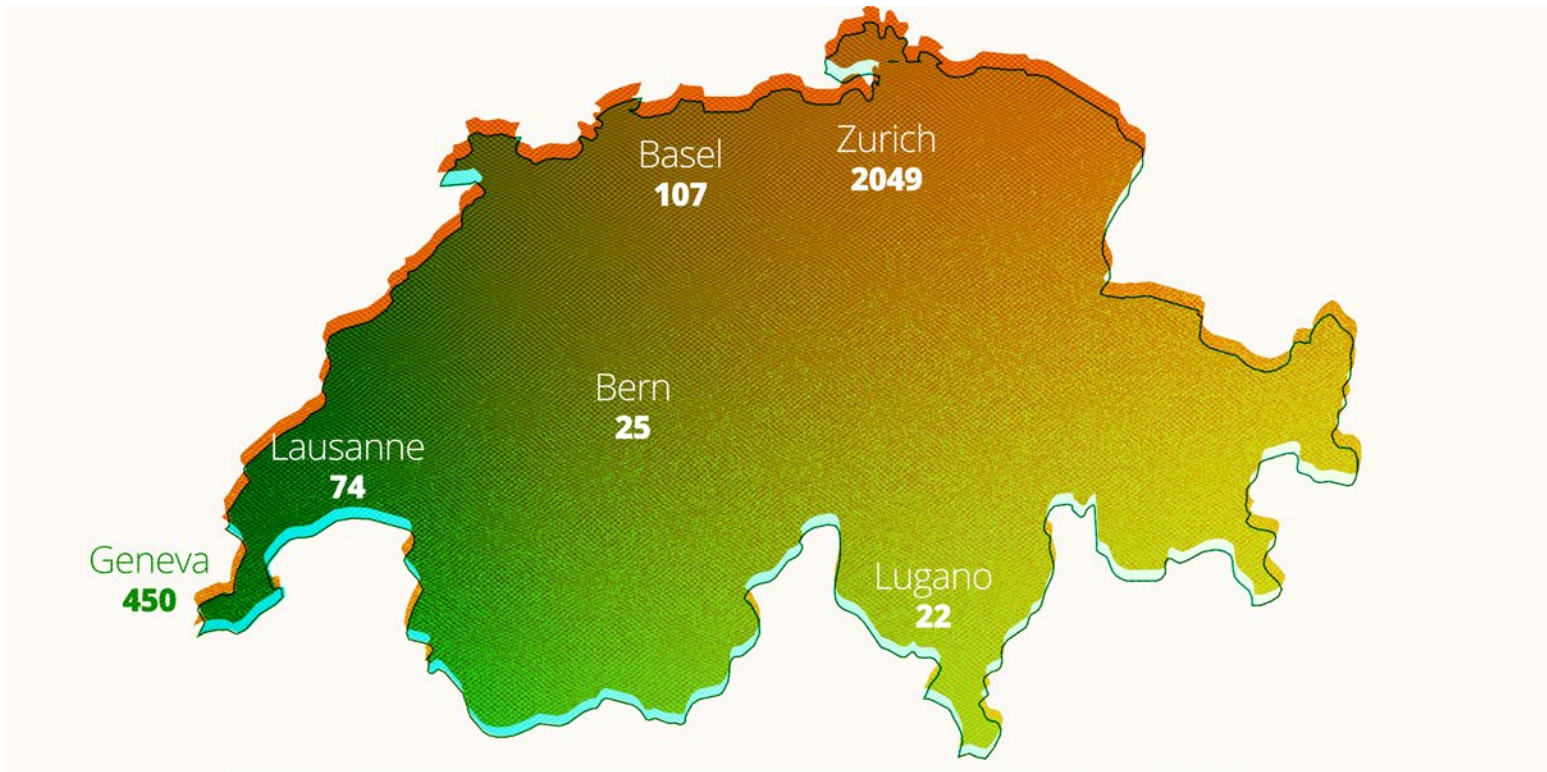
The above list of services is a representative sampling of Deloitte business capabilities. Deloitte offers many services, not all of which are available from every Deloitte firm and not all of which are permissible for audit clients under various professional and regulatory standards.



**WHERE WE OPERATE**

We work with clients around the world and engage with them virtually but also in person, at one of our six different office locations in Switzerland or at the clients' premises.

Our services support the largest national and international companies as well as small and medium enterprises (SMEs), non-profit organisations, and government and public services. Through Deloitte Private, we serve privately held companies, family businesses and individuals. We provide deep industry expertise in Financial Services, Life Sciences & Health Care, Consumer Goods, Energy, Resources & Industrials, Government & Public Services, and Technology, Media & Telecommunications.



### THE POWER OF A MULTIDISCIPLINARY BUSINESS MODEL

Rapid developments in technology, sustainability, and geopolitical issues require creative problem-solving stemming from the fusion of different disciplines. With our multidisciplinary business model (MDM), we support our clients with customised solutions and experts with cross-disciplinary skills, using the latest technologies. Our integrated services help clients to:

- deliver better outcomes
- implement new technologies
- become more attractive employers
- address regulatory changes
- evolve and report on their environmental and social sustainability, and responsible governance efforts.

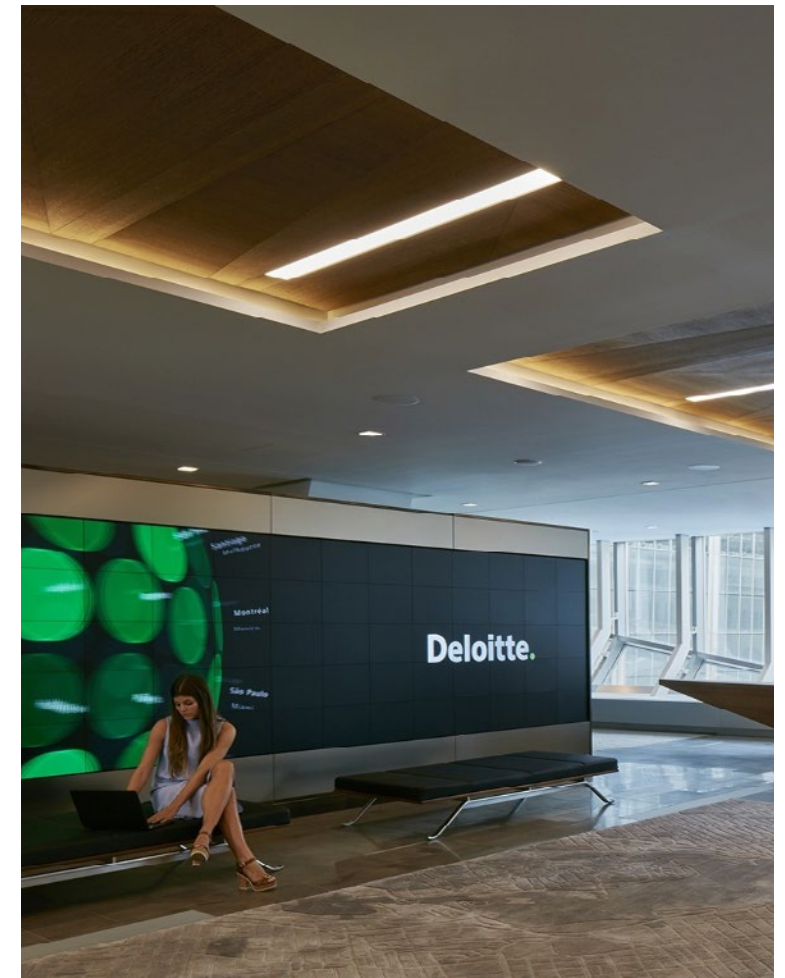
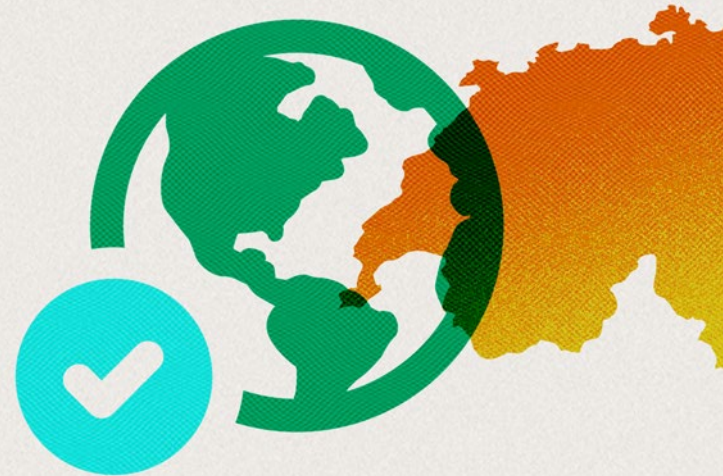
### OUR PURPOSE AND SHARED VALUES

Our Purpose and Shared Values define our strategic choices. This is what drives us, to uphold integrity, promote a culture of inclusion and to build better futures.

The world we live in is increasingly complex. But along with new challenges come new opportunities and inspiration to be better. Our people come together to create positive change. Therefore, we have in the last years evolved our services to addressing the acceleration of technology, the climate crisis, and geopolitical challenges. Increasingly, we connect to drive systemic change and craft new ways to improve—environmentally, socially, and economically.

All our successes, the differences we make for our clients, our people and communities around the globe, come down to our Purpose:

**TO MAKE AN IMPACT THAT MATTERS**



Our Shared Values are at the heart of each decision we make, how we act, and help us deliver impact how and where it matters most.

	<p><b>Lead the way</b>          We are not only leading the profession, but also reinventing it for the future. We are committed to creating opportunity and leading the way to a more sustainable world.</p>		<p><b>Foster inclusion</b>          We are at our best when we foster an inclusive culture and embrace diversity in all forms. We know this attracts top talent, enables innovation, and helps deliver well-rounded client solutions.</p>
	<p><b>Serve with integrity</b>          By acting ethically and with integrity, we have earned the trust of clients, regulators, and the public. Upholding that trust is our single most important responsibility.</p>		<p><b>Collaborate for measurable impact</b>          We approach our work with a collaborative mindset, teaming across businesses, geographies, and skills to deliver tangible, measurable, attributable impact.</p>
	<p><b>Take care of each other</b>          We look out for one another and prioritise respect, fairness, development, and well-being.</p>		

Our [Global Principles of Business Conduct](#) outline the commitments each of us make. Based on our Shared Values, they reflect our core belief that ethics and integrity are essential to what we do.

### OUR CORPORATE AMBITION

To succeed in a demanding, highly competitive environment, support our clients effectively and achieve our ambitious corporate goals, we have defined a clear corporate ambition.

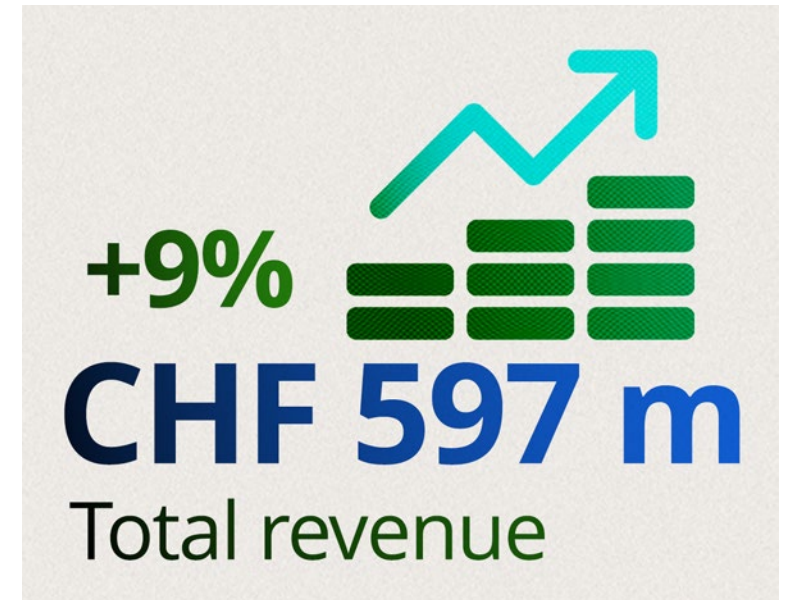
The ambition is based on five pillars, all of which are integral to the company's success: purpose-led work, consistent digitalisation of our services, outstanding advisory depth and delivery strength, global scale with local presence, international leadership and an inclusive culture.

Adhering to this ambition helps us serve our clients in the best possible way and ensure that we achieve our financial objectives.

### OUR FINANCIAL PERFORMANCE

Consistent strong financial performance is a key enabler for our investments in sustainability and our corresponding progress.

Furthermore, this enables Deloitte Switzerland as well as our more than 2,700 employees, to contribute via our tax payments to public services. We grew our net revenues to CHF 597 million in the FY23 – up nine per cent on the previous year. This considerable growth was fuelled by innovative and intricate solutions from multidisciplinary services with a strong technology angle, an area in which Deloitte is a recognised global leader. The dedication and expertise of our talented workforce played a crucial role in swiftly responding to clients' economic and market challenges.

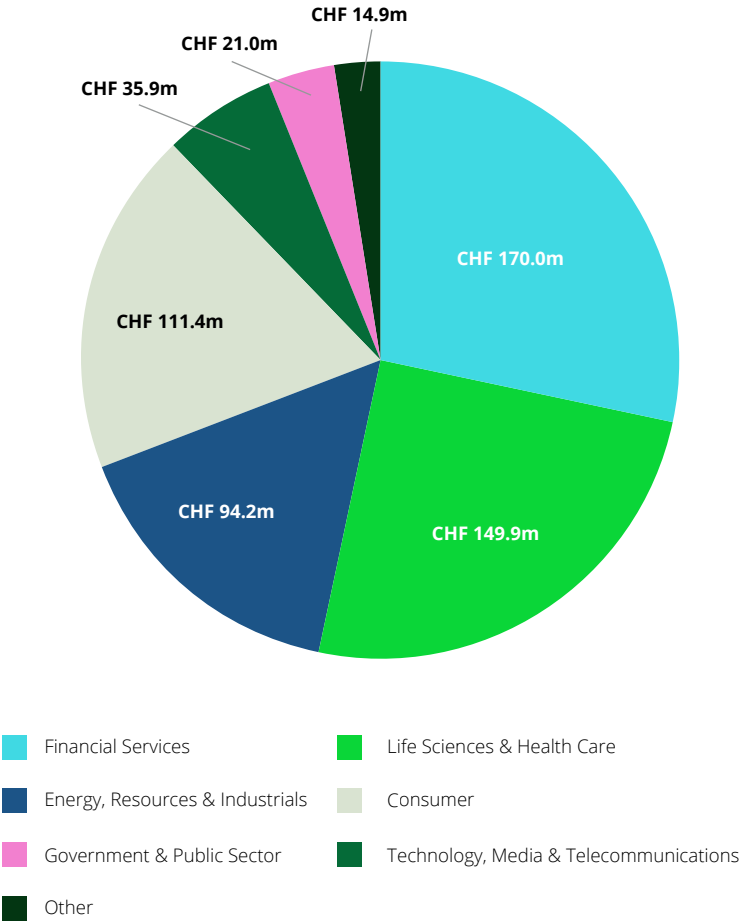


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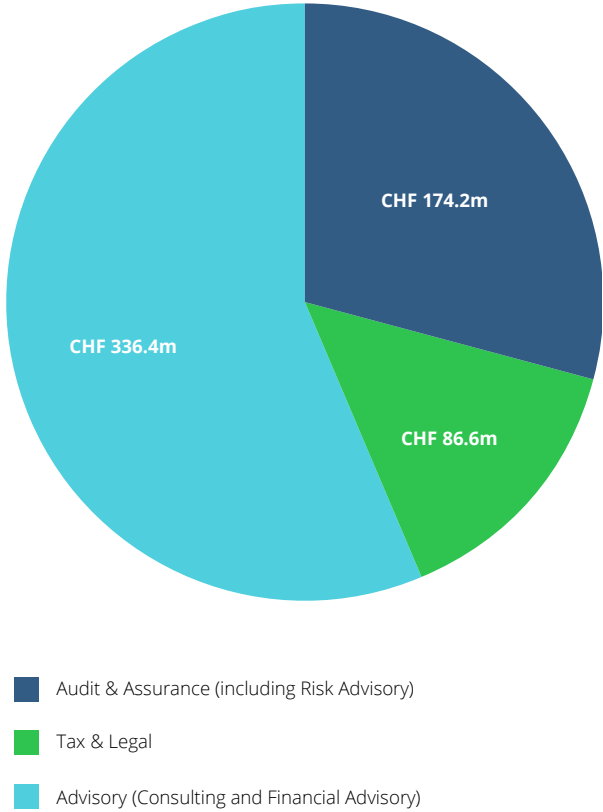
The icon consists of two stacks of three coins each, rendered in a teal, textured style. To the right of the stacks is a teal globe with a similar textured appearance.

We serve clients from all major industries and were able to grow significantly across our different industry practices during FY23. Financial Services remains the largest industry, followed by Life Sciences and Health Care. Together our teams supported clients with navigating their transformations, sustainability transition, using innovation to increase efficiency and resilience, and understanding the potential and pitfalls of Artificial Intelligence, a topic that is increasing in importance.

**FY23 Swiss net revenue by industry**



**FY23 Swiss net revenue by service**





## 04 OUR SUSTAINABLE DEVELOPMENT PLAN



# Our sustainable development plan

## STAKEHOLDER ENGAGEMENT

Our stakeholders encompass a broad range of representatives of the economy, society and the environment:



We actively engage with our stakeholders to understand their motivations, solicit ideas and to facilitate collaboration and action.

## OUR PEOPLE

One way in which we engage with our people is through our employee representation boards. For example, our Next Generation Board communicates directly with our Chief Executive Officer and launches initiatives that address pressing challenges and opportunities. In addition, we have a company-wide Climate Champions Network that is in direct contact with our Chief Sustainability Officer and drives various projects that contribute to the implementation of our *WorldClimate* transformation programme.

We also engage with our people by collecting feedback through the bi-annual talent engagement survey. We seek to create a culture where providing feedback is as easy as taking a coffee break. We also conduct interviews and focus groups such as a 'joiner interview' to hear about an employee's experience during their first months at Deloitte Switzerland, 'stay interviews' and 'leaver interviews' to understand the drivers behind our retention rates, and focus groups with female employees who have just returned from maternity leave to ensure they receive sufficient support.

Finally, our commitment to our people extends beyond the time they spend within our organisation. The Deloitte Switzerland Alumni Programme provides a platform for interaction, exchange, and collaboration among over 3,000 alumni who actively choose to remain part of our community.

## SOCIETY

With regards to the impact we have on society, we contribute through our pro/low bono engagements, our donations, and our volunteering activities, which are part of our [WorldClass programme](#). We are always open to questions or feedback regarding our organisation and our sustainability commitments and efforts. We can be reached via various channels, as listed [here](#).

## THE NATURAL ENVIRONMENT

As the long-term success of our clients' activities and our own organisation ultimately relies on the health and availability of the earth's natural resources, we regard the natural environment as a vital silent stakeholder. We aim to provide nature with a voice by working with NGOs as we value their expertise, dedication and commitment to this cause. Our impact on the environment is captured through our [WorldClimate transformation programme](#).

## OUR SUPPLIERS

Some of our supplier relationships are managed at a local level and others at a global level. We engage with our suppliers on sustainability and provide further insight into how we do so [here](#). In FY24, the local sustainability team will become more actively involved in all supplier engagements, helping the global procurement team achieve our goal of having two thirds of our suppliers set Science-Based Targets (SBT) by 2025.

We regard the natural environment as a vital silent stakeholder.



## OUR CLIENTS

Ensuring quality of work and the satisfaction of clients are crucial to the success and growth of all business at Deloitte. Our independent Client Feedback Programme actively seeks input from clients regarding their experience with us as well as potential areas for improvement. Based on our clients' feedback we adapt solutions, refine our processes, and continuously enhance our clients' experience by fostering a client-centric approach in which they feel involved and valued. We also engage with our clients through our [Thought Leadership](#) and [Sustainable Delivery Framework](#), a set of tools developed for our people that provides guidance on ways to empower teams to adopt sustainable ways of working and reduce travel emissions.

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### ENGAGING WITH PUBLIC AUTHORITIES, CORPORATE NETWORKS, THINK TANKS AND NGOS

We actively engage in public policy discussions and advocate for policies that promote sustainability, social equity, and environmental protection.

Our goal is to contribute positively to the development of regulations and policies that align with our values and global sustainability objectives.

We play a significant role in various industry associations. We support the educational institute of Swiss Banking and collaborate in different ways with the organisation. We also work closely with important Swiss industry associations (for example, interpharma, scienceindustries and Swissmem) where we cannot formally be a member. We are also members in Avenir Suisse, the Swiss-American Chamber of Commerce and the British-Swiss Chamber of Commerce. We are strongly engaged with economiesuisse and EXPERTsuisse. At economiesuisse, Switzerland's umbrella business association, we are active in the board, its committee for energy, environment and infrastructure, and its working group on financial markets. At EXPERTsuisse, Switzerland's business association for audit and tax, we are active in the board and the audit, sustainability, and public affairs and communication committees.

