



# Corporate Social Responsibility, A lever of excellence.

*Moving forward together*



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Regardless of their size or sector of activity, all companies need a “driving force” to go beyond the legal obligations governing citizenship and environment.

The values, experiences and ambitions of each company enrich the multiple environments in which it lives, works, recruits and develops, according to personal, professional and citizenship challenges.

In introducing a CSR dimension to the firm, Deloitte has succeeded in reconciling the economic, social and personal ambitions of each of its employees.

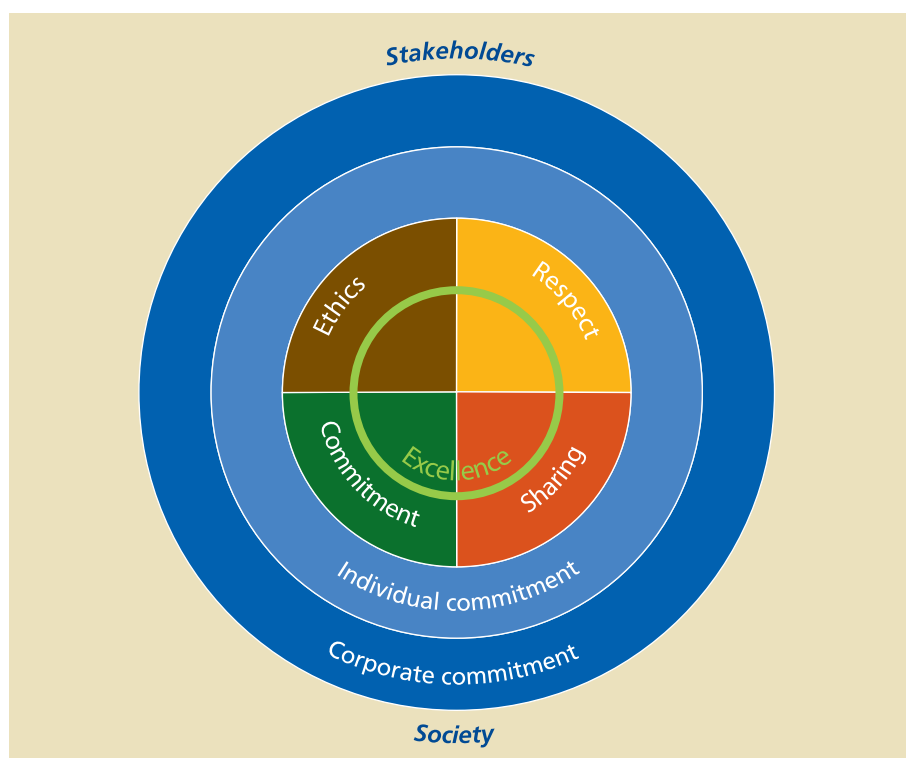


*“Our wish that everyone may justly take pride in belonging to the firm and upholding the values we share is a reflection of Deloitte’s civic commitment. Deloitte wishes to live and cultivate its core values: respect for diversity, ethics, sharing and mutual commitment. These are the levers of excellence.”*

**Jean-Paul Picard**  
CEO of Deloitte France

## Shared values

To act in a civic and responsible manner is a major challenge for a firm. Respect for diversity, ethics, sharing and mutual commitment are the pillars of our corporate culture and adherence to these values drives our ambition of excellence with respect to the stakeholders (clients, candidates, partners, suppliers) and society.



# Diversity is at the heart of our culture

The firm is now a primary meeting place for people through the place it occupies in daily and economic life. A place of both work and fulfilment, the firm is also a major player in our society.

It is the firm's obligation to reflect the diversity of our community through its strategy, market approach, client relations, employees, shareholders, the public authorities and the press.

A civic commitment as much as a moral duty, diversity at Deloitte is above all a true economic necessity, which is why:

- We have diversified our recruiting sources, thereby contributing to the diversity of our teams, the innovation of their proposals, the pertinence of their analyses, and to everything that is our pride, which is to say Deloitte Quality.
- We feel very strongly that diversity should again take centre stage, by sharing with other firms, and communicating our experiences and achievements during the Diversity Meetings we organise, so that more and more of us are active on this major front for economic and social success.

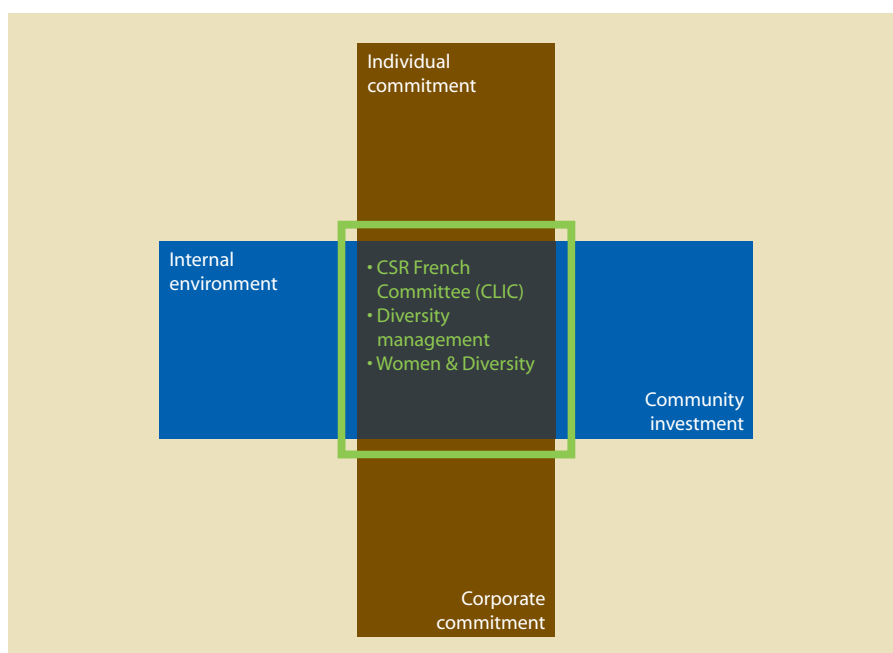
At Deloitte, client service excellence is the obsession of all our teams, and it is through these teams that Deloitte shows the example.

Holder of the "Label Egalité" (Equality Label) since November 2005, bestowed by the French Ministry of Social Cohesion and Parity for the exemplary nature of its commitment to professional equality, and a signatory to the "**Charte de la diversité**" (Charter of Corporate Diversity) in October 2004, Deloitte is firmly dedicated to pluralism and cultural, social and ethnical diversity.



*"A team with personalities, knowledge and experiences from a range of backgrounds has every chance of demonstrating its imagination, creativity and originality. The objective is to create and multiply knowledge in order to find new solutions. These qualities are the source of our success and competitiveness. Our true added value, other than our methods, ethics and the rigorous quality of our work, in our ability to excel."*

**Amadou Raimi**  
Chairman of the Board of Directors  
of Deloitte