We are also engaged in many other working groups and support the further education of our industry's professionals, thereby contributing to the highest quality standards and strengthening the reputation of Switzerland as a financial centre and business location. Occasionally

we collaborate with SwissHoldings, Zürcher Handelskammer, and the Chambre de commerce, d'industrie et des services de Genève with regard to current political discussions, upcoming parliamentary debates and regulatory changes. In all these organisations and networks we contribute by sharing technical and market information and strengthening the respective business networks.

Finally, our involvement with NGOs is connected to our *WorldClimate* and *WorldClass* transformation programmes.



### RISKS AND OPPORTUNITIES

At Deloitte we view risk and risk management holistically, not in isolation. The principal risks and uncertainties of Deloitte Switzerland are managed through the Enterprise Risk Framework (ERF). This assesses risks facing our firm that can impact our ability to meet our public interest obligations and deliver our strategy, as well as those that could affect our reputation and resilience.

Risk governance is embedded in our overall governance structure. The primary responsibility for identifying and managing risks, both internal and external, resides with the Swiss Executive. In the annual risk workshop, our North South Europe (NSE) Executive Committee and NSE Board refresh our view on the risk profile and appoint risk owners for our priority risks. Risk owners are subsequently asked to implement robust risk-mitigating plans and periodically report on the progress of risk-mitigating activities. The Reputation & Risk Leader (RRL) for Switzerland, who reports to the Chief Operating Officer (COO), has day-to-day responsibility for the overall system of quality control for Risk Management and Reporting. As part of this responsibility, the RRL oversees the Enterprise Risk Framework and corresponding risk and control system through periodic meetings with individual risk owners to discuss and review mitigations.

#### ZOOMING IN ON CLIMATE CHANGE AND SUSTAINABILITY RISKS

We have implemented robust governance, aligned with our global *WorldClimate* programme, to develop a clear, target-based climate strategy. Our climate mitigations encompass mandatory training for our people, new travel policies and procedures, resilience planning, and addressing climate risks in our supply chain.

Formal internal and external reporting is being established to address the increased focus on climate and sustainability from our people, clients and society.

On the right we set out the risks the climate challenge poses for our business and our policies to overcome them.

#### Risks:

- tarnished reputation because of failing to adopt leading practices on climate change and sustainability and through facilitating or being associated with harmful practices of our clients
- concerns over transparency and accuracy in our environmental reporting
- lack of sufficient knowledge and/or experience to embrace and champion change
- no accurate methodology to measure supply chain emissions
- corporate cultural resistance to managing travel
- business disruption due to extreme weather events impacting our people, sites, operations and supply chain.

#### Mitigation levers:

- clear ambition, targets and strategy aligned to our global *WorldClimate* programme
- detailed internal *WorldClimate* reporting against targets
- mandatory climate learning
- establishment of net-zero targets in the supply chain
- sustainable travel policy, delivery framework and a central Deloitte NSE travel data platform
- certified business continuity planning in Swiss offices<sup>1</sup>.

More details on our mitigation measures are discussed in the [Environmental section](#) of this report.

4 ISO 22301 Security and Resilience

## MATERIALITY ASSESSMENT

### IDENTIFYING MATERIAL TOPICS

Our approach to identifying material topics is embedded in the way we do business and is informed by continuous engagement with our key stakeholders and analysis of our industry and activities.

We base our materiality assessment on that of Deloitte Global. On a periodic basis Deloitte Global follows a formal process to review and revise its list of material topics and impacts. The process includes obtaining stakeholder insights about actual and potential positive and negative impacts on the economy, environment, people and human rights, through interviews, desktop research, and the use of proprietary social listening tools. The significance of the actual and potential impacts identified through this process is further assessed to better understand and rank their magnitude, severity and likelihood. The preliminary list of material topics identified through this engagement is refined, scored, and systematically evaluated to arrive at a significance mapping of topics that we must prioritise in our strategy and reporting.

Deloitte Global's most recent formal materiality assessment process was undertaken during FY22. In FY23 the understanding of impacts through regular engagement, consultation, research, and analysis was analysed and remained unchanged. But the relative significance of different impacts shifted in some cases in Switzerland, based on changes proposed by Deloitte Global and in response to tailoring of the matrix based on our Enterprise Risk Framework. Economic performance, meaning the generation of revenue and maintenance of

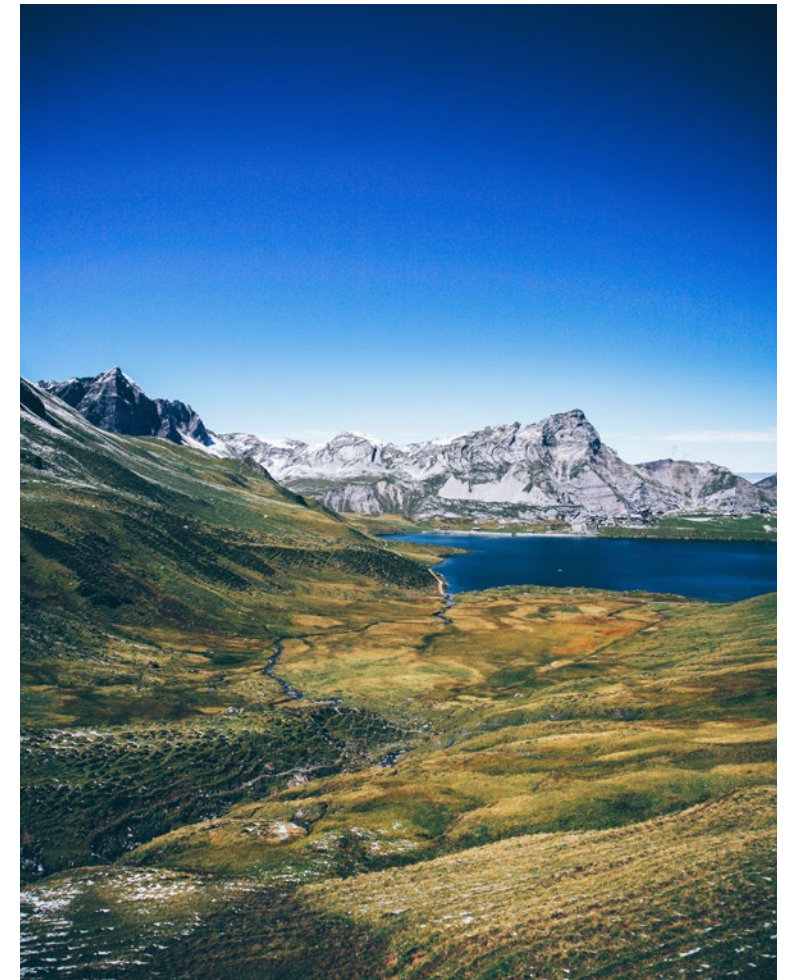
profitability, business continuity, and market presence, is considered an enabler, providing our organisation with the capacity to address other material topics.

### MANAGEMENT OF MATERIAL TOPICS AND IMPACTS

At Deloitte Switzerland, material topics and impacts are overseen by the Swiss Executive and Board of Directors. When considering actual and potential risks and opportunities of material topics identified throughout the assessment process, we recognise the positive and negative impacts of our activities on the economy, environment and people. Being aware of the importance of the three ESG pillars, Deloitte leadership has supported an increase in sustainability-related services provided to clients, programmes such as *WorldClimate* and *WorldClass*, and tools and training for our people, with an emphasis on diversity, equity and inclusion.

Our impact extends beyond our direct operations and includes impacts that could arise from engaging with clients and suppliers that may not fully align with our Purpose and Shared Values. Our negative impacts resulting from our own activities include greenhouse gas emissions contributing to climate change, and creation of electronic waste. We acknowledge these negative impacts and we are actively working to mitigate them through internal and external programmes.

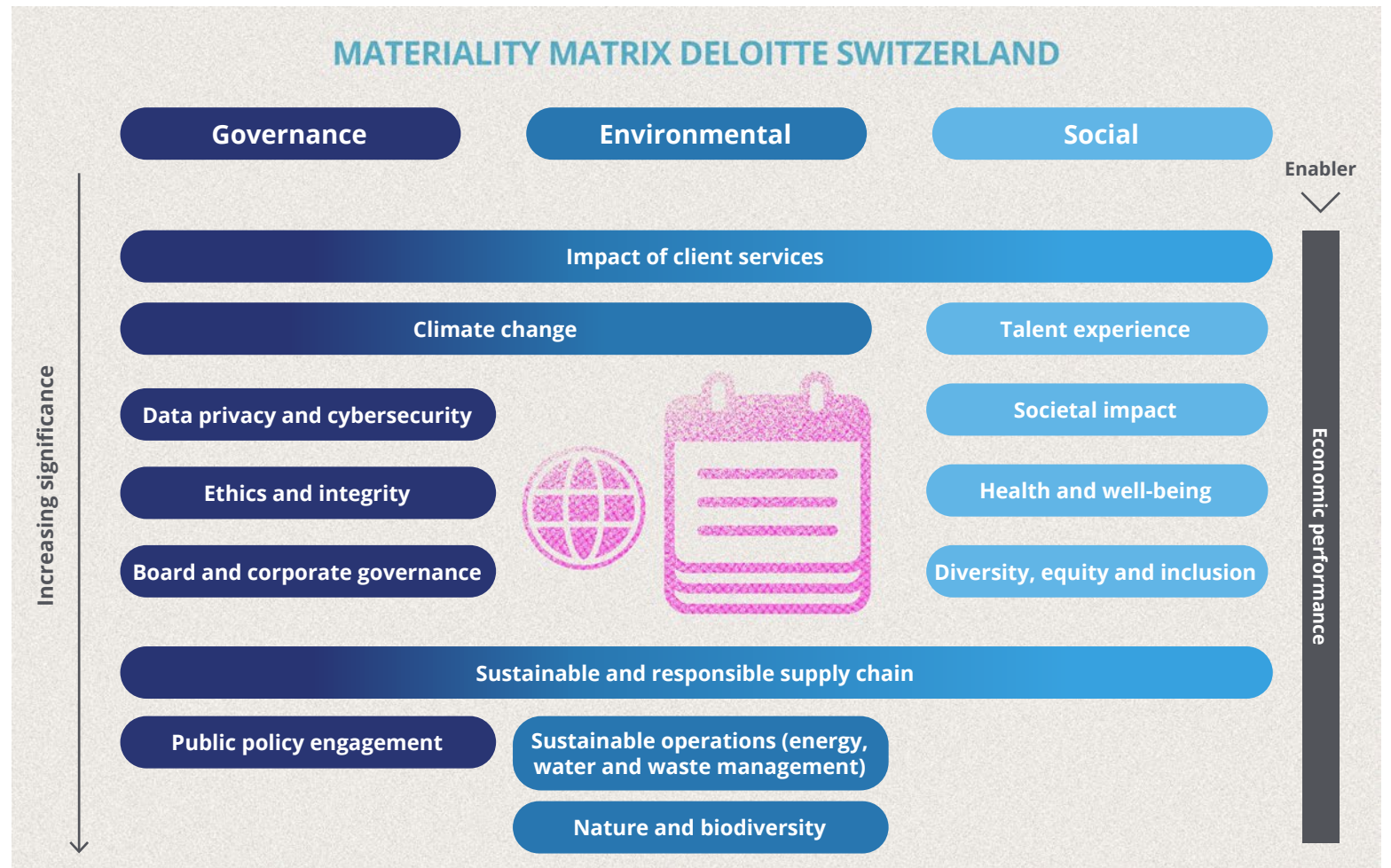
As part of our *WorldImpact* programmes, including *WorldClimate*, *WorldClass* and *All IN*, we have set goals that align with leading practices, frameworks and benchmarks to drive positive impacts and reduce negative impacts on stakeholders. Performance towards these goals is reported annually within the Swiss Impact Report.



## OUR MATERIAL TOPICS

- **Economic performance:** Generation of revenue and the maintenance of profitability, business continuity, and market presence.
- **Impact of client services:** Services provided by our firm to clients have broader impacts on the economy, environment and people. This topic focuses on the alignment of stakeholders' expectations and our environmental and social strategies with services delivered to clients.
- **Climate change:** The impacts of greenhouse gas emissions generated through operations and supply chain activities. From a governance perspective, this topic includes management of climate risk and strategies employed to identify and act on physical and transition risks presented by climate change. This encompasses collaborating with clients, alliance partners and suppliers, with the goal of reducing carbon and ecosystem footprints.
- **Talent experience:** Considers all aspects of the talent experience including work/life balance, compensation, benefits and recognition, role satisfaction, career opportunity, working conditions, advancement, as well as learning and development, as well as how purpose-driven individuals can expect to make an impact while working at Deloitte.
- **Data privacy and cybersecurity:** Maintaining the confidentiality, integrity and availability of the data and information of our clients and individuals through safe and secure data collection practices, strong data protection policies and procedures, and measures designed to maintain information integrity and availability and protect the organisation's computers, technology and systems against unauthorised access.
- **Societal impact:** Our impact on issues in society, including education and skills opportunities, the response to humanitarian crises and natural disasters, health equity and the pandemic, and gender equality; includes how we collaborate with local and international non-profit organisations, provide volunteering and pro/low bono services, and make donations of cash and in-kind goods.
- **Ethics and integrity:** Commitment to the highest standards of ethics and business conduct, placing emphasis on professional integrity and compliance, defined codes of conduct and policies, risk assessment, transparency and compliance. This topic includes reporting mechanisms, anti-corruption measures and anti-retaliation policies.
- **Health and well-being:** Supporting well-being by providing programmes, resources and incentives that enable informed decisions; includes creating a culture that promotes satisfaction and a safe, secure work environment for all, and the shift to hybrid work.
- **Board and corporate governance:** The responsibility of the board of directors and management to strategise and respond to ESG issues. Includes board structure and diversity, the board nomination process, frequency of board membership changes, as well as skills, experiences and backgrounds of board members.
- **Diversity, equity and inclusion:** Creating a respectful and inclusive culture for people and communities by focusing on diversity in the workforce, increasing gender representation, ensuring pay equity, advancing LGBT+ inclusion and supporting mental health.

- **Sustainable and responsible supply chain:** Supply chain impacts related to environmental and social aspects of suppliers' performance. Human rights impacts include but are not limited to child labour, workplace rights, modern slavery, the rights of indigenous people, conflict minerals, and equal access to health and opportunity.
- **Public policy engagement:** Regulatory and public policy engagement, development of public policy positions, political contributions and lobbying.
- **Sustainable operations:** The environmental impacts associated with operations, including energy consumption, resource consumption (paper, plastics, recycled materials), water use and waste management
- **Nature and biodiversity:** The impacts on natural capital, such as deforestation and biodiversity loss and ecosystem destruction.



## OUR SUSTAINABLE DEVELOPMENT COMMITMENTS

At Deloitte we believe we have a responsibility to be a force for good and lead the way on the increasingly complex challenges society faces.

WorldImpact is our global portfolio of initiatives focused on making a tangible impact on society's biggest challenges and creating a more sustainable and equitable world.

Our WorldImpact portfolio in Switzerland has three pillars:

1. **WorldClass** is Deloitte's global ambition to impact 100 million people globally by 2030 through programmes and partnerships with leading educational organisations around the world. We invest our people's time, provide volunteers, and donate to support millions of students, teachers, and education leaders worldwide.

2. **WorldClimate** is Deloitte's programme to do our part to help the world achieve the goals of the Paris Agreement. This requires holistic thought and action, which is why we are transforming to make sustainability central to our work. We are inspiring and empowering our people to own the change, collaborating with external partners, and sharing the experience with our clients. A key driver of this change is the Sustainable Delivery Framework. Furthermore, we have set Science-based targets with 2030 goals. We commit to investing in meaningful market solutions for emissions we cannot eliminate.

3. **ALL IN** is Deloitte's commitment to diversity and inclusion, fostering a culture where everyone has equal opportunity to develop, succeed, and be their true self.





## OUR TARGETS AND HOW WE ARE PROGRESSING AGAINST THEM

WorldImpact initiative	Targets	Accumulated progress FY23	Change since FY22
<b>WorldClass</b>	Swiss goal to impact the lives of 75,000 people by 2030 <sup>5</sup>	22,913	Increase of 79% (10,084 people)
<b>WorldClimate</b>	Reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions 70% by 2030 from a 2019 base year	70% reduction	Further reduction of 7 percentage points
	Reduce Scope 3 GHG emissions from business travel 50% per full-time equivalent (FTE) by 2030 from a 2019 base year	72% reduction <sup>6</sup>	Increase of 17 percentage points
	Engage with our suppliers with the goal of having 67% of them (by emissions) set Science-based targets by 2025	20%	Increase of 6 percentage points
	Source 100% renewable energy for our buildings	100% <sup>7</sup>	No change (goal achieved since 2017)
<b>ALL IN</b>	Global goal of reaching 30% female partners, principals and managing directors by 2025. In Switzerland we have a roadmap to support the achievement of our global targets considering the characteristics of the local market and the levels from where we are starting.	17% female partners Additionally, we have achieved a milestone of almost 29% female leaders (28.8% as of 31 May 2023, from 27.6% in FY22). Female leaders are defined as partners, directors and senior managers. We aim to sustain a minimum of 30% of female leaders by 2025.	Increase of 3 percentage points
	Gender pay equity	Our most recent Logib submission in 2021 confirmed that the difference in pay between male and female employees is well within the permitted tolerance. Additionally, we run an annual internal review to ensure gender pay equity.	N/A

<sup>5</sup> This is our contribution to Deloitte Global's goal of reaching 100 million people's futures by 2030.

<sup>6</sup> Note that even though we have achieved our goal to reduce business travel emissions 50% per FTE by 2030 from a 2019 base year, after the drop in FY20 and FY21 due to Covid-19, our business travel emissions have been increasing again since FY22. We are, however, committed to ensuring that this increase remains within our 50% target.

<sup>7</sup> Applicable for all buildings where we can control the energy supply. In Geneva and Lugano, the energy supply is managed by the landlord.

## PARTNERSHIPS AND NETWORKS

No person or organisation can solve the climate change and biodiversity crisis alone. We therefore collaborate with our clients, alliance partners, NGOs, academia, industry groups, suppliers, and others to make an impact that matters.

We are using our networks to develop cross-sector alliances through which we can accelerate the global transition to a low-carbon and nature-friendly future.



This means:

- increasing demand for responsible products and services
- removing roadblocks that prevent change
- creating an innovative climate and nature-based solutions at a systems and operations level.

Deloitte Global has joined the [UNFCCC Race to Zero campaign](#), is a signatory to the [Climate Group](#) for all three of their programmes – renewable electricity (RE100), energy efficiency/productivity (EP100), and electric vehicle adoption (EV100) – and is an original signatory to the [UN Global Compact](#). We have also participated in or supported internationally recognised initiatives to advance sustainability including:

- The World Economic Forum International Business Council (IBC) “Compact for Responsive and Responsible Leadership”
- The Business Roundtable Statement on the Purpose of a Corporation
- Financial Stability Board’s Taskforce on Climate-related Financial Disclosures (TCFD)
- Accounting for Sustainability
- Sustainability Accounting Standards Board
- World Business Council for Sustainable Development
- The Climate Group (as a triple signatory)
- Ceres.

At Deloitte Switzerland we sponsor [Building Bridges](#), a collaborative effort that aims to advance sustainable finance in Switzerland and around the globe. Moreover, we have recently become a member of [swisscleantech](#) as we share the common vision that we can make a significant impact by accelerating the climate-smart economy. We also recently launched [the CTI Fashion Initiative](#), together with the World Business Council for Sustainable Development (WBCSD), VF and the VF Foundation, which brings fashion industry players together to create

harmonised standards, metrics, data and best practices to scale up a circular economy throughout the fashion and textile value chain.

Recognising the desire of young people to lead the way in helping to ensure the long-term health of our environment, Deloitte Global established a collaboration with [One Young World \(OYW\)](#) to help develop young professionals into future leaders. Through this collaboration Deloitte supports and inspires impactful youth-led initiatives focused on climate action and educational equity, as well as providing sponsorships for young professionals to attend the annual OYW Summit. In addition to sending one delegate from Switzerland to the global summit every year, we have expanded this partnership to Switzerland’s OYW National Board and became a key sponsor to the conference in May. We aim to help identify, connect, and promote Switzerland’s most impactful young leaders to empower organisations to drive sustainable change. With sustainability and climate action as a key theme of the 2023 OYW Switzerland Conference, we selected ten delegates to attend, empowering them to take action to create tomorrow’s organisations and transform those of today.

We see it as an urgent priority to invest in the next generation and build close ties with students and academia to collaborate, educate and learn about sustainability. In the past financial year we have done so by teaching at various Swiss universities.



# 05 GOVERNANCE

# Governance



## GOVERNANCE STRUCTURE AND RESPONSIBILITIES

Our governance structure is designed to ensure transparency, accountability and effective decision-making.

### DELOITTE GLOBAL

The Deloitte network is a globally connected network of member firms and their respective related entities, operating in more than 150 countries and territories across the world. Deloitte Touche Tohmatsu Limited (DTTL) is a UK private company limited by guarantee incorporated under the laws of England and Wales. DTTL and each of its member firms are legally separate and independent entities. DTTL coordinates the Deloitte member firms and their related entities by requiring adherence to policies and protocols. The member firms are primarily organised 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 practise under a common brand and shared methodologies, client service standards, and other professional protocols and guidelines.

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

The Deloitte Global Board of Directors addresses Deloitte Global's most important governance issues, including approval of the global

strategy, major policies, major transactions and the selection of the Deloitte Global CEO. The composition of the board has proportionate representation of Deloitte member firms and spans the full geographic reach of Deloitte's operations. Diversity – including that of gender, race and ethnicity, thought and life experience, professional background as well as skills and capabilities – is considered by member firms as they designate individuals to these positions. The Deloitte Global Board has 17 members, with women making up 35% of the board (up from 19% in FY19). The Deloitte Global Chair, Anna Marks, began her four-year term of office on 1 June 2023. Almost all Global Board members are either moderately or very experienced in ESG matters. More information about the Deloitte Global Board is available [here](#).

### DELOITTE NORTH AND SOUTH EUROPE

Deloitte Switzerland belongs to the Deloitte North and South Europe (NSE), which is led by the NSE Executive, including representation from Growth, Businesses, Geographies and (internal) Functions. The Swiss CEO is a member of the NSE executive.

The NSE CEO is an elected position; the current NSE CEO is Richard Houston, based in the United Kingdom. The Deloitte North and South Europe is governed by the NSE Board. The board membership includes representatives from all geographies, including Switzerland. The NSE Chair is an elected position; the current NSE Chair is Liesbeth Mol, based in the Netherlands. Smruti Naik-Jones is NSE's Chief Sustainability Officer.

### DELOITTE SWITZERLAND

Deloitte Switzerland includes two legal entities: Deloitte AG and Deloitte Consulting AG, which are both affiliates of Deloitte LLP (Deloitte United Kingdom). Deloitte AG is an audit firm recognised and supervised by the Federal Audit Oversight Authority (FAOA) and the Swiss Financial Market Supervisory Authority (FINMA).

The Audit & Assurance (incl. Risk Advisory), Financial Advisory and Tax & Legal services are delivered by Deloitte AG, whereas the comprehensive Consulting services are provided by Deloitte Consulting AG. The operational activities of Deloitte AG are led by the Management Committee, whereas the Executive Group coordinates and organises daily business for central functions of both companies.

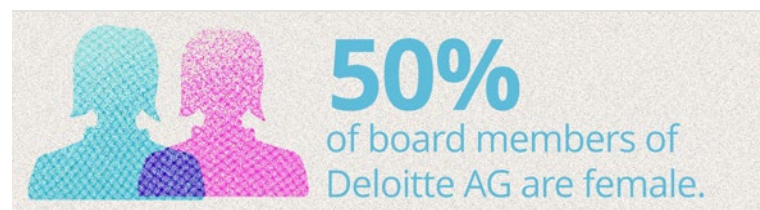
Reto Savoia, CEO, has been leading Deloitte Switzerland since 1 June 2019. He was re-elected for another four-year term as of 1 June 2023. All members of the Executive Group continue to focus on the provision of high-quality services as well as on creating and maintaining valued relationships with clients and other stakeholders. The Audit & Assurance Transparency Report provides details relating to Deloitte AG's structure and governance, which are required to ensure provision of high-quality audit-related services. The Board of Directors of Deloitte AG was chaired by Alessandro Miolo, and that of Deloitte Consulting AG by Anna Celner, until the end of the 2023 financial year. The board members of these companies are responsible for overall supervision of the respective company.



In FY23, the board of Deloitte AG consisted of six members, of which 50% were female.

The Management Committee consisted of three members, of which one was female. The Board of Deloitte Consulting AG consisted of four members, of which one was female. The Swiss Executive Group consisted of 16 members, of which 31% were female.

The members of the Board of Directors are elected by the general assembly. As we believe that an inclusive culture, underpinned by respect, provides the foundation for a diverse and vibrant organisation, we and our shareholders are committed to ensuring that this is reflected in the composition of the Board of Directors. The shareholders of the two Deloitte Switzerland entities are therefore keen to appoint people with diverse backgrounds. There is no additional remuneration for the members of the Board of Directors for carrying out their role.



The members are elected as set out in the articles of association of the respective company (either annually or for a specific term or period). The members of the Board of Directors approve and oversee the firmwide strategy.



Sustainability implies not only a commitment to protecting our planet but also a determination to embed sustainability in everything we do, making an impact in our communities and supporting them with our expertise, delivering value in the public interest and building for tomorrow.

The establishment of a Chief Sustainability Officer role is fundamental in this regard, giving substance to our commitments and making sure there is a person responsible for executing the Board of Directors' strategy in this regard.

Liza Engel is our Chief Sustainability Officer. She reports directly to the CEO and informs the Board of Directors on a regular basis of the actions taken, demonstrating that the strategy approved by the Board of Directors is implemented. Liza Engel is supported by the internal sustainability team, which grew from one FTE to 2.6 FTEs in FY23<sup>8</sup>.

### JUNIOR REPRESENTATION

We believe in the power of reverse governance, where insights and feedback from our people and stakeholders are actively sought and valued. As the majority of our workforce are in Gen Z, born between 1995 and 2004, or are millennials born between 1983 and 1994, junior representation is especially important in this regard.

The Next Generation (NextGen) Board allows the CEO to closely engage and exchange with a group of individuals, empowering the younger generations in our firm and enabling them to make a tangible and concrete impact within our working environment and for our business.

The NextGen Board discusses current and potential future challenges and the members develop concrete ideas and solutions. They not only

<sup>8</sup> Note that we employ both internal sustainability professionals who shape and implement our own sustainable development plan and client-facing sustainability professionals who support our clients with their sustainability transformations. Please find more information about our client-facing teams in [the Business section](#).



discuss relevant topics, but also set priorities and defined focus areas. Our CEO meets with the NextGen Board every 6-8 weeks in person to follow up on ongoing topics and initiatives, as well as to launch new topics. They meet with the Board of Directors on an ad hoc basis, upon request.

Each member also directs information to their respective business lines and gathers bottom-up feedback, thereby helping define and prioritise the most pressing topics.

The NextGen Board members also have the opportunity to engage with the Executive Group. A key achievement is their launch of the Next Gen Innovation Community which aims to foster collaboration on innovation across business lines. One of the key projects that emerged from this community is the [ImpactLens project](#).

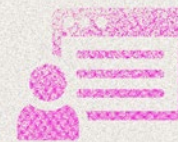
As of FY24 the NextGen Board will be newly appointed at the start of each financial year.

## OBJECTIVE SETTING FOR PARTNERS AND EMPLOYEES

To ensure that sustainability is integrated into our core business and all internal processes, we require all our people to contribute to the sustainability agenda by aligning their personal objective setting accordingly. This will enable us to achieve our company's sustainability targets and meet our clients' need to work with a sustainable service provider. We encourage partners to adopt responsible business practices and in FY23 all our partners had mandatory sustainability objectives.

Sustainability objectives include reducing business travel emissions, turning elements of the Sustainable Delivery Framework into proposals, supporting the development of sustainability client offerings, upskilling and completing training on sustainability, engaging in volunteering or becoming a Climate Champion. Partners are asked to raise awareness of our *WorldClimate* targets and of why we all need to act.

**In FY23 all our partners had mandatory sustainability objectives.**



## ETHICS AND INTEGRITY

Ethics and integrity are the cornerstones of our governance principles. We maintain a robust [Global Code of Conduct](#) that outlines the behaviour expected of all employees, partners and stakeholders. To uphold ethical standards and foster a culture of integrity across our network, each member firm appoints an Ethics Officer who is guided by our Global Ethics Policy and Ethics Officer Playbook. Additionally, we provide comprehensive ethics training to our people, empowering them with the knowledge and tools to navigate difficult challenges. We also have clear policies and procedures in place to address any ethical concerns or potential conflicts of interest.

Around the globe respected organisations trust us with sensitive and confidential information as we develop new ways forward for their

businesses. Our communities and people have also come to know us as a reliable and honest organisation to work with and for. That trust is not something we take lightly. It is grounded in our dedication to ethics and earned by our practices and people.

## FOSTERING A CULTURE OF INTEGRITY

Deloitte's ethics training programmes, comprising online courses, interactive case discussions in classrooms and virtual settings, and communications campaigns, play a pivotal role in fostering a culture of integrity within the organisation. Our commitment to ethics education extends to all new hires, who receive mandatory training upon joining Deloitte. Furthermore, our people are required to undergo ethics training upon promotion to manager level and every two years thereafter.

In addition to our regular employee training, we provide specialised ethics training to our partners. This targeted training emphasises the critical role partners play in influencing organisational ethics and underscores the importance of setting a strong ethical tone from the top.

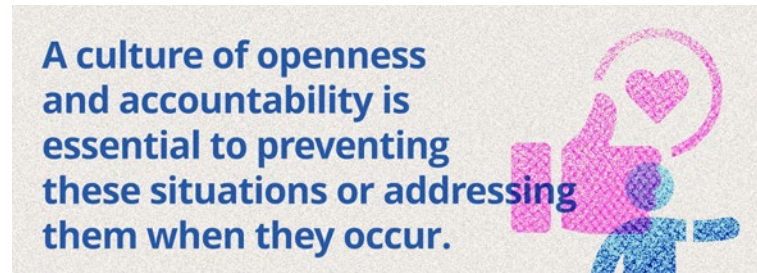
Furthermore, we have defined ethical due diligence processes for our CEO, board chairs, and other senior leaders, and have formulated enhanced expectations for firms' boards of directors in governing ethical culture, ethical risks and ethics programme agendas.

We operate an anti-discrimination and anti-harassment policy (including discrimination on the grounds of sex, gender identity or sexual orientation, and sexual harassment) that requires anti-



discrimination and anti-harassment training for all Deloitte people upon joining and every two years thereafter. Moreover, we have a familial and intimate personal relationships policy, designed to help ensure that working relationships are, and are perceived to be, objective, fair and at arm's length, and to mitigate real or perceived conflicts of interest.

A confirmation by our Deloitte people that they have read, understood and are following the code is required on an annual basis. We run detailed review programmes to measure and monitor compliance with the code and drive improvement in Deloitte ethics programmes over time. To measure the effectiveness of ethics programmes across Deloitte, we conduct an annual ethics survey.



#### RAISING A CONCERN – OUR PEOPLE ARE NOT ALONE

We believe that no one should have to navigate a difficult situation alone. When faced with an ethical concern, we encourage our people to consult with colleagues, line managers, leaders, or through normal work channels. We also offer formal ethics reporting channels via our Deloitte Speak Up line for those who prefer confidential consultation.

A culture of openness and accountability is essential to preventing these situations or addressing them when they occur.

There are various avenues available to raise concerns about business situations inconsistent with our values, principles, policies and the law. We are committed to treating concerns with the utmost confidentiality, enabling our people to have an open conversation with us and to raise the concern they may have comfortably. We encourage everyone at Deloitte to speak to those who they feel most at ease with for the given situation. This may be a line manager, a mentor, a trusted partner, the Ethics team or the Speak Up Line. Our Speak Up Line is hosted independently and externally and can also be used for whistleblowing purposes, also by those outside our firm.

#### HOW DO WE DEAL WITH REPORTED INCIDENTS IN SWITZERLAND?

All incidents referred to the Ethics team are investigated, regardless of how the matter is reported (e.g. directly to the Ethics Office or via our Speak Up Line, which can be used anonymously) or the seniority of the person who is subject to investigation. As appropriate, the Ethics Office works closely together with our People and Purpose colleagues. The number of matters reported to the Ethics Office has increased

year-on-year as our firm grows, reflecting our people's increasing confidence in their ability to speak up and our clear commitment to non-retaliation.

#### OUR DEDICATION TO RESPONSIBLE BUSINESS

Our dedication to responsible business is deeply ingrained in our Purpose and outlined in our [Global Principles of Business Conduct](#). These principles are seamlessly integrated into our policies, guiding every aspect of our decision-making process.

We have further affirmed these commitments through being a founding member of the [United Nations Global Compact](#) (UNGC) and an early signatory to the World Economic Forum's Partnering Against Corruption Initiative (PACI). Deloitte also supports the principles and standards for responsible business conduct espoused in several international instruments, including the OECD Guidelines for Multinational Enterprises, OECD Anti-bribery Convention, and UN Guiding Principles on Business and Human Rights.

Following the UN Guiding Principles on Business and Human Rights, we focus on our business and operations, including our global supply chains, to identify and evaluate potential human rights impacts as part of our human rights due diligence process. Adhering to our rigorous human rights due diligence process, we have conducted a thorough evaluation and established that the professional services industry carries a lower risk of child, forced, or compulsory labour incidents within our direct operations compared to many other industries. We are not aware of any instances of child, forced or compulsory labour

in our direct operations. This reaffirms our dedication to upholding ethical practices and ensuring the protection of human rights throughout our operations and beyond.

The [Deloitte Supplier Code of Conduct](#) includes prohibitions on forced or involuntary labour. It also requires that work be conducted based on freely agreed terms; that documents relating to workers' identities or immigration status may not be withheld or destroyed, concealed, confiscated or otherwise made inaccessible by the supplier; and that there be no exploitation of child labour or employment of workers under the age of 15 (or the minimum legal working age, whichever is greater). The Supplier Code of Conduct is provided to suppliers each time a new or renewed contract is established. In addition, in Deloitte Global requests for proposals (RFPs) we require that suppliers answer questions regarding compliance with the [International Labour Organisation Principles](#) in respect to human rights and conditions of employment, and public reporting on their efforts to eliminate slavery, forced labour and child labour in their operations and supply chain.

## CONFIDENTIALITY, PRIVACY AND CYBERSECURITY

We are committed to ensuring the security, privacy and confidentiality of the data we use or store, consistent with our professional, ethical, legal, regulatory and contractual obligations. Maintaining security around personal data, client and other confidential information is essential to our firm and our people are expected always to safeguard such information.

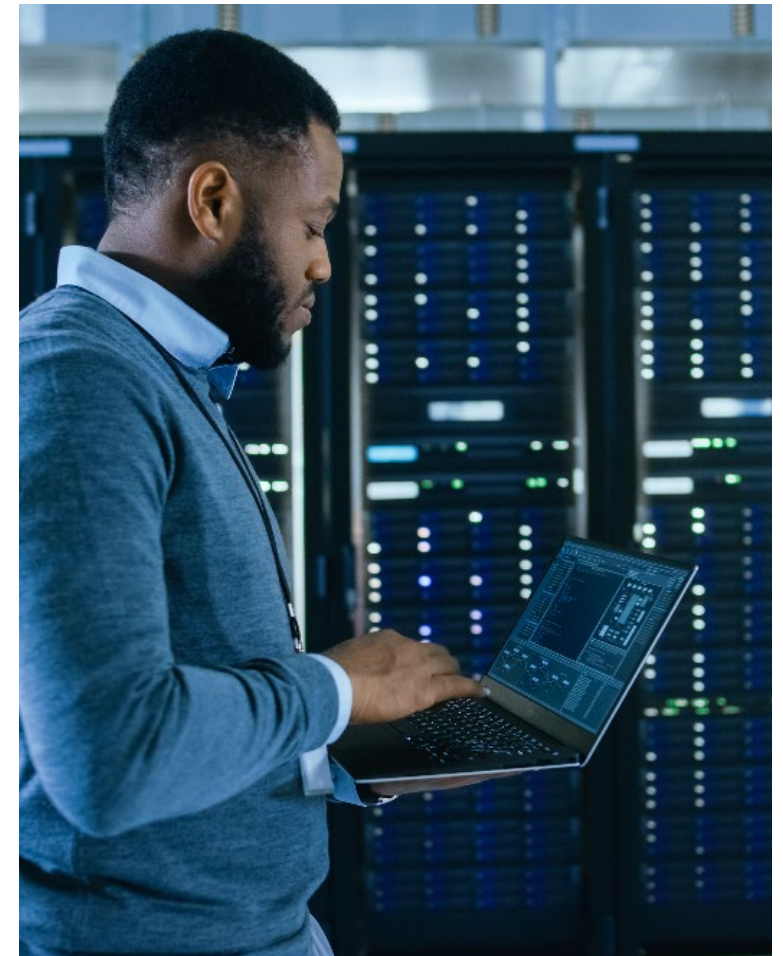
### OUR DATA PROTECTION FRAMEWORK INGREDIENTS

We manage and deliver a portfolio of cybersecurity services that help to secure our firm's overall environment and protect confidential and personal information. These security services use industry-leading technology controls and safeguards that enable us to protect data and create a cohesive, worldwide cyber programme to deliver a consistent high-quality security service across our network.

Our cybersecurity policies and standards have been aligned with ISO 27001 and independently certified to meet legal, regulatory and contractual requirements of our international client base.

### DATA PRIVACY

As a firm we need to collect and use personal data about individuals. This can include information about our personnel, clients, suppliers, or other third parties. Data privacy is about managing how we collect, store and process personal data while protecting the rights of individuals.







Deloitte Switzerland has a Data Protection Officer and a dedicated Data Privacy Team responsible for ensuring the firm is compliant with relevant data protection legislation.

Privacy by design is embedded through a recorded privacy risk management process for business and technology change in which privacy risks are assessed, mitigated, evidenced and monitored. Where the privacy risk is high, this process will also produce the required Data Protection Impact Assessment (DPIA) documentation.

We have appropriate processes and mechanisms in place to deal effectively with personal data breaches, including the ability to meet external reporting obligations.

#### A WELL-ARTICULATED DATA PROCESSING STRATEGY

Our data protection framework is based on the principles of the General Data Protection Regulation (GDPR) and Swiss Federal Act on Data Protection (updated with effect from 1 September 2023). To ensure fair and transparent processing of personal data, the firm shall provide sufficient information to individuals about how we process their personal data, regardless of the format or channel through which we collect the data.

- Processing personal data takes place only when we have a lawful basis for doing so, and in fair ways that individuals would reasonably expect.
- We process personal data for the purpose for which it was originally collected and not further, for new, incompatible purposes.
- We minimise the personal data we process so that it is relevant, necessary and adequate to what is required to fulfil a specific business activity and maintain the accuracy of the personal data we process, and, where required, keep it up to date.
- We apply appropriate retention periods so that personal data is not stored for longer than is necessary.
- We perform international transfers of personal data using appropriate safeguards, in accordance with data protection legislation.

#### TRAINING AND AWARENESS PROGRAMME

Data protection and information security management are core elements of our culture. Our people are informed about information security risks, policies, procedures and best practices such that they have a clear understanding of what is expected of them. Deloitte's Cyber Culture raises awareness about data security-related risks and what our people must do to protect Deloitte and client data.

## TRUST AND TRANSPARENCY

### ACCREDITATIONS

We received the following accreditations as a recognition of our sustainable development efforts

- [Deloitte Touche Tohmatsu Limited scored A- in the 2022 Carbon Disclosure Project report<sup>9</sup>](#)
- Deloitte Switzerland's Ecovadis rating is available upon request. For FY24, we are seeking to improve this rating.

### TAX TRANSPARENCY

At Deloitte we believe that tax systems can play a significant role in addressing the defining challenges of our time, including supporting sustainable economic growth and tackling inequality and climate change. Through our work with clients and the taxes we pay and collect, we have a considerable part to play. [The Deloitte Tax Transparency Report](#) illustrates the tax principles that lie at the core of our approach and outlines the details of our tax contribution.

### AUDIT TRANSPARENCY

Our [Deloitte Switzerland transparency report 2023](#) outlines how we deliver independent high quality audits and instil confidence and trust in the capital markets.

9 To earn an A score from CDP, organisations must show environmental leadership, disclosing action on climate change, deforestation or water security. They must demonstrate best practice in strategy and action as recognised by frameworks such as the TCFD, Accountability Framework and others. As well as having high scores in all other levels, these companies will have undertaken actions such as setting Science-based targets, creating a climate transition plan, developing water-related risk assessment strategies, or reporting on deforestation impact for all relevant operations, supply chains and commodities.



## PENSIONS

The nature of pension investments is important to our people, to society and to the natural environment as they will define both the amount of funds available for retirement and the viability of the environment.

We have various employee occupational pension schemes, in line with statutory provisions. All staff employed are insured in a defined contribution plan, which is fully insured by Baloise Leben AG (“Baloise”). We do not have any outstanding or uncovered pension liabilities. For staff other than Equity Partners we cover between 50% and 71.4% of the contribution payments, which range from 11% to 25% in total, depending on the selected plan, age group and compensation level/insured salary.

Occupational pensions, consisting of age, death and disability coverage, are an important part of the benefits we provide to our staff, who are represented in the pension committees. Due to the fully insured occupational pension scheme we cannot directly choose the investment strategy but we regularly engage with Baloise, which has its own sustainable investment strategy, applicable to the investment approach in our plans.

It is our ambition that the default employee pension scheme will, in the mid-term future, be an ESG-focussed growth fund, with impact funds available as options for employees. Our provider of choice will have an SBTi-approved net zero commitment covering their investment portfolio and actively engage companies in its portfolio on their own net-zero commitments.





## 06 BUSINESS

# Business



## OUR SUSTAINABILITY SERVICES

At Deloitte we are committed to making a positive impact on our planet and society while helping our clients do the same. We work with our clients to integrate sustainability into their business models, strategies and value chains.

Our sustainability services are designed to address the unique challenges our clients face based on their respective maturity level, the industry they operate in and their overall sustainability objectives. From strategy and operations to finance and reporting we offer a holistic approach to incorporating sustainable practices throughout our client's organisation.

Based on our multidisciplinary model, our sustainability services bring the breadth and depth of Deloitte's expertise to guide our clients. We evolve and adapt our services accordingly by taking forthcoming regulatory requirements, industry best practices and our latest proprietary technology solutions into consideration.

Our clients are accelerating their sustainability transition. To better serve the volume and increasing complexity of sustainability requests, our Deloitte Switzerland Sustainability team continues to grow.

Today we have approximately 50 full-time professionals dedicated specifically to the topic across all business lines and an additional 60 professionals with sustainability relevant experience to support our colleagues and clients in various industries.

From sustainability regulations, impact valuation and sustainable M&A to decarbonisation solutions, circularity and sustainable supply chains, we bring extensive experience across an array of disciplines. We also collaborate with Deloitte sustainability experts around the world ensuring that we can advise organisations, from large multinationals subject to different sustainability regulations depending on the region, to smaller Swiss businesses with supply chains spanning multiple geographies.



## IMPACT STORIES



### Sustainability transformation and reporting for a client in the chemicals sector

Starting in November 2021, we supported our client – a leading company in the chemicals sector – across various strategic and operational initiatives. We started with a materiality assessment, identifying key environmental, social, governance and economic aspects, which helped shape their roadmap for actionable measures. We contributed to our client’s inaugural Task Force on Climate-related Financial Disclosures (TCFD) report, which underscores their commitment to transparency and proactive climate risk management.

Our support extended beyond reporting and included identifying potential emission reductions and defining science-based targets. In turn, we suggested specific decarbonisation levers, taking their strategic goals and business operations into consideration. We collaborated with the client’s sustainability team and technology leadership to systematically identify and quantify pathways for decarbonisation, thereby equipping them to make informed decisions that could be integrated across their supply chain.

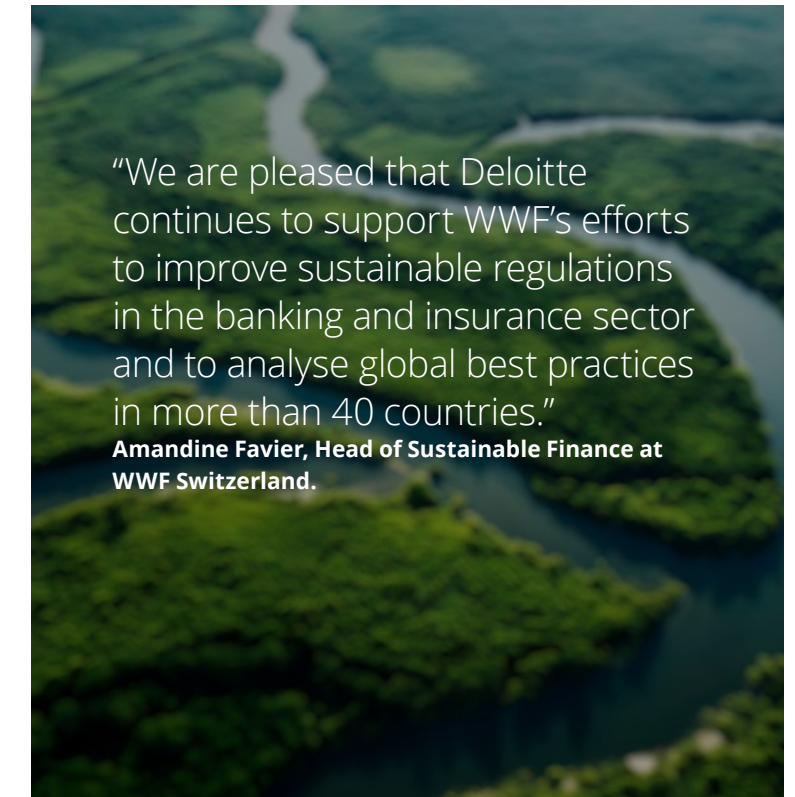
### Supporting WWF’s Sustainable Financial Regulations report

In a world where protecting nature and biodiversity is crucial, financial institutions are playing a pivotal role in choosing which economic activities they facilitate through financing and insurance. Our ongoing work with the World Wildlife Fund (WWF) highlights the importance of and our contribution to this cause.

We have supported WWF since November 2021 with their [Sustainable Financial Regulations \(SUSREG\)](#) report. This annual publication assesses sustainable finance regulations in dozens of jurisdictions around the globe. In doing so, the report highlights the latest examples of good practice as well as regulatory gaps, and provides specific recommendations for financial regulators, central banks, policymakers and the financial sector itself to help achieve a climate- and nature-positive economy.

From further developing the assessment framework and evaluating the different jurisdictions to expanding the report’s scope to include

insurers and helping in its overall production, we supported with WWF because we share their ambition of accelerating the transition to a financial system oriented towards long-term sustainability.



## THE IMPACT OF OUR CLIENT SERVICES

We are aware that, even when our services are not particularly focused on sustainability, we still need to be conscious of the impact they might have on people and planet. Therefore, we shape the impact of our client services through various means. This starts with setting clear guardrails as to which projects we do or do not take on.

We are committed to making sustainability central to our business operations. Through our [Sustainability Delivery Framework](#), stringent guardrails and [ImpactLens initiative](#), we continue to build a culture of responsibility and innovation. We are dedicated to creating lasting positive impacts, driving positive change across our value chain, and contributing to a more sustainable world.

### GUARDRAILS ON CLIENTS WE WORK WITH

We believe our commitment to sustainability extends beyond our firm and our direct operations, encompassing our entire value chain. Our Public Interest Review Group, chaired by the NSE Ethics partner, meets regularly to consider proposed engagements with high public interest characteristics which could potentially impact on the reputation of the firm or that may be of interest to the public. Most cases reviewed by the Group concern matters in the public domain and/or extensively reported on by the media. Where the risk profile of an entity is not consistent with our expected risk appetite and the public interest, we would not seek engagement.

The Group consists of the UK and Swiss Partners for Quality, Risk & Security, the NSE Financial Crime Leader and UK Money Laundering

Reporting Officer (MLRO), the Public Policy & Regulatory Lead, the UK Managing Partner for People and Purpose and a core of representative partners from across the business. The meetings are also attended by members of the relevant engagement, business and industry team and, as appropriate, the relevant business risk leader and communications team colleagues.

### In the recent past the Group reviewed several matters presenting one or more characteristics, for example:

- geopolitical considerations
- the use of Deloitte's brand
- potential conflicts of interest
- concerns regarding potential clients' ownership
- structure and/or leadership integrity.



**The Group has developed additional protocols and guardrails in several subject matter areas which will further evolve over time in line with the external environment and our internal risk appetite. The holistic approach to considering responsible business practices includes:**

- does the entity align with our Shared Values through its business practice/behaviour?
- does engaging in this specific activity with this particular party contribute to building trust between business and society?
- what is the impact on our Deloitte people?
- does this matter align with existing Deloitte commitments or existing/future Deloitte relationships?

Consistent with our Deloitte Global policies and the relevant laws and regulations, we continue to review the services we provide to entities under Russian and Belarusian ownership and/or with operations in those countries. We are mindful of our professional and contractual obligations and the changing circumstances as we undertake this review.

In addition, a number of measures were put in place to identify and evaluate acceptance and continuance of engagements in light of sanctions issued by the UK, EU and US. We established a 'Clearing House' to consider whether from a legal and regulatory perspective it was appropriate to undertake a given engagement, and to consider whether to do so would align with our firm's values and the public interest. As a result, we discontinued working with companies with significant ownership, assets and operations in Russia and Belarus.



### NSE CLIMATE WATCHLIST

At Deloitte we recognise the importance of addressing climate-related risks and their implications for business development. To substantiate our commitment, Deloitte Global joined the Net Zero Financial Service Providers Alliance (NZFSPA), part of the Glasgow Financial Alliance for Net Zero (GFANZ), emphasising our dedication to addressing climate-related risks and our sense of the importance of implementing measures to enhance our audit practices in this domain. As part of this alliance we have agreed to report externally on metrics in the areas of training, communication, application of our audit approach and reporting, relating to climate risks.

In order to report on the above we have implemented a process to capture the relevant information internally for relevant audit clients. This process, based on an NSE blueprint, created the Climate Watchlist within our Audit and Assurance (A&A) practice. In a three-step approach we employ established processes and metrics to identify high-risk clients and create a watchlist of those warranting special attention due to their heightened exposure.



Firstly, clients are considered for inclusion on the watchlist if they operate within the energy industry or are listed on the Climate Action 100+ initiative list.

The second step involves a more comprehensive evaluation. Clients that meet at least two of the following criteria are further examined for potential inclusion on the watchlist:

- operating within high-risk industries such as energy, metals, utilities, or transportation
- displaying low external ESG ratings according to CDP or Eikon assessments
- exhibiting emissions-to-revenue ratios that rank them in the top 20% of carbon emitters in the network.

Finally, clients can be included on the watchlist if they fulfil any of the following conditions:

- show noteworthy reasons for further evaluation e.g., a large private utilities company; a high-risk industry; borderline indicators; or a decline in scores over the past year
- garner noteworthy activist attention, such as from Climate Earth.

We expect audit engagements on organisations included in the watchlist to incorporate a tailored work programme in the audit plan, consisting of the appointment of a climate specialist and additional audit procedures to appropriately address the potentially heightened climate risk. These additional requirements form internal metrics which align with the GFANZ/NZFSPA metrics and ensure that

our audit teams are well equipped to identify, evaluate, and respond to clients' climate risks.

In addition, the team is asked to document its considerations as part of the audit risk assessment, obtain a management position paper on climate risk and reflect the results of the above in its audit reporting. Where appropriate, the audit teams are supported by the climate specialist during meetings with Those Charged With Governance (TCWG) in discussions on climate risks, responses, and relevant disclosures that enhance transparency and accountability.

The Climate Watchlist is subject to continuous monitoring and the internal metrics are summarised at NSE level each year, feeding into the GFANZ /NZFSPA external reporting. We expect a further expansion of the Climate Watchlist as climate risks across industries increase. New information and insights are incorporated to ensure that our assessments remain current and relevant each year. Regular updates are provided to the Deloitte Board of Directors regarding the status and progress of this process.

Finally, our efforts extend to encompass a variety of initiatives. These include training sessions, open brainstorming gatherings, and significant emphasis on climate impact on financial statements during the annual audit training update.



## SUSTAINABLE DELIVERY FRAMEWORK

Our Sustainability Delivery Framework (SDF) is a structured approach that enables us to integrate sustainability into every facet of our business operations and deliver all our services more sustainably. The SDF is a set of tools providing guidance on ways to empower teams, adopt sustainable ways of working and reduce our people's travel emissions. This is also important to our clients as we are part of their Scope 3 emissions. The SDF consists of three main pillars: 'Ways to empower your team', 'Ways to work sustainably' and 'Ways to reduce your travel emissions'. First, we encourage our people to educate themselves about climate change through our educational materials and trainings and to join one of the sustainability communities at Deloitte Switzerland. During the proposal stage we encourage them to integrate an ImpactLens assessment and research the client's sustainability commitments to start a conversation on the topic. We also encourage our people to fill in the [Travel Emissions Calculator](#) and add the output to the proposal, which is discussed in more detail with the client and revised accordingly after the contract has been signed. For engagements above a certain financial value the use of the Travel Emissions Calculator is mandatory so as to ensure that the emissions for the engagement are in line with our target to reduce emissions by 50% per FTE by 2030 against a 2019 (i.e. pre-Covid-19) baseline.

At the start of the engagement, we encourage teams to assign a Green Team Lead who ensures sustainable delivery and engages the team through a Sustainable Ways of Working session where the importance of climate action and application of the SDF are refreshed. During the engagement our teams are encouraged to monitor their

travel emissions, organise events through the application of our sustainable events guide and limit their digital footprint. They can also set up a team challenge to be more sustainable in their personal lives through [Giki Zero](#). Finally, all our commitments with regards to sustainable delivery are captured in the Sustainable Delivery Clause which is included in all engagement letters.

To ensure this approach is applied by all our people, last year we trained half our employees on the SDF and we will be continuing to deliver this training on a quarterly basis. Furthermore, our employee objective setting has been connected to this framework. They can for example set the objective to attend one of the trainings.



## IMPACTLENS

ImpactLens is our proprietary tool that evaluates the potential sustainability impact of a specific client project and provides recommendations to improve this impact. It ensures that sustainability is not just added when requested by the client, but rather proactively included by our teams as an integral part of the project content.

We identified a need for a sustainability lens to be added to our clients' projects to help them improve their overall impact on the planet and society. The assessment methodology is primarily based on the Sustainable Development Goals (SDGs), a framework widely used by companies to assess their impact.

The sustainability assessments cover the potential positive and negative impact of the project and offer recommendations to amplify the positive and mitigate the negative. This can help clients in achieving or accelerating their sustainability objectives, particularly if these are aligned with the SDGs.

ImpactLens assessments have many benefits for clients and align with our Purpose to make an impact that matters. Our competitive edge and that of clients is sharpened by understanding the impact of a project and what can be adapted to contribute to reaching the SDGs. Consumers are considering environmental and social criteria during their purchasing decisions more frequently. Similarly, talent moves to organisations that offers the opportunity to positively impact our planet and people and work in a purpose-driven environment.



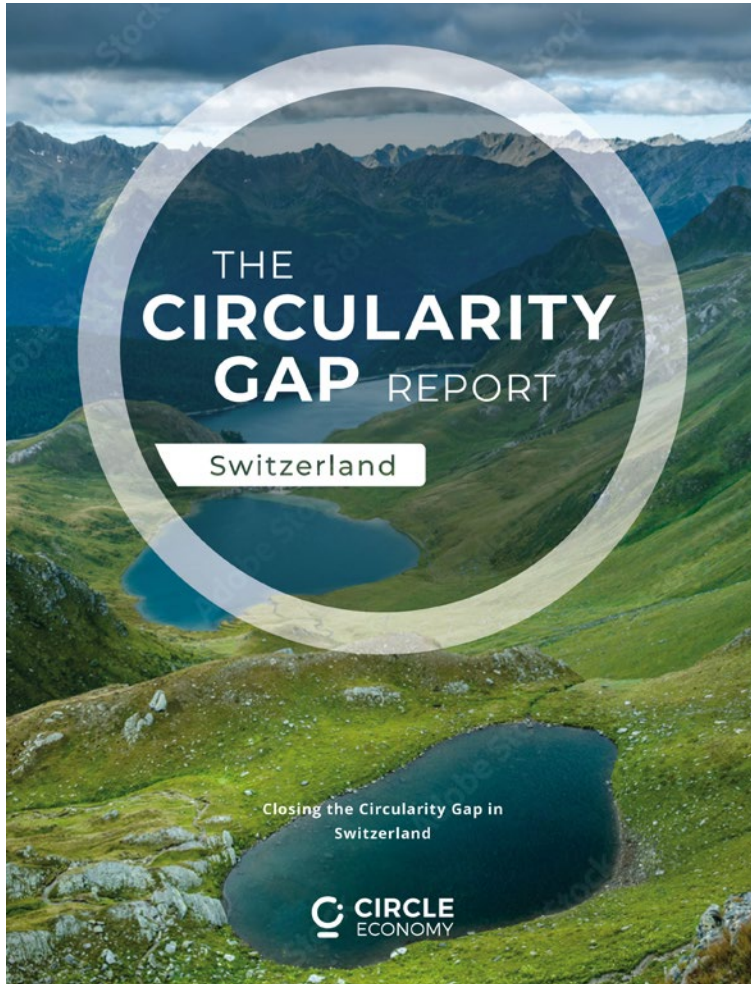
One of our ambitions in working with organisations in the International Affairs and Development sector is to help these organisations achieve the SDGs. Through the ImpactLens, we can draw greater attention to and accelerate the efforts towards collectively reaching the UN's 2030 targets in the private sector.

For example, we increasingly see clients undertaking digital transformations. Although this could be beneficial to the productivity of the workforce, these transformations can have a potential negative impact on both the environment and people. Increasing data processing and thus energy consumption could negatively impact the environment unless measures such as partnering with renewably powered technological providers are taken. The societal impact of a digital transformation could include a worsening digital divide if suitable solutions for diverse groups are not implemented and employees are not properly trained. What ImpactLens delivers is an initial identification of the negative and positive impact of any change before mitigating the negative with actionable recommendations and enabling positive change. This is the thoughtful consideration that ImpactLens offers at a project level.

Our aim is to move from offering sustainability impact assessments for specific projects and activities to integrating a sustainability lens for all projects and activities.

**Our aim** is to move from offering **sustainability impact assessments** for specific projects and activities to integrating a **sustainability lens** for all projects and activities.

The UN developed 17 goals with 169 targets to be reached by 2030 to mitigate further environmental and social deterioration. Every client project has a connection to the SDGs, whether this is training employees (SDG4), using renewable energy for technological developments (SDG7), or allowing the business to function more effectively (SDG8).



### THOUGHT LEADERSHIP: SUSTAINABILITY KNOWLEDGE-SHARING

We aim to help companies keep pace with changes on the horizon. Through insightful analysis and informed perspectives, our thought leadership provides a roadmap for companies to integrate sustainable principles into their business strategies, build organisational resilience and create a more environmentally conscious and socially responsible future.

Over the past year we asked CxOs how climate change is affecting them and their organisations, interviewed Chief Sustainability Officers and sustainability leaders about their vision for the future and discussed the role that CFOs can play in embedding sustainability into their organisations. With our TrendRadar: Future of Sustainability, we recently analysed the sustainability trends that will impact us in years to come and categorised them based on their levels of urgency.

In March, we launched the inaugural Circularity Gap Report for Switzerland. This flagship report assesses how circular the Swiss economy is and underscores the challenges and opportunities involved in transitioning to more circular methods, materials and mindsets. The report provided detailed and actionable insights for key sectors to help kick start this transition.

We highlighted the increase in climate litigation brought against companies and how they can adapt their compliance strategies accordingly, specified what financial institutions need to know about incorporating climate-related scenario analysis into their reporting and risk frameworks and we also started a podcast focusing on Swiss start-ups in the sustainability space. From how the agricultural sector

can use geospatial intelligence to comply with upcoming sustainability regulations, and the sustainable procurement technology options to report on your Scope 3 emissions, to why sustainability is vital to create and protect value in M&A deals and the impact that EU sustainability regulations will have on Swiss-based companies, we have provided practical guidance to companies looking to accelerate their sustainability transition.

An aerial photograph of a dense, vibrant green forest. A dark blue river winds through the center of the forest, creating a natural divide. Several power lines with towers stretch across the scene, indicating human infrastructure within the natural environment. The lighting is bright, highlighting the various shades of green in the canopy.

## 07 ENVIRONMENT

# Environment



## WE ARE COMMITTED TO EMBEDDING RESPONSIBLE CLIMATE CHOICES THROUGHOUT OUR ORGANISATION

We are driving forward positive change to help achieve the goals of the Paris Agreement and to translate our ambition — to help lead the world’s transition to a lower-carbon future — into meaningful, measurable action. This requires a holistic approach: making environmental sustainability central to how we work. We inspire and empower our people to own the change, collaborate with external partners and share their experience with our clients.

Scientific evidence unequivocally confirms the urgency of addressing the global climate emergency and the environmental limits within which humanity can safely operate. The climate crisis is leading to extreme weather events, increased resource scarcity and health risks. It is also causing supply chain disruption and human and animal migration as it fundamentally reshapes how we live. Other risks related to crossing planetary boundaries include biodiversity and nature loss which are important for all processes that support life on Earth, directly impacting the food we eat, the water we drink, the air we breathe and our health.

Deloitte Global’s [2023 CxO Sustainability survey](#) of more than 2,000 CxOs across 24 countries shows that the climate crisis is a top priority for CxOs and their organisations, with many rating climate change a “top three issue”. The climate crisis is also a major concern for Gen Zs and millennials who, according to our [global 2023 report](#), continue to demand greater climate action from their employers. The survey results show that nearly four in ten Gen Zs and millennials say they have rejected work assignments due to ethical concerns.

As part of a global network, we have a responsibility and an opportunity to contribute positively to a more sustainable world, both in our own operations and through the services we perform for our clients. This is why Deloitte Global introduced in 2020 its [WorldClimate](#) transformation to become a more sustainable firm. Recognising the necessity of collective action to effectively tackle the climate crisis, our transformation consists of a three-pronged approach — actions we take, actions we inspire our people to take, and actions we take with clients and others in our business ecosystem. Part of this transformation also includes our global commitment to science-based net-zero emissions with 2030 goals for our own operations, validated by the Science Based Targets initiative (SBTi). We are embedding sustainability into policies and practices throughout the organisation and measuring performance against our goals. We recognise that as a service company our greatest impact is in the third pillar of our approach: the actions we take with clients and others in our business ecosystem. Our own footprint is relatively small.

Over the past year we have shown that we have the scale, knowledge and resources to take meaningful, measurable action. Deloitte’s global targets are continuously communicated to every geography. Every quarter, Deloitte Switzerland as well as the other geographies report their progress on the targets to the dedicated [WorldClimate](#) team via a maturity matrix and are rated on their progress. We also launched a set of tools to empower our people to deliver our work more sustainably and developed our sustainability and climate client

services. Furthermore, in autumn 2022, we appointed our first Chief Sustainability Officer, [Liza Engel](#).



## ACTIONS WE TAKE – ACHIEVING NET-ZERO AND EMBEDDING SUSTAINABILITY

We adhere to and implement the Deloitte NSE Environmental Energy Policy statement :

### We commit to:

- Achieve science-based net-zero with 2030 goals
- Implement sustainability governance driven from the Executive level and embedded into business processes
- Review progress and report publicly against our environmental and energy targets (including 1.5°C aligned science-based GHG reduction targets)
- Invest in meaningful market solutions for GHG emissions we cannot eliminate
- Incorporate energy and water efficiency into the design, refurbishment and operation of our estate
- Optimise internal environmental conditions and reduce our impact on local air quality, to contribute to health and wellbeing
- Use resources and manage waste according to circular economy principles
- Reduce our business travel GHG emissions (in line with our published targets)
- Work with suppliers to reduce GHG emissions (in line with our published targets) and tackle other environmental impacts in our supply chain

- Map how we put pressure on nature and take steps to halt biodiversity loss within our value chain

### In addition, we will:

- Educate our staff on their environmental impacts and empower them to take action on climate change in their working and home lives
- Collaborate with clients and external stakeholders to create and scale climate solutions and stimulate the green economy
- Conform to all relevant compliance requirements related to the environment and energy
- Maintain procedures to mitigate the risk of pollution
- Pursue a programme of continuous improvement of our procedures and performance
- Ensure that our policy is clearly communicated both internally and publicly

This policy will be reviewed and updated on an annual basis or due to a material change of circumstances.



## OUR GREENHOUSE GAS EMISSIONS

We have monitored and managed our GHG emissions as part of our ISO 14001 Environmental Management System since 2011. Our emissions are calculated at Deloitte NSE level using the operational control consolidation approach, as described in the GHG Protocol and validated by an external auditor prior to year-end reporting. [Our greenhouse gas emissions statement](#) (also see appendix), [our basis of reporting](#) and the [external assurance statement](#) are publicly available. Our emissions data is reported to Deloitte NSE and Deloitte Global, the latter of which uses it in the Global Impact Report and submits it to the Carbon Disclosure Project (CDP). Deloitte Global recognises the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as a framework for assessing and reporting on climate-related risks and opportunities. In 2021, Deloitte Global published a [TCFD report](#) that covers the entire Deloitte network. The first expected North and South Europe TCFD report is expected to be published in 2024.



## SCOPE 1, 2 AND 3

### Did you know?

Scope 1, 2 and 3 is a way of categorising the different kinds of greenhouse gas (GHG) emissions a company creates in its own operations and its wider value chain. The term first appeared in the Greenhouse Gas (GHG) Protocol in 2001.

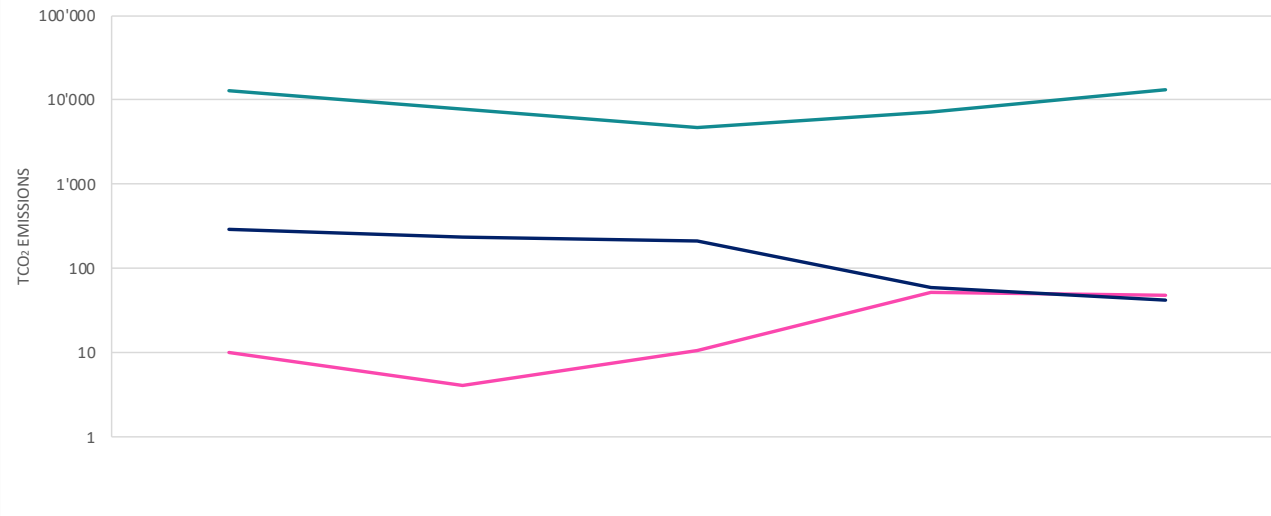
- **Scope 1 emissions** are direct emissions from owned or controlled sources.
- **Scope 2 emissions** are indirect emissions from the generation of purchased energy.
- **Scope 3 emissions** are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

We have committed to reducing our absolute scope 1 and 2 GHG emissions by 70% by 2030 against a 2019 base year. We are also committed to reducing our Scope 3 GHG emissions from business travel by 50% per FTE by 2030 against a 2019 base year. Regarding further Scope 3 emissions, we aim to have 67% of our suppliers (by emissions) set their own SBTi-approved GHG reduction targets by 2025. These commitments are publicly available on the SBTi website.

Our Scope 3 covers business travel (air travel, rail, taxi, car rentals, reimbursed mileage, hotels), employee commuting (GHG emissions associated with the transportation of employees between their homes and their workplaces) and homeworking. We further account for the GHG emissions from our use of digital services within Scope 3. As Deloitte we contribute to digital pollution through energy consumption from data. Seeking to mitigate our digital footprint, we are actively exploring initiatives to optimise our use of data centres and cloud-based services and are running behavioural change campaigns with our people.

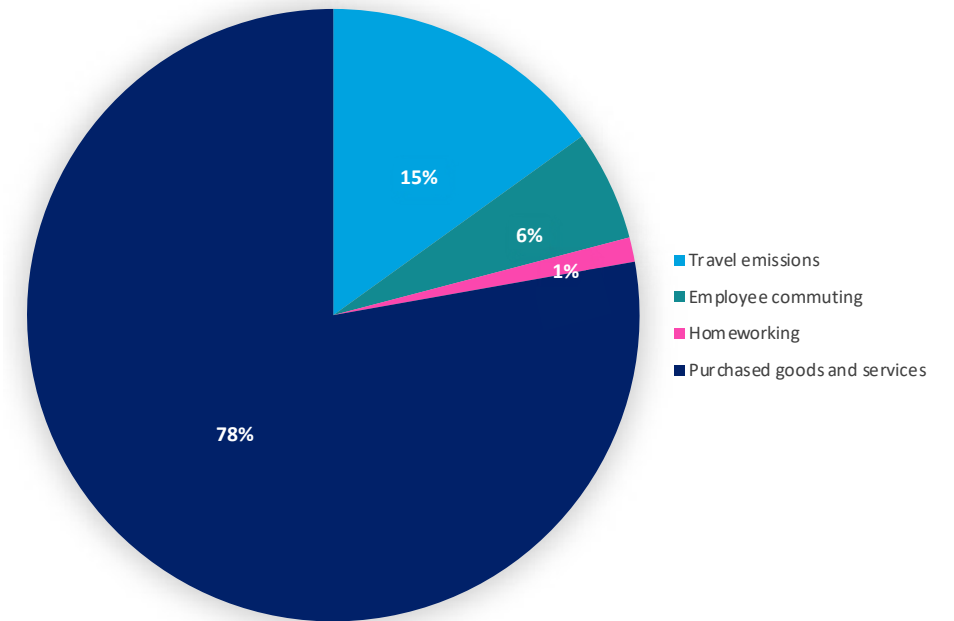
Overall, our gross total emissions per FTE decreased by 23% compared to a FY19 base line. They have however increased by 62% per FTE in FY23 compared to FY22, which is mainly due to the increase in travel emissions. On the upside, we have managed to continue decreasing our total scope 1 and 2 emissions by 29% since FY22.

### SCOPE 1,2&3 EMISSIONS IN TONNES CARBON DIOXIDE (TCO<sub>2</sub>)



		Total FY19 (tCO <sub>2</sub> )	Total FY20 (tCO <sub>2</sub> )	Total FY21 (tCO <sub>2</sub> )	Total FY22 (tCO <sub>2</sub> )	Total FY23 (tCO <sub>2</sub> )
	Scope 1	290	234	213	60	42
	Scope 2	10	4	10	52	48
	Scope 3	12,847	7,865	4,734	7,117	13,139
	Gross total emissions	13,147	8,103	4,957	7,229	13,228

### FY23 Scope 3 emission categories





### CREATING IMPACT BEYOND OUR VALUE CHAIN

While we work to transform our business and focus on reducing emissions in our value chain, we want to go beyond that and help accelerate the global transition to net zero by investing in innovative solutions. This stems from the core tenet of our *WorldClimate* transformation to invest in meaningful solutions for the emissions we have yet to eliminate.

Since FY21 Deloitte Switzerland has invested in carbon credits to compensate for emissions that we did not succeed to reduce yet. For FY23 we have evolved our approach to one that enables us to both compensate for ongoing emissions and contribute to societal decarbonisation outside our value chain. This means using our reach and capabilities, skills and financial investments, to protect and restore nature, amplify solutions that tackle emissions and boost innovation. This year we continued to purchase carbon credits, generated by projects aligned with our Purpose agenda, to offset the impact of operational and travel emissions. Offset projects we supported include reforestation and those focused on health and livelihoods. The region of Deloitte North and South Europe, to which we belong, also invested over £1 million in pro bono support and mentorship to finalists of The Earthshot Prize.

We will continue to develop our approach to beyond value chain mitigation as a component of our overall net-zero strategy as external guidance and leading practices evolve.

### SUPPLY CHAIN AND PROCUREMENT

Our largest source of emissions is our supply chain, which involves multiple industries and regions. Because more than two-thirds of our aggregate emissions are derived from purchased goods and services, our *WorldClimate* transformation includes a specific focus on developing more sustainable supply chains. We have committed to the goal of having 67% of our global suppliers (by emissions) adopt a science-based target by 2025. Currently, 20% of our strategic suppliers have set those targets, 6 percentage points increase compared to FY22.

Efforts to assess, manage and reduce supply chain emissions are underway across our major purchasing categories and include implementation of a sustainability-related request for proposal (RFP) questionnaire and contract clauses. Currently we include five

*WorldClimate*-specific clauses in every new and renewed contract managed by our global procurement function. The contracts cover the following aspects: greenhouse gas emissions, science-based targets, renewable energy, labour and human rights, and engagement with the supplier's sustainability function upon request to discuss actions taken to address sustainability issues in their operations and supply chain.

In support of these goals Deloitte Global has established a Procurement Sustainability team with the express purpose of driving sustainability solutions in our supply chain and procurement processes. This team is also currently conducting a supplier engagement project with approximately 400 high-emitting global suppliers. The project is focusing on suppliers committing to a Science-Based Target (SBT) and reporting under the Carbon Disclosure Project (CDP).



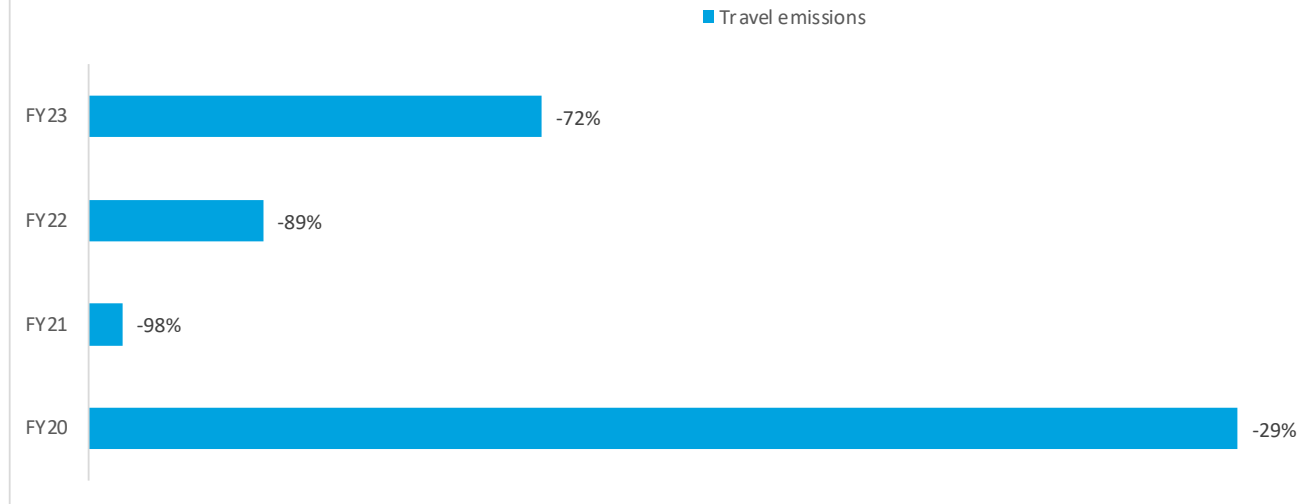


### BUSINESS TRAVEL EMISSIONS

Our second largest source of emissions is business travel as our traditional business model often requires a lot of international travel. We have reduced our Scope 3 GHG emissions from business travel by 72% per FTE from our FY19 base year but have at the same time experienced a 160% increase in business travel emissions per FTE in FY23 compared to FY22.



Business travel per FTE, change against FY19 baseline

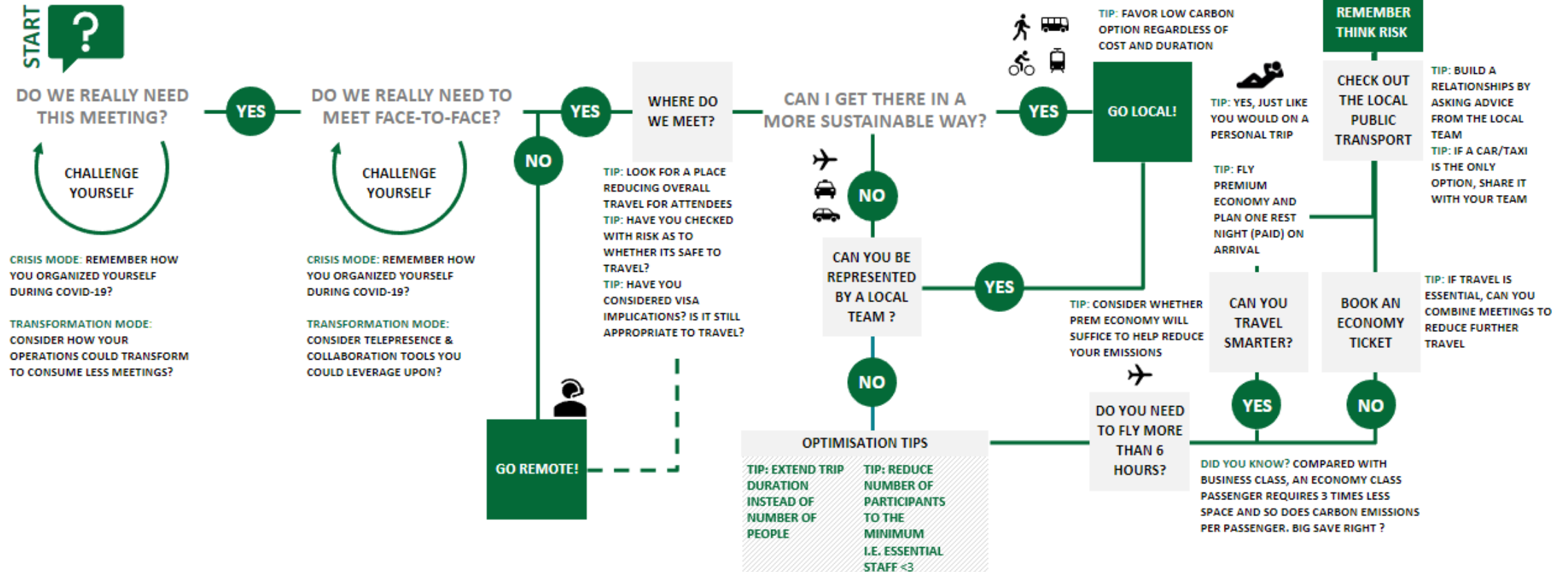


Covid-19 restrictions led to a drop in carbon emissions; however, emissions rebounded when restrictions eased. The pandemic taught us that air travel is not always necessary to do business. We have committed to reducing our travel emissions by 50% per FTE by 2030 against a 2019 (i.e. pre-Covid-19) baseline. We are closely monitoring and reporting our travel emissions to remain below our targets. All employees must book air and rail travel as well as hotel stays via our preferred suppliers' platforms, which allows us to track individual emissions and report them on a regular basis to our CEO, COO and business leads.

The Sustainable Delivery Framework (SDF) helps us proactively work with our clients to reduce our travel footprint and the carbon emissions associated with our projects. It includes a [Travel Emissions Calculator](#), which enables the forecasting, monitoring and discussion of alternative options to encourage sustainable travel behaviours. Client engagements above certain value thresholds are mandated to use the Travel Emissions Calculator to limit emissions. The calculator has suggestions and recommendations to support more sustainable delivery, including a travel emissions checklist to help our people reduce their expected carbon footprint. We encourage our people to reconsider their travel and to make carbon-conscious choices.

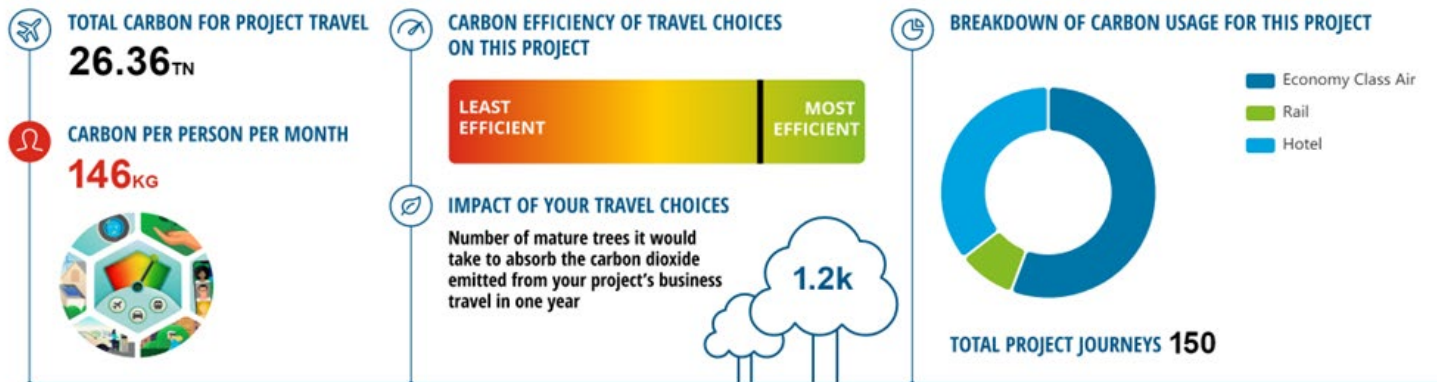
# Smarter Travel Decisions

A decision tree to help drive sustainable travel



## Example of Travel Emissions Calculator output

### Project Summary



Deloitte has committed to reduce business travel emissions by 50% per person by 2030 on FY19 levels as we work towards net zero emissions. We have created this tool to help our people and other users understand and reduce the climate impact of their travel choices.

In FY23, we also implemented a revised travel policy which encourages more sustainable behaviours, such as travelling by train instead of airplane across Switzerland and to nearby cities in neighbouring countries, choosing economy rather than business class, and opting for video and phone conferencing whenever possible. This travel policy is reviewed on an annual basis and we seek continuously to increase our ambition as we tackle this topic.



### WORKING FROM HOME AND COMMUTING

In FY23, our emissions from working from home have decreased by 16% per FTE as our people are again meeting more frequently at our offices or at the client’s premises. This however has the result that we observe an increase in employee commuting and its related emissions.

We encourage our people to balance meaningful in-person connections, for mental health and teamwork benefits, with working from home opportunities. We run regular engagement campaigns to inform our people on virtual delivery options and more sustainable travel behaviour. The use of public transport for commuting and private travel is encouraged by offering the Swiss Half Fare Card to all our employees. We have also made Deloitte bicycles available in Zurich, Geneva and Basel and we will evolve our mobility strategy further in FY24.



### REAL ESTATE AND ENERGY

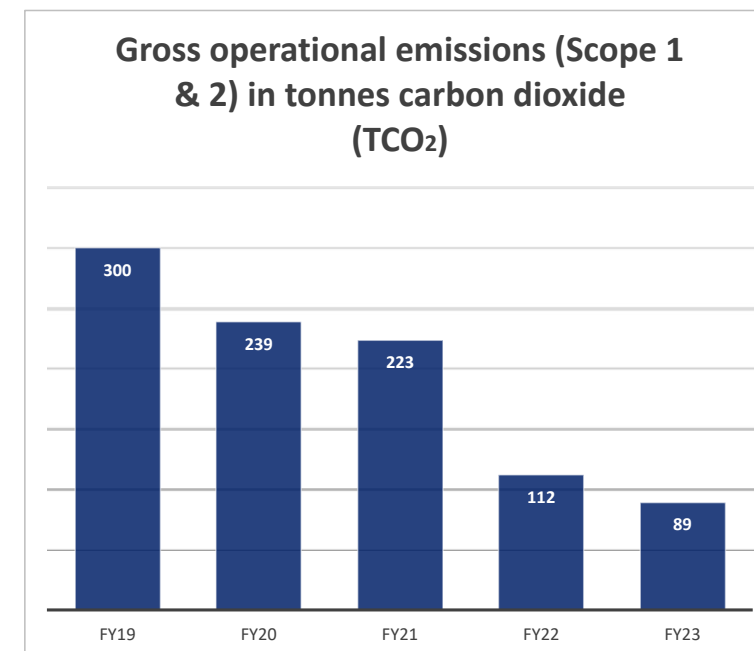
We have reduced our absolute Scope 1 and 2 GHG emissions by 70% from our FY19 base year. We have achieved this by working together with property owners to implement positive, lasting change, although we do not own our office buildings. Since 2017 we have sourced 100% renewable electricity for all offices where our electricity contracts were under our direct control. In 2020, we also began purchasing Energy Attribute Certificates to compensate for the electricity used in offices where we do not control the electricity contract – enabling us to demonstrate that 100% of our electricity is sourced from renewables.



We have developed a ‘Better Buildings’ programme to help us embed sustainability in all our office leasing and fitting-out decisions. Our Zurich headquarters, Prime 2, has been certified LEED Gold (Gold Standard of Leadership in Energy and Environmental Design). Our two main regional offices (Geneva, Basel) are in buildings constructed according to MINERGIE standards.

We maintain efficient operations and have installed automatic meter readers (AMRs) to provide us with live electricity and gas data to

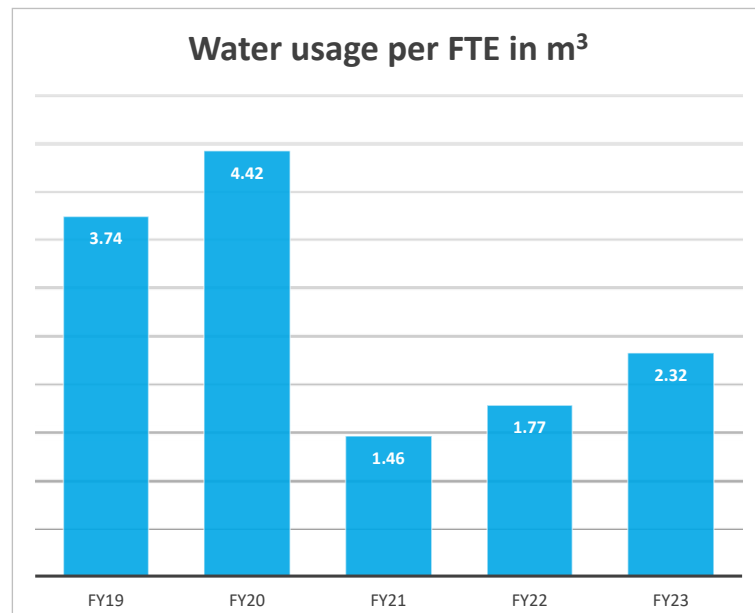
enable us to better manage daily usage. We continuously upgrade our offices (e.g. installation of LED lights, PIR sensors, more efficient air-handling units, etc.) and set energy-efficiency standards when procuring new equipment. We use eco-responsible data centre providers who operate carbon-neutral data centres and source 100% renewable energy. These measures ensure that when we support our clients from our sites, we do so in a highly carbon-efficient manner.





## WATER

As a professional services organisation, water consumption is one of our lesser material environmental impacts. Nonetheless, we recognise its importance as a global issue. We have set an internal target for water reduction in our offices, are implementing action plans, collect data monthly and track improvements within our ISO 14001 Environmental Management System. Our water usage per FTE has decreased by 38% compared to a FY19 baseline but will need to be monitored closely in the future as we have experienced an increase of 31% compared to FY22.



## RESOURCE EFFICIENCY AND WASTE MANAGEMENT

Our waste per FTE has decreased by 70% since FY19 and has continuously decreased over the years. We have managed to increase the share of recycled waste by from 10% to 18% compared to FY22. We have also used significantly less paper over the years, with a 65% decrease since FY22.

Waste is a material environmental impact for our firm, and we have implemented controls and action plans to manage this issue. We comply with all relevant legislation and manage our exposure to risks via our ISO 14001 Environmental Management System. We maintain a register of our waste contractors and disposal sites and check their waste licences and/or environmental permits regularly. We also retain waste transfer and waste consignment notes for any removal of waste from our sites. We have set targets for waste reduction and recycling and are not sending waste to landfills. We collect data each month and track improvement against our targets.

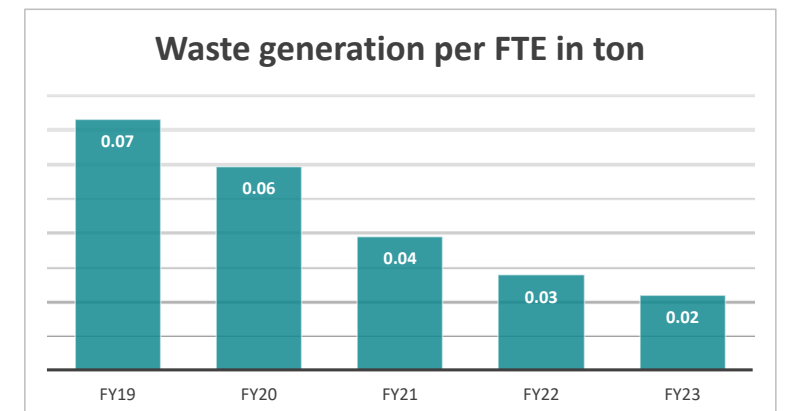
We have also created a 'zero avoidable waste plan' through which we aim to eliminate avoidable plastic waste by 2025 and to eliminate all avoidable waste by 2030. The next step in this plan is to engage our value chain by prioritising the purchase of goods that support circular economy principles and working closely with suppliers to deliver on this ambition.

We target key areas of waste production. Our waste reduction progress includes recycling points at each office, re-use of materials, implementing a paper-light office strategy and responsible printing.

The only Waste Electronic and Electrical Equipment (WEEE) we generate on a regular basis is redundant IT equipment, which we have reconditioned and refurbished.

Regarding food waste, 93% of the food in the Zurich office canteen is circular, meaning that only 7% is wasted. One way in which this is achieved is that the canteen offers leftover food through the mobile app, Too Good To Go, on a daily basis.

We also inform canteen customers about the CO<sub>2</sub> content of the menus, and we offer a daily vegetarian option. Additionally, our catering services provider reports and monitors the daily amount of preparation waste and production surplus from the Zurich office canteen. Recycled takeaway boxes are offered to participants in events for leftover food. We have further committed to tackling single-use plastic by developing plans to reduce or remove sources of plastic waste.





## EVENTS

Through sustainable events we can lead by example and encourage others to choose more sustainable options. We host many events each year, providing an opportunity to showcase and encourage more sustainable practices. We have implemented a Deloitte Sustainable Events Guide across Deloitte Switzerland. The guide is used by event planners to consider sustainability with respect to venue, accommodation and transport, catering, energy use and materials and measurement and communication. We will continue to ensure firm-wide adoption of the guide in FY24 as we explore minimising and reporting our emissions from events as well as further reducing waste.

## BIODIVERSITY AND NATURE

As we translate our ambition into action, we also continue to examine environmental issues more widely by looking at our impact on nature and biodiversity. Biodiversity is crucial for healthy ecosystems and a healthy planet. Much of the world's biodiversity is at risk due to climate change, human consumption and other impacts. This means any disruptions to the Earth's ecosystems will affect our current way of life. It also means that organisations of all kinds have an important role to play in protecting nature.

While our organisation's direct impacts in this area are limited and none of our Deloitte Switzerland offices are in a "Key Biodiversity Area", Deloitte Global is developing a global nature and biodiversity strategy and supporting nature-positive solutions. We are starting to assess impacts throughout our value chain and implementing measures to promote a sustainable, circular economy. As part of this

effort, Deloitte Global launched Products with Purpose, a catalogue of branded promotional items that adhere to a set of sustainable supply chain guidelines, including impacts to nature.

Globally, we also support investments to restore forest canopies and mangrove coastlines that sequester carbon and provide benefits to nearby ecosystems.



## THE COLLECTIVE POWER OF INDIVIDUAL CHOICES

As a global organisation with approximately 415,000 people around the world we understand how individual choices can add up to powerful collective action. We help raise awareness globally and inspire action with internal webinars such as "Know nature. Boost biodiversity," which focuses on biodiversity impacts and how each of us can help. One of our key corporate volunteering activities in the past year was organized by WWF Switzerland, in which we offered our people the chance to learn more about biodiversity and nature preservation and gain hands-on experience.

## HELPING CLIENTS PRIORITISE NATURE

Globally we support our clients in their efforts to assess their impact and prioritise nature and biodiversity. This includes sharing insights and actionable guidance from throughout our organisation, such as:

- [Banking on natural capital](#), a report on unlocking the value of nature and actions that can be taken to promote a nature-positive future
- [Climate-nature nexus: Expanding finance from climate to nature](#), a webinar on integrating climate- and nature-related risks
- [Nature is next: Towards integrating nature-related risks in the Dutch Financial sector](#), an article on how financial institutions in The Netherlands can learn about and engage with nature-related risks.

Most recently, in September 2023, Deloitte Switzerland was commissioned by WWF Switzerland to co-write a global report entitled, "[Underwriting our planet: How insurers can help address the crisis in climate and biodiversity](#)." Drawing on additional input from industry experts, academics, WWF and Deloitte experts from around the world, this report highlights the roles that insurers play not just as investors, but also as risk underwriters in addressing environmental challenges. It offers a comprehensive guide to how insurance companies can positively impact global climate and biodiversity goals, including the actions required, innovative products available and best practices around the world that promote sustainability and protect the natural world.

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## ACTIONS WE INSPIRE – OUR PEOPLE ARE CENTRAL TO OUR TRANSFORMATION

Our people are our superpower and by engaging and educating Deloitte employees on climate change impacts – decisions about their work, travel, consumption, use, and purchases - we enable our people to make positive environmental choices both at home and at work and

amplify these through their personal networks. We raise awareness through dedicated intranet pages, engagement campaigns, events, stories on our corporate channels, our sustainability community, social media and newsletters. Two key initiatives through which we empower our people are the integration of [sustainability in objective setting](#) and the application of the [Sustainable Delivery Framework](#). Additionally, we strongly promote sustainability in learning and development and the Climate Champions Network.

### SUSTAINABILITY LEARNING AND DEVELOPMENT

We ensure our people can become more informed through climate and sustainability training, including one mandatory *WorldClimate* e-learning from Deloitte Global, developed in collaboration with the WWF. The programme helps our people discover what our firm is doing to reach net zero and how they can incorporate sustainability practices into their day-to-day actions. Completion of this e-learning is part of our performance assessment for partners. A suite of on-demand/ elective climate and sustainability training is also available through our learning platform with extensive content from beginner to expert levels. Additionally, we have piloted [Climate Fresk](#) workshops for our people, which teach the fundamental science behind climate change. This was offered during the annual Swiss Sustainability Week in March 2023, which included cross-industry panel discussions, the Deloitte Sustainability Ecosystem Fair showcasing our sustainability solutions, a circularity incubator event, a clothes swap and further awareness campaigns. In our Earth Month campaign, we focused on specific, achievable ways our people can help build “Better Futures. Together.” Beyond that, several Sustainability Learning Weeks are organised

throughout the year, whether at Global, NSE or Swiss level. We also encourage our people to sign up for [GIKI Zero](#), a website and mobile app designed to help individuals learn more about the environmental impact of their everyday actions and take sustainable steps to improve their footprint.

### THE CLIMATE CHAMPIONS NETWORK

Our Swiss Climate Champions Network, sponsored by our Deloitte Switzerland CSO, is a team of passionate and motivated individuals from across all business and office locations who work to improve the sustainability of our firm. We regularly update our Climate Champions on our sustainability efforts and milestones, and they cascade this information to their teams. They provide valuable bottom-up feedback and ideas, and they help us drive improvements and lead and support sustainability projects on a volunteer basis. At the end of FY23, we had over 100 climate champions and we aim to grow that number.





“Due to my role as a Climate Champion, I am personally very excited about the Sustainable Delivery Framework trainings, but also because I think that we can really make a difference here. We, as Deloitte, can prove that we ‘walk the talk’ and deliver on what our clients and current and future talents expect from us.”

– **Martin Stolz, Advisory**

“I joined the Client Champions Network since I strongly believe that fundamental transformational change can only happen if sustainability is embedded at the core of our daily work – consequently internal sustainability topics must be further prioritised.”

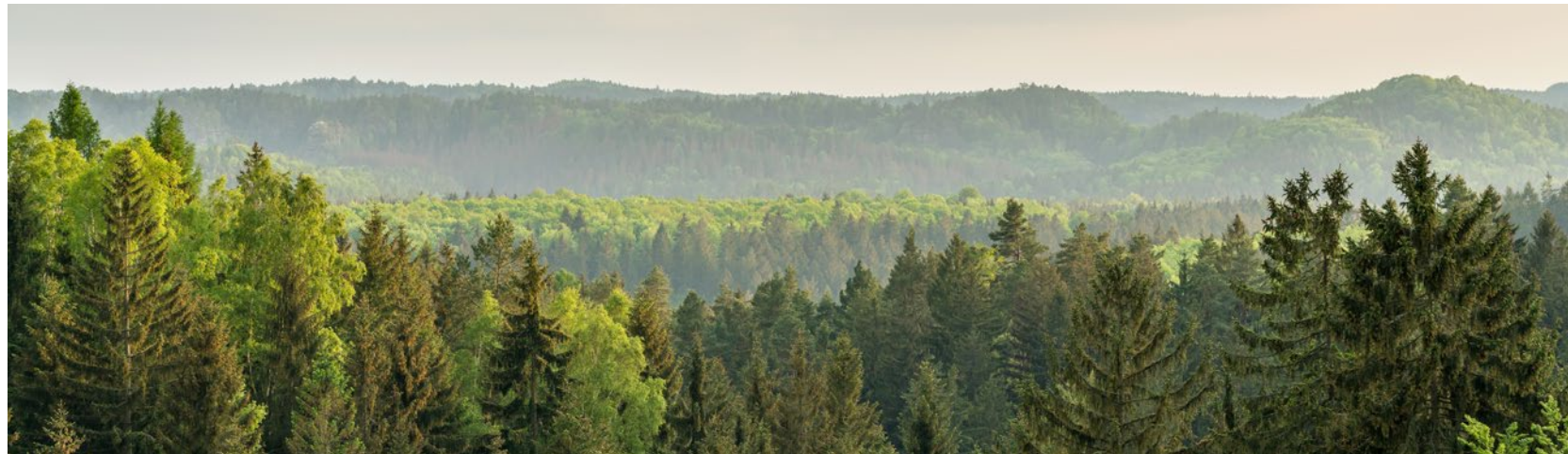
– **David Markovic, Audit & Assurance**

“As a climate champion, I co-organised the Swiss Sustainability Week this year. The preparation took a few months, and it turned out to be a success with more than 200 participants in our various events. I was supported by several enthusiastic volunteers and I am immensely proud of what we achieved!”

– **Ruta Verbickaite, Advisory**

“I got involved in the Climate Champions Network as I would like to work on sustainability not only as a consultant, but also to make Deloitte a more sustainable employer. I feel purpose and belonging through the network and I am incredibly grateful for all the motivated and knowledgeable people I have got to know.”

– **Kaja Brodtkorb, Audit & Assurance**







## 08 SOCIAL

# Social



Social sustainability is a fundamental pillar of our commitment to make an impact that matters. We aim to channel this through our company culture, based on our Shared Values of leading the way, serving with integrity, taking care of each other, fostering inclusion, and collaborating for measurable impact. Through our culture, we aim to empower our people to drive positive change.

**Our employee value proposition, focusing on our people, is based on three main pillars:**

Through these three pillars, we aim to enable every employee to make an impact.

Our external social impact is driven by our *WorldClass* programme. Our global society faces pressing challenges resulting from inequities across many aspects of society—from equity in education and health, to equality and inclusion at work, to meeting urgent needs related to humanitarian crises. We actively engage in addressing and creating solutions to these challenges.

## DIVERSITY, EQUITY AND INCLUSION

At Deloitte, we want everyone to feel they can be themselves and thrive at work – in every country, everything we do, and every day. We know this vision can only be achieved by providing a workplace culture that is always inclusive, underpinned by respect and appreciation for diversity in all its forms. This is why respect and inclusion are the foundation of our global diversity, equity and inclusion (DEI) strategy and the inspiration for our recruitment, reward, promotion and succession processes.

At Deloitte, inclusion means embracing everyone’s voice and opinion. We celebrate and value our diversity and combine all our abilities so that new ideas can blossom. We believe that the more diverse, equal, and inclusive our workforce is, the more successful our organisation will be. We want to empower our people to have equal opportunities to develop, grow and do their best work within the firm, regardless of gender, gender identity, background, nationality, age or sexual orientation. It is our ambition that all our people feel respected and supported to be their true selves, with equal reward and development opportunities.

Our values are consistently reinforced through leadership, focused initiatives, inclusive labs, training about respect and inclusion and our Inclusion Champions. Inclusion Champions are a trained group of senior leaders from across the firm who serve as both a sounding board and escalation point for people to raise concerns related to respect and inclusion (R&I) and, most importantly, as champions for building an inclusive culture. They offer advice and are also a point of

1.

**Passion for purpose:** Connecting our people to our purpose: making an impact that matters.



2.

**Be your best self:** Deloitte should be a place where everyone can be their best self, where their unique perspective matters, where they feel included and supported, and where they truly belong.



3.

**Never stop growing:** We want our people to be inspired and empowered to learn, lead and grow, whether it’s from their client projects, collaborating with colleagues, or benefiting from our many learning and development offerings.



inspiration for ideas and create the path for our firm to strengthen the diverse, equal and inclusive workplace that we aspire to.

### GENDER BALANCE

Among a Deloitte community drawn from many different educational, cultural and professional backgrounds we seek to make gender balance the norm across our organisation. At the same time we have set aspirational goals which enable our global leadership to monitor progress and we have consistent global standards spanning the entire career lifecycle – from recruitment, promotion and succession processes, to development, mentoring, sponsorship and flexible working.

Our global goal is to reach at least 30% female partners, principals and managing directors by 2025. In Switzerland we have a roadmap to support the achievement of our global targets considering the characteristics of the local market and the levels from where we are starting: 17% female partners in FY23 (from 14% in FY22).



In this roadmap we take into consideration the context of the Swiss market in terms of women in leadership positions and our own initiatives to increase gender diversity in our Firm. We have achieved a milestone of almost 29% of our female leaders defined as partners, directors and senior managers in FY23 (29% as of 31 May 2023) from 28% in FY22. We aim to sustain a minimum of 30% of female leaders by 2025 with a special focus on increasing our partner and director female representation.

Our gender balance efforts begin in the recruitment phase. In FY23, 48% of all new hires were female (a five percentage points increase compared to the previous year). For female entry level hires, this number equalled 49% versus 44% for experienced hires.

This fiscal year we as Deloitte Switzerland have made great strides in gender diversity efforts, increasing female representation to 44% of employees, representing a 3 percentage points increase compared to FY22. We are taking significant steps to incorporate more women and to enable them to make Deloitte a place where they can grow professionally and make an impact that matters. In one of these efforts we piloted a project to attract more female talent to the firm by advertising more part-time roles. The goal is to offer more opportunities to working parents and help people re-enter the labour market.

We are keen to continuously find new and innovative solutions to increase the number of female employees from manager onwards and act as role models. The following are a few examples of the programs that we put in place to support the development of our female talent.

**Our Swiss Female Manager Programme** is a development programme that enables our female managers to grow their presence and impact. With the programme we want to nurture the potential of our female talent and encourage them to put themselves forward for senior roles, thereby contributing to a more diverse and inclusive leadership at Deloitte.

**Female Director Mentorship Programme:** We offer our female directors additional mentoring, whereby mentees (female directors) and mentors (partners) are matched across different businesses and meet on a quarterly basis. With regular and goal-oriented development conversations, our partners actively support senior female leaders by sharing knowledge as well as personal and professional experiences.

**Advance Membership:** Deloitte is a member of the Advance Women in Swiss Business. Our people can access Advance events, workshops, mentorship, and advice to increase their opportunity for advancement. Advance is a non-profit association of Swiss-based companies which aims to increase the share of women in leading positions in Switzerland.

**Our Women's Initiative Network (WIN)** aims to connect the women in our firm and drive women in leadership activities. By raising awareness of gender equality and balance, WIN advocates for inclusion and has created a community of women and supportive men, working company-wide and at various stages of their career.

**Working Parents Programme:** We want to support our new parents. We offer workshops with a variety of practical tips and tactics to best manage the back to work transition. The programme offers

a confidential setting and sounding board to discuss concerns and individual challenges. It also offers the opportunity to network with other parents and stay in touch. We also offer Line Manager workshops to support team members in life transitions and individual coaching for all new parents, with certified external coaches and free online courses for new parents and people managers.

**Extended Parental Leave:** We offer attractive conditions for new parents, whether birthing or non-birthing, as well as in the case of adoptions, that go beyond the statutory minimum solutions. Depending on their tenure, our new parents may take additional paid and unpaid leave after the regular maternity or paternity leave to allow them to fully focus on their parenting role for an extended period before returning to work. Under the current policy Deloitte offers 26 weeks of maternity leave (16 weeks fully paid plus 10 weeks at 80%) for birthing or principal parents in case of adoptions of children under 14. If circumstances allow, additional unpaid leave will be granted upon individual request. For non-birthing parents or adopting co-parents, we offer four weeks paternity leave at full pay and two additional weeks at 80%.

**Pay equity:** We have several measures in place to ensure transparency and gender equity in terms of remuneration and career development. Besides internal checks and balances, our most recent Logib submission (a standard tool for pay equality analyses in Switzerland) in 2021 confirms that the difference in pay between male and female employees is well within the permitted tolerance (under 5% unexplained gender salary and pay gap). We continue to prioritize diversity and inclusion initiatives and are committed to maintaining

pay equity, ensuring that all employees receive fair and equal pay for equivalent work, regardless of gender, race, or any other characteristic.

### CULTURAL DIVERSITY

Our Swiss Multicultural Network works to provide an environment where cultural diversity is celebrated and everyone feels safe against cultural discrimination at work, including but not limited to discrimination based on ethnicity, race, nationality, and religion. We promote education on different ethnicities, cultures, religious events and customs, and invest in the development of the next generation of diverse talent at Deloitte. Currently 72 nationalities are represented at Deloitte Switzerland, with 64% of our people not owning a Swiss passport.



We hosted an engaging panel to take part in the World Day for Cultural Diversity for Dialogue and Development with the aim of promoting and creating transparency in multiculturalism. Our upcoming events for the fiscal year 2024 continue our focus on celebrating and raising awareness of various ethnic, cultural, and religious events and customs, demonstrating our commitment to embracing diversity and helping our people learn to understand each other better.

### LGBTQ+

We are deeply committed to fostering an inclusive and welcoming work environment that embraces the unique identities of all our team members. Our dedication to creating a workplace where everyone can authentically express themselves is particularly evident in our robust support for the LGBTQ+ (lesbian, gay, bi, transgender, queer, and more) community. We firmly believe that by empowering our LGBTQ+ colleagues to be their true selves, we contribute to their personal growth and overall success within Deloitte as well as in the broader societies that we engage with.

In June 2022 we were awarded the Swiss LGBTI label, which distinguishes organisations that anchor the diversity dimension of sexual orientation, gender identity, and gender characteristics. It exemplifies how deeply ingrained these principles are in our organisational culture and practices.

One of the cornerstones of our commitment is our Employee Resource Group, “PROUD at Deloitte”, which actively spearheads initiatives to foster both social and professional change and

connections. The scope of PROUD extends not only to those who identify as LGBTQ+ but also embraces allies who play a vital role in amplifying our collective efforts towards inclusion. Through engaging events, discussions, and forums, PROUD serves as a safe and supportive space for LGBTQ+ employees and allies to share their experiences and insights drawn from their journey within Deloitte.



Our organisation’s motto “Queer all year” encourages the network to not only host social and educational events during Pride month but also to promote the growth and allyship of the network. Key achievements in the past year are:

**Community growth:** Proud successfully grew the community through a diverse calendar of activities and a broad internal communications campaign encouraging people throughout the whole firm to join.

**Education:** most of the organised PROUD activities included an element of education around various LGBTQ+ relevant topics. This included, but was not limited to, allyship, transgender awareness and inclusive language. A particular highlight was the ‘Diversity in Sports’ panel which allowed our people to hear from professional athletes and hear their views on the topic.

**External impact:** PROUD improved the connections with community members outside Deloitte, particularly through the InterAlliance network. InterAlliance is a loosely connected LGBTQ+ network across many Swiss-based companies, many of them Deloitte clients. A particular highlight was the joint Zurich Pride celebration with colleagues from Julius Baer. Also this year we participated in the Swiss Intercompany Pride Month Campaign.

**NEURODIVERSITY**

Neurodiversity is recognised as a social category similar to differences in ethnicity, sexual orientation, or gender. It is about the diversity of

human minds and the different ways in which people’s brains function and process information. Neurodiversity inclusion embraces and welcomes these differences and recognises that people who think differently bring strengths and advantages.

Neurodiversity includes Dyslexia, Dyspraxia, Dysgraphia, Dyscalculia, ADHD/ADD, Autism Spectrum Condition and Tic Conditions, such as Tourette’s. Our goal is to celebrate and assist people who have any of these conditions.

Our global approach to inclusion is built upon the ‘social model’ in that people are hindered only by the social and physical environment around them. We are thus focused on providing a workplace environment in which all our people can thrive.

In 2022 we celebrated the foundation of the Deloitte Neurodiversity Network. The Neurodiversity Employee Resource Group (ERG) aim to improve understanding, acceptance, and the career success of neurodiverse (ND) individuals at Deloitte Switzerland. Our neurodiverse colleagues frequently possess extraordinary skills and benefit and strengthen our teams. We want to empower our leadership to understand and support neurodiversity-focused initiatives to effectively enable their teams and business lines.

**HEALTH, WELL-BEING AND SAFETY**

The well-being and mental health of our people is of paramount importance to us. We proactively support the mental and emotional well-being of our workforce through various initiatives, including



access to counselling services, flexible working arrangements, and wellness programmes. By prioritising well-being we create a supportive environment that enables our people to thrive both personally and professionally. In addition to mental health management, we have initiated prevention and reintegration programmes for individuals, leaders and teams.

We have organised our Health at Work approach into three key pillars: Prevention, Intervention and Support, and Reintegration, based on the health life cycle. We provide a holistic health offering, providing learning for awareness and prevention, support and what to do when there is a health issue, and information on reintegration after sick leave.

#### MENTAL HEALTH AND WELL-BEING SUPPORT

We offer a series of benefits to our people related to health and well-being to boost their bodies and minds and connect with others. This includes guided conversations on the topic of mental health, yoga classes (virtual and on site) as well as virtual mindfulness and well-being programmes. There are strategic and social groups which everybody can join.

Additionally we offer access to confidential and independent resources in case of mental health issues, ethical or personal problems at work or home, or needed support around childcare/elder care obligations (MOVIS). We want to empower our people to feel their best, and when that is not achieved, provide the right support to help them return to good health.

This means our people's mental well-being is protected, contributing to an overall better work environment.



#### WORK ENVIRONMENT

We pay attention to the physical space and equipment provided to our people with, among other things: adjustable desks, sitting balls, and gym equipment (in Zurich). There is a pilot planned for desk bikes in Zurich and Geneva, which may be extended to smaller offices as well. Gym balls, ergonomic workplaces, menstrual hygiene materials, Deloitte bikes, relax and well-being rooms, breastfeeding rooms, showers and sport lockers are available to all employees. We also provide comprehensive guidelines on how to set up our workplaces in

such a way that ergonomic and health-promoting aspects are taken into account as well as possible.

#### WORK LIFE BALANCE, FLEXIBLE WORKING AND CAREER BREAKS

We care about our people's work life balance and offer many options so that everyone can choose the work life balance that suits them best in alignment with our clients' needs. We recognise and understand that work-life balance is not a one-size-fits-all concept; our 80% working for all policy allows for a flexible working model, empowering our people to define their own schedules.

At Deloitte we are committed to offering flexible conditions regarding where, when, how and in what capacity we work. The pandemic has shown us that more work can be done from anywhere, hence our hybrid working programme enables us to work from various locations (the client site, Deloitte offices, remotely or from a home office), and our Working Hybrid+ Programme offers new freedom to work remotely from abroad, for most locations and under certain conditions, for up to 20 days in a rolling 12-month period.

For employees who have been with Deloitte for at least one year we offer various options for purchasing additional leave days or taking unpaid career breaks of up to 6 months. The aim of these policies is to empower our people to make conscious and effective workplace choices to maximise their impact – for our clients, our teams and themselves.

## SECURITY AND SAFETY

We have security and safety measures to ensure good ergonomics and prevent accidents and harm to mental and physical health.

Protecting our people at work is critical. Compliance with the regulations for occupational health and safety, as set out in the Employment Act in Switzerland, enables our people to operate safely and with regards to the health and safety of themselves and others. We have appointed Security and Safety managers in each Swiss office. To comply with workplace laws and regulations, as well as ISO 27001 certification, all employees are asked to complete a mandatory e-learning programme on fundamental safety and security procedures. Our intranet offers information on health and safety in Swiss offices and these guidelines are also covered during our Welcome Day for new joiners.

### How do we ensure a safe work environment?

- We have non-retaliation policies and encourage a speak-up culture.
- We also offer external resources so that people have access to confidential and independent resources in case of mental health issues, ethical or personal problems at work or home, or needed support around childcare/elder care obligations (MOVIS – also known as ‘person de confiance’)
- Messages from the CEO/ CPO about Respect and Inclusion
- Our five Shared Values (Lead the way, serve with integrity, take care of each other, foster inclusion, collaborate for measurable impact).



## LEARNING AND DEVELOPMENT

Everyone at Deloitte is considered a leader. Leadership behaviour is shaped by our mindset and values. The Deloitte Global Shared Values stress the importance of being a respectful and fair leader focused on people’s development. The Deloitte Future Leader Framework (DFLF) provides a guideline on how to bring our values to life.

We want leaders who lead with purpose, who are united through Shared Values and set the right example. Together with our Purpose and Shared Values, the DFLF strengthens our holistic approach to leadership.

We consider learning to be something to enjoy and strive for at any stage of life. This is why we invest in our people development to support personal and professional growth. Whether it be exciting client assignments, dedicated programmes for each grade, or learning from leaders and peers, everybody can have a coach who’s there to help and support their growth at Deloitte. Our people not only benefit from our extensive offering within Switzerland but also from our global learning and development network. Our people’s expertise is our capability and we therefore ensure it never stops growing, allowing us to deliver the highest quality service.

Our approach to developing talent is based on our Global Talent Standards (GTS), which provides a framework on the leadership, professional and technical capabilities required for each grade and business. In the past year we have invested over 57,000 hours in learning and development (21 hours per employee on average).

To allow for an inclusive learning culture, everyone can choose the method that fits their needs and style. Our L&D approach is not a one-size-fits-all but rather focuses on individual strengths and development areas. Our learning offering consists of mandatory training courses and a wealth of programmes tailored to the needs of different target groups, on the basis of which each employee can shape their own development journey.

Professional development is provided using a hybrid approach combining the benefits of virtual options and in-person training. We leverage our digital learning platforms to make learning and development opportunities easily accessible to our people. We

also use different delivery methods to accommodate individual learning needs using, for example, AI technology and/or virtual and augmented reality.

We will continue to embed learning into the workflow and further enable lifelong learning opportunities. We will also continue to explore innovative ways of learning and ensure our learning approaches stay inclusive and fun.

We continue to run our highly rated grade-specific Bootcamps for newly promoted staff to prepare our people for the challenges in the new grade. These programmes complement the grade-specific Milestone Trainings offered by Deloitte University and enable our employees to experience the unique learning environment the Deloitte University offers. The leadership programmes focusing on personal development and continuous growth are reported as the best training experience in our leaders' careers.

Our new Deloitte University campus in Paris will officially begin operations from January 2024, taking our learning environment to the next level.

#### PERFORMANCE AND FEEDBACK

Our performance review process gives us the opportunity to highlight achievements, share what we have learned, and discuss future development areas. We encourage regular check-ins in addition to formal mid-year and year-end reviews, supported by the Global Talent Standards, which specify the required behaviours and technical skills



of different roles and seniority levels across our businesses. As part of a self-evaluation functionality, our people can assess their strengths and areas of development at any time. We also use different feedback sources to learn from our experience every day. Transparent, regular check-ins ensure continuous feedback and agile adjustments to objectives and key results.

Smart objectives and regular feedback also ensure alignment with strategic priorities and company values. Regular feedback includes perspectives from line managers, peers, (direct) reports and internal or external clients. Feedback training is an integral part of our employees' objective setting. To further strengthen our feedback culture, selected leaders across the organisation have been offered specific coaching and platforms to exchange best practices around providing and receiving feedback.

## COMMUNITY ENGAGEMENT

Our commitment to social sustainability extends beyond the walls of our organisation. Through our WorldClass Engagement programme we actively engage with the communities in which we operate. We collaborate with local stakeholders, contribute to community development projects and support initiatives that address social challenges. This engagement is a key part of our effort to leave a positive and lasting impact on the world around us.

Millions of people around the world are held back from achieving their full potential. Investing in education and skills is the answer. It is the foundation of opportunity and progress and creates better futures for all.

Our future innovators, entrepreneurs, and leaders will need new skills to help us meet the challenges of tomorrow. We are investing in innovative approaches to support education, digital skills development, and training opportunities so that everyone can succeed in the modern economy.

Deloitte's global WorldClass ambition is to reach 100 million people by 2030 through programmes and partnerships with leading educational organisations around the world. We invest our people's time, provide volunteers, and donate to support millions of students, teachers, and education leaders worldwide.

In Switzerland our ambition is to impact the lives of 75,000 people by 2030. In FY23 we had a positive impact on over 10,000 people





through our WorldClass programming, helping them gain access to educational and employment opportunities and skills-building. Over 500 of our people participated in our pro bono and volunteering programming. In total, we have now impacted the lives of 22,913 individuals.

Our WorldClass focus is on education, skills, and employability. As a people business we believe we make the greatest societal impact by enabling our people to use their skills and knowledge to help those from under-represented segments of society achieve their aspirations and fulfil their potential.

We plan to continue offering engaging, varied volunteering opportunities to our people, while developing new programming that connects to our purpose as a firm and as individuals. We plan to continue developing our collaboration with [Kiva](#), and to continue

to ensure that our donations align with our WorldClass priorities of promoting and ensuring access to skills, education and employment for those who need them.

#### VOLUNTEERING AND PRO BONO

In general, as a people business our focus is on enabling people to gain skills and education, whether they are employees, clients, or members of the community. We benefit from a highly skilled and educated potential workforce. Therefore, our WorldClass ambition fits very well with what we do on a day-to-day basis. At Deloitte Switzerland over 7,000 hours have been dedicated to community volunteering. All our people have access to eight hours of firm-funded volunteering time per year.

We are developing volunteering programmes which include aspects of both WorldClass and WorldClimate.

Most of our volunteering programming continues from year to year. We continue to offer innovative and varied opportunities to our people, including teaching primary and secondary school students, mentoring refugees, coaching entrepreneurs, and running skills workshops for university students. Some of these programmes are:

- [Young Enterprise Switzerland](#) (YES), a programme to teach primary and secondary school students about social and economic interrelationships, prepare students for the start of a professional career, and show them how to act responsibly in society.
- We support [Profil](#), which helps ensure that people with disabilities or

health issues continue to be employed according to their abilities or that they find a suitable job or apprenticeship in the labour market. Our volunteer workshops have helped 961 people.

- We work with various refugee-focused non-profits such as [SINGA](#), [PowerCoders](#), [Hospice General](#), and [Capacity Zurich](#) to help those with refugee or migrant backgrounds integrate and find meaningful employment in Switzerland. Through these programmes we have helped 93 people in the past year.





## DONATIONS

As a firm we make donations that are in line with our *WorldClass* strategy. Our social impact programming helps our people live their purpose, a pillar of our employee value proposition.

We contributed to the Deloitte Poland Foundation for projects which support education and employment opportunities for Ukrainian refugees in Poland, and to Kiva, an international non-profit with a mission to expand financial access to help underserved communities thrive.

Within Switzerland we contributed to *ensa*, a mental health first-aid course of the *Pro Mente Sana* organisation, and to *Trans Welcome*, supporting their mission to create more hospitable workplaces for trans people in Switzerland.

We give every employee the choice between receiving a voucher on their birthday or donating the amount to a selected non-profit organisation, with Deloitte matching the donation to double the impact.

## PARTNERSHIPS

This year we were a main sponsor of the *One Young World* (OYW) Switzerland conference in Lausanne. This is a Swiss event with the goal of identifying, inspiring, and connecting young leaders in Switzerland, created by a new branch of OYW that aims to bring the global OYW experience to the national level. We sent ten of our young leaders as delegates, representing every business and

office. Our delegates exchanged ideas with other young leaders and participated in workshops allowing them to develop their leadership skills and style. In addition to sending our delegates, we sponsored the attendance of an external awardee, George Jojo Boateng, who founded SuaCode AI, an EdTech social enterprise start-up which empowers young Africans to learn how to code, using the technology available to them.

## SUPPORT FOR UKRAINE

As part of the NSE Community we responded to the war in Ukraine in many ways. Our people and our firm made donations to organisations such as the International Committee of the Red Cross (ICRC) and United Nations High Commission for Refugees (UNHCR). The Swiss firm collected donations of food and necessary goods and directed donations to the Deloitte Poland foundation to support Ukrainian refugees in Poland and help them gain access to education and employment. In Switzerland we donated laptops to Ukrainian secondary school students so that they can continue their education, while also allowing their parents and siblings access to language-learning resources and employment opportunities in Switzerland and abroad.

One of our longest-running volunteering programmes, Deloitte CARE, is focused on refugee employability and integration. In the period since the Ukraine war started, this programme has been expanded to include a mentoring programme specifically for Ukrainian refugees in Geneva in collaboration with Hospice General, as well as with Capacity Zurich, a non-profit organisation that helps

refugees find their way in the Swiss market through a targeted labour integration programme.

Since the beginning of the war in Ukraine we have hired 15 Ukrainian refugees.





## 09 APPENDIX

# Appendix

## OUR IMPACT IN NUMBERS

### FINANCIAL

#### REVENUES

	FY21	FY22	FY23
Total revenue Deloitte CH	506.3m	546.7m	597.2m
Revenue growth (%)	10%	8.0%	9.2%

<i>Revenue breakdown by business</i>	FY21	FY22	FY23
Audit & Assurance	147.9m	163.4m	174.2m
Tax & Legal	78.3m	86.9m	86.6m
Advisory	279.7m	296.3m	336.4m

<i>Revenue breakdown by industry</i>	FY21	FY22	FY23
Financial Services	141.8m	172.7m	170.0m
Life Sciences & Health Care	116.4m	125.1	149.9m
Energy, Resources & Industrials	108.3m	95.3m	94.2m
Consumer	76.7m	91.3m	111.4m
Government & Public Sector	28.7m	25.5m	35.9m
Technology, Media & Telecommunications	18.8m	21.6m	21.0m
Other	15.6m	15.2m	14.9m

## TAXES & SUBSIDIES

	FY21	FY22	FY23
Total Swiss tax administered <sup>1</sup>	184m	216m	N/A <sup>2</sup>

<i>Redistribution of the CO2 levy<sup>3</sup></i>	2021	2022	2023
Deloitte AG	65k	172k	143k
Deloitte Consulting AG	40k	110k	92k
DT Management AG	2k	5k	3k
<b>Total per calendar year</b>	<b>106k</b>	<b>287k</b>	<b>238k</b>

Note: Deloitte Switzerland did neither request nor receive any government support including Covid-19 bridging credits or short-time working compensation during or after the pandemic.

- 1 **Total tax administered refers to the sum of taxes** borne and taxes collected. **Taxes borne** refer to the taxes Deloitte is directly responsible for and which impact the after-tax profit, including corporate income taxes, other sales taxes, capital taxes, employer-paid payroll taxes, and other taxes that constitute costs to the company. **Taxes collected** refer to the total amount of taxes that a company collects from third parties on behalf of the government or tax authorities and remits to the appropriate authorities. These taxes do not have an effect on Deloitte's financial results, however Deloitte bears the administrative cost and risk of calculation error.
- 2 Data not yet available at the time of finalising this report.
- 3 The CO2 levy by the Swiss government aims to promote the economical use of fossil fuels. It was levied for the first time in 2008. Since 2022 the rate of the levy has been at CHF 120 per tonne of CO2. This results in an annual revenue of about CHF 1,2 billion. Part of this revenue is distributed to companies. For more information see [here](#).

## GOVERNANCE

### DIVERSITY OF GOVERNANCE BODIES

<i>Diversity of governance bodies, by gender</i>	FY21 (no.)	Female (%)	Male (%)	FY22 (no.)	Female (%)	Male (%)	FY23 (no.)	Female (%)	Male (%)
Deloitte AG - Board of Directors	5	20	80	6	50	50	6	50	50
Swiss Executive	15	33	67	15	27	73	17	29	71
Deloitte AG - Management Committee	3	33	67	3	33	67	3	33	67
Deloitte Consulting AG - Board of Directors	4	25	75	4	25	75	4	25	75

<i>Diversity of governance bodies, by age</i>		FY21 (%)	FY22 (%)	FY23 (%)
Deloitte AG - Board of Directors	<30	0	0	0
	30-50	60	50	33
	>50	40	50	67
Swiss Executive	<30	0	0	0
	30-50	40	40	41
	>50	60	60	59
Deloitte AG - Management Committee	<30	0	0	0
	30-50	33	33	33
	>50	67	67	67

<b>Diversity of governance bodies, by age</b>		<b>FY21 (%)</b>	<b>FY22 (%)</b>	<b>FY23 (%)</b>
Deloitte Consulting AG - Board of Directors	<30	0	0	0
	30-50	0	0	0
	>50	100	100	100

#### ETHICS & RISK

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Number of ethics cases raised	14	18	30
Rate of ethics cases raised per 100 FTEs	0.65	0.74	1.10
% of respondents who agreed with the statement "Deloitte is an ethical place to work"	93%	94%	97%
Total number and nature of confirmed incidents of corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0

<b><i>Breakdown of ethics cases raised by top 5 issues (%)</i></b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Respect & Fair treatment	43%	55%	36%
Harassment	14%	6%	23%
Inquiry (An inquiry is a simple question about process, whereas most matters, specifically complaints, are likely to be classified as allegations – regardless of severity)	7%	6%	7%
Discrimination	14%	6%	7%
Other	7%	6%	10%





## FY23 GREENHOUSE GAS EMISSIONS STATEMENT - DELOITTE SWITZERLAND

This greenhouse gas (GHG) emissions statement has been calculated using an operational control consolidation approach as described in the GHG Protocol. The full methodology is outlined in the [Basis of Reporting](#). In summary:

- Scope 1 refers to direct emissions from gas usage; and our owned vehicles powered by internal combustion engines
- Scope 2 refers to indirect emissions from the generation of our purchased electricity; district heating & cooling; and owned electric vehicles
- Scope 3 includes our emissions from business travel; employee commuting and homeworking; and our purchased goods and services

This disclosure relates to Deloitte Switzerland. For a review of our North & South Europe member firm, see the Deloitte NSE GHG Statement.

<b>Assessment Parameters</b>	
<b>Baseline year</b>	FY19
<b>Consolidation approach</b>	Operational control
<b>Boundary summary</b>	All entities and all facilities either owned or under the operational control of Deloitte Switzerland
<b>Consistency with the financial statements</b>	The only variation to our financial statements is that all properties under operating leases in Deloitte Switzerland are included in our Scope 1 and 2 data. Upstream and downstream emissions outside of our operational control are included in our Scope 3 data
<b>Emission factor data source</b>	IEA 2022 (for Electricity/Location factors); AIB, European Residual Mixes 2022 (for Electricity/Market factors); Carbon Disclosure Project 2022 (for PG&S factors); and UK Government - BEIS 2022 for all remaining emissions factors
<b>Assessment methodology</b>	Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard (revised edition, 2004); and Corporate Value Chain (Scope 3) Standard
<b>Materiality threshold</b>	A materiality threshold was set at a consolidated Deloitte NSE level at 5% for Scopes 1, 2, and 3
<b>Independent assurance/ verification</b>	Limited assurance was provided by BDO LLP at a consolidated Deloitte NSE level and Deloitte Switzerland level over all reported carbon metrics. This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland and the SWI plus Jersey, Guernsey, Isle of Man and Gibraltar.
<b>Intensity ratio</b>	Emissions per Full Time Equivalent (FTE)
<b>Targets (FY19 to FY30)</b>	100% of the vehicles in our Scope 1 & 2 owned fleet will be electric or plug-in hybrid
	100% of the electricity used across our operations will be matched with electricity produced from renewable sources
	50% per FTE reduction in Scope 3 business travel GHG emissions <sup>1</sup>
	67% of our global suppliers of goods, services and business travel by emissions, will have set science-based targets

Greenhouse Gas Emissions	FY19 (Baseline Year)		FY20		FY21		FY22		FY23		% change against baseline	
	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)	(tCO <sub>2</sub> e)	(tCO <sub>2</sub> e / FTE)
<b>Scope 1</b>	<b>290</b>	<b>0.15</b>	<b>234</b>	<b>0.12</b>	<b>213</b>	<b>0.10</b>	<b>60</b>	<b>0.03</b>	<b>42</b>	<b>0.02</b>	<b>-86%</b>	<b>-89%</b>
Fuel combustion	290		234		213		60		42			
Vehicle fleet (ICE)	0		0		0		0		0			
<b>Scope 2</b>	<b>10</b>	<b>0.01</b>	<b>4</b>	<b>0.00</b>	<b>10</b>	<b>0.00</b>	<b>52</b>	<b>0.023</b>	<b>48</b>	<b>0.019</b>	<b>379%</b>	<b>264%</b>
Electricity (market-based)	6		0		0		0		0			
Electricity (location-based)	41		50		39		43		64			
District heating and cooling	4		4		10		52		48			
Vehicle fleet (Electric; market-based)	0		0		0		0		0			
<b>Total Gross "Operational" Emissions</b>	<b>300</b>	<b>0.16</b>	<b>238</b>	<b>0.12</b>	<b>223</b>	<b>0.11</b>	<b>112</b>	<b>0.05</b>	<b>89</b>	<b>0.04</b>	<b>-70%</b>	<b>-77%</b>
<b>Scope 3</b>	<b>12,847</b>	<b>6.73</b>	<b>7,865</b>	<b>3.93</b>	<b>4,734</b>	<b>2.31</b>	<b>7,117</b>	<b>3.21</b>	<b>13,139</b>	<b>5.24</b>	<b>2%</b>	<b>-22%</b>
<b>Upstream scope 3 emissions</b>												
Purchased goods and services <sup>2</sup>	6,398		3,081		4,136		5,769		10,222		60%	21%
Capital goods	Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S			
Fuel- and energy- related activities	Not material		Not material		Not material		Not material		Not material			
Upstream transport and distribution	Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S			
Waste generated in operations	Not material		Not material		Not material		Not material		Not material			
Business travel (excl. radiative forcing)	5,410	2.84	4,007	2.00	120	0.06	674	0.30	1,981	0.79	-63%	-72%
Business travel (incl. radiative forcing)	8,932		6,531		128		958		3,022			
Employee commuting and homeworking <sup>3</sup>	1,039		777		478		674		937			
Upstream leased assets	Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S		Included in PG&S			
<b>Downstream scope 3 emissions</b>												
Downstream transport and distribution	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable			
Processing of sold products	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable			
Use of sold products	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable			
End-of-life treatment of sold products	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable			
Downstream leased assets	Not material		Not material		Not material		Not material		Not material			

End-of-life treatment of sold products	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable				
Downstream leased assets	Not material		Not material		Not material		Not material		Not material				
Franchises	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable				
Investments	Not applicable		Not applicable		Not applicable		Not applicable		Not applicable				
Biogenic emissions	-		-		-		-		-				
<b>Total Gross "Operational &amp; Travel" Emissions</b>	<b>5,710</b>	<b>2.99</b>	<b>4,245</b>	<b>2.12</b>	<b>343</b>	<b>0.17</b>	<b>786</b>	<b>0.35</b>	<b>2,070</b>	<b>0.83</b>	<b>-64%</b>	<b>-72%</b>	
<b>Total Gross Emissions</b>	<b>13,147</b>	<b>6.89</b>	<b>8,103</b>	<b>4.05</b>	<b>4,957</b>	<b>2.42</b>	<b>7,229</b>	<b>3.26</b>	<b>13,228</b>	<b>5.27</b>	<b>1%</b>	<b>-23%</b>	
Exported renewable electricity	-		-		-		-		-				
Certified Emission Reductions (CERS) <sup>4</sup>	4,499		4,245		4,957		7,229		3,007				

Other Metrics	FY19 (Baseline Year)		FY20		FY21		FY22		FY23		% change against baseline	
	(Metric)	(Benchmark)	(Metric)	(Benchmark)	(Metric)	(Metric / FTE)	(Metric)	(Metric / FTE)	(Metric)	(Metric / FTE)	(Metric)	(Benchmark)
Full-Time Equivalents (FTE) <sup>5</sup>	1,908		2,001		2,046		2,218		2,509			
Floor Area (m <sup>2</sup> )	162,416		168,490		168,954		149,677		107,506			
<b>Fuel Consumption (kWh)</b>	<b>1,160,356</b>	<b>608 kWh/FTE</b>	<b>842,246</b>	<b>421 kWh/FTE</b>	<b>294,312</b>	<b>144 kWh/FTE</b>	<b>412,386</b>	<b>186 kWh/FTE</b>	<b>587,015</b>	<b>234 kWh/FTE</b>	<b>-49%</b>	<b>-62%</b>
Owned Vehicles, Internal Combustion Engine	0		0		0		0		0			
Owned Vehicles, Electric	0		0		0		0		0			
% electric/ plug-in hybrid vehicles in fleet	0%		0%		0%		0%		0%			
Reimbursed Mileage & Car Rentals	1,160,356		842,246		294,312		412,386		587,015			
<b>Utilities Consumption (kWh)</b>	<b>3,182,718</b>	<b>20 kWh/m2</b>	<b>3,202,085</b>	<b>19 kWh/m2</b>	<b>2,958,679</b>	<b>18 kWh/m2</b>	<b>2,956,126</b>	<b>20 kWh/m2</b>	<b>3,119,924</b>	<b>29 kWh/m2</b>	<b>-2%</b>	<b>48%</b>
Gas	1,576,405		1,274,990		1,156,185		325,879		227,623			
Electricity from buildings	1,459,713		1,780,494		1,485,226		1,774,336		2,584,066			
Electricity from Renewables	1,289,574		1,780,494		1,485,226		1,774,336		2,584,066			
% electricity from renewables	88%		100%		100%		100%		100%			
District Cooling	146,601		146,601		302,428		642,956		32,415			
District Heating	0		0		14,840		212,955		275,821			
<b>Total Energy Consumption (kWh)</b>	<b>4,343,075</b>	<b>2,276 kWh/FTE</b>	<b>4,044,331</b>	<b>2,021 kWh/FTE</b>	<b>3,252,991</b>	<b>1,590 kWh/FTE</b>	<b>3,368,512</b>	<b>1,519 kWh/FTE</b>	<b>3,706,939</b>	<b>1,477 kWh/FTE</b>	<b>-15%</b>	<b>-35%</b>
<b>Water Usage (m<sup>3</sup>)</b>	<b>7,129</b>	<b>3.7 m3/FTE</b>	<b>8,842</b>	<b>4.4 m3/FTE</b>	<b>2,990</b>	<b>1.5 m3/FTE</b>	<b>3,933</b>	<b>1.8 m3/FTE</b>	<b>5,810</b>	<b>2.3 m3/FTE</b>	<b>-19%</b>	<b>-38%</b>

<b>Waste Production (tonnes)</b>	<b>140</b>	<b>0.073 t/FTE</b>	<b>119</b>	<b>0.059 t/FTE</b>	<b>80</b>	<b>0.039 t/FTE</b>	<b>62</b>	<b>0.0</b>	<b>55</b>	<b>0.0</b>	<b>-61%</b>	<b>-70%</b>
Recycled (%)	50%		56%		52%		45%		43%			
Diverted from Landfill (%)	100%		100%		100%		100%		100%			
% of global suppliers (by emissions) with Science-Based Targets <sup>6</sup>	-		-		8%		14%		20%			

1 Our business travel emissions reduction target is anchored to a commitment to deliver an absolute reduction in these emissions regardless of future growth.

2 The PG&S methodology is based on procurement spend data, accounting for 100% of Deloitte Switzerland's PG&S emissions. We apply a number of assumptions to the spend data, including how we allocate spend into procurement categories, how we treat our suppliers' reported Scope 3 emissions, the CDP sector emission factors we apply to each spend category, and the extrapolation factors. We continually review our approach to reduce the risks inherent in these assumptions and the impacts of year-on-year fluctuations. In FY2023, we revised the methodology for calculating real estate emissions included in reported PG&S emissions to align with updated guidance from the real estate sector. As a result, we have removed upfront embodied carbon real estate emissions from reported PG&S emissions. For comparability, this change in methodology has been retrospectively applied to previously reported PG&S amounts, which has resulted in a restatement of PG&S emissions for the base year and all previous years shown in this report. The restatement has resulted in emissions decreases of 1,119 tonnes in FY2022; 2,348 tonnes in FY2021; 3,512 tonnes in FY2020; and 2,354 tonnes in FY2019. Additional details on this restatement are provided in the Basis of Reporting in the Deloitte Global FY2023 Impact Report. We will continue to review our approach to Scope 3 reporting in the future, aiming to continually improve the accuracy of our disclosures. When these enhancements lead to a material change in a reported figure, we are committed to explaining the nature of the change, our reasoning for its appropriateness, and the percentage variance compared to previous methodologies.

3 FY22 was the first year we calculated and reported emissions from employee commuting and homeworking. Before the Covid-19 pandemic, employee commuting and homeworking was deemed to be outside of our operational control and therefore not reported. Covid-19 has had significant implications for working patterns and consequently a hybrid working model became embedded during FY22. This means we consider commuting and homeworking now to be a fundamental part of our operating model and accordingly we now purchase offsets/ CERs to cover this emissions category and will continue to do so going forward. For transparency and comparability, we have retrospectively calculated emissions in this category and reflected this in the Gross and Net emissions totals for FY19 - FY21. Due to limitations on actual data, it should be noted that a proportion of the commuting and working from home calculation rests on assumptions and industry benchmarks. We will refine these assumptions and improve the methodology moving forwards as guidelines develop.

4 From FY23 we are taking a new approach to Beyond Value Chain Mitigation (BVCM). We are purchasing CERs ('carbon offsets) equivalent to our Scopes 1&2, business travel and homeworking/ commuting emissions; we are additionally providing direct investment and skills-based support to projects that will drive the net zero transition outside of our value chain. We are therefore no longer reporting 'net emissions' that solely factor in carbon credit purchases.

5 For consistency across NSE, the Full-Time Equivalents (FTE) data used to normalise our environmental data is sourced from NSE internal management reporting. These FTE amounts vary slightly with those reported in statutory financial statements depending on country-specific reporting requirements.

6 Our supply chain target is tracked at a global level as that is where our core Procurement function sits. All global Deloitte member firms contribute to progress against this target. An additional 6% of our suppliers globally have committed to set SBTs. NOTE: This metric has not been externally assured.

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## SOCIAL TALENT

<i>Employees, by office</i>	<b>FY21 (no.)</b>	<b>FY22 (no.)</b>	<b>FY23 (no.)</b>
Zurich	1578	1829	2049
Geneva	350	381	450
Basel	117	105	107
Lausanne	69	71	74
Bern	19	16	25
Lugano	17	19	22
<b>Total headcount</b>	<b>2150</b>	<b>2421</b>	<b>2727</b>

<i>Employees, by service</i>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Audit & Assurance	624	662	781
Tax & Legal	337	340	360
Advisory	1012	1183	1332

<i>Employees, by service</i>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Internal Client Services	177	236	254
<b>Total headcount</b>	<b>2150</b>	<b>2421</b>	<b>2727</b>
<i>Total number of new employee hires, by office</i>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Zurich	366	643	716
Geneva	75	150	189
Basel	22	27	27
Lausanne	31	16	17
Bern	4	4	9
Lugano	4	6	4
<b>Total new hires</b>	<b>502</b>	<b>846</b>	<b>962</b>
	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
Number of nationalities represented	61	70	72

## GENDER EQUALITY

<i>Employees by employment contract, by gender</i>	FY21 (no.)	Female (%)	Male (%)	FY22 (no.)	Female (%)	Male (%)	FY23 (no.)	Female (%)	Male (%)
Permanent employees	2077	40	60	2302	42	58	2589	44	56
Temporary employees	73	38	62	119	38	62	138	41	59
<b>Total employees</b>	<b>2150</b>	<b>40</b>	<b>60</b>	<b>2421</b>	<b>42</b>	<b>58</b>	<b>2727</b>	<b>44</b>	<b>56</b>

<i>Employees by workload type, by gender</i>	FY21 (no.)	Female (%)	Male (%)	FY22 (no.)	Female (%)	Male (%)	FY23 (no.)	Female (%)	Male (%)
Full-time employees	1891	40	60	2146	38	62	2449	41	59
Part-time employees	259	74	26	275	72	28	278	75	25
<b>Total employees</b>	<b>2150</b>	<b>40</b>	<b>60</b>	<b>2421</b>	<b>42</b>	<b>58</b>	<b>2727</b>	<b>44</b>	<b>56</b>

<i>Employees by employee category, by gender</i>	FY21 (no.)	Female (%)	Male (%)	FY22 (no.)	Female (%)	Male (%)	FY23 (no.)	Female (%)	Male (%)
Administrative staff	97	81	19	75	92	8	85	88	12
Up to manager	1466	43	57	1711	45	55	1962	47	53
Director & Senior Manager	467	30	70	512	31	69	536	32	68
Partners	120	13	87	123	14	86	144	17	83
<b>Total employees</b>	<b>2150</b>	<b>40</b>	<b>60</b>	<b>2421</b>	<b>42</b>	<b>58</b>	<b>2727</b>	<b>44</b>	<b>56</b>



<i>Total number and rate of new employee hires, by gender</i>	FY21 (no.)	Female (%)	Male (%)	FY22 (no.)	Female (%)	Male (%)	FY23 (no.)	Female (%)	Male (%)
New hires	502	45	55	846	43	57	962	48	52
Entry level hires	390	46	54	602	46	54	677	49	51
Experienced hires	112	41	59	244	34	66	285	44	56
<i>Hiring rate</i>	FY21 (%)	Female (%)	Male (%)	FY22 (%)	Female (%)	Male (%)	FY23 (%)	Female (%)	Male (%)
Total hiring rate	23	26	22	35	36	34	35	38	33
Entry level hiring rate	18	46	54	25	46	54	25	49	51
Experienced hiring rate	5	41	59	10	34	66	10	44	56

	FY21	FY22	FY23
Number of women who participated in mentoring and development programmes	22	7	50

#### AGE DIVERSITY

<i>Employees by employee category, by age group</i>	FY21 (no.)	<30 (%)	30-50 (%)	>50 (%)	FY22 (no.)	<30 (%)	30-50 (%)	>50 (%)	FY23 (no.)	<30 (%)	30-50 (%)	>50 (%)
Administrative staff	97	45	47	7	75	29	59	12	85	29	58	13
Up to manager	1466	44	55	2	1711	46	52	2	1962	48	50	2
Director & Senior Manager	467	0	88	11	512	0	88	11	536	0	88	12

Partners	120	0	58	43	123	0	55	45	144	0	60	40
<b>Total employees</b>	<b>2150</b>	<b>32</b>	<b>62</b>	<b>6</b>	<b>2421</b>	<b>33</b>	<b>60</b>	<b>6</b>	<b>2727</b>	<b>35</b>	<b>58</b>	<b>6</b>

## SOCIETAL IMPACT

<i>Community investments</i>		FY21 (CHF)	FY22 (CHF)	FY23 (CHF)
Charitable contributions	Cash	108k	324k	263k
In kind	Pro-bono/low-bono	135k	40k	220k
Time	Traditional volunteering	0.00	1.5k	44k
	Skills-based volunteering	282k	395k	424k
Program management cost (functional staff cost and program management expenses)		110k	237k	394k
		<b>635k</b>	<b>997k</b>	<b>1,346k</b>

<i>Skill-based volunteering</i>		FY21	FY22	FY23
Total futures impacted as part of WorldClass programme		2,415	1,758	10,084
Employee participation (no.)		196	301	528
Staff hours (hours)		1,546	5,985	7,081



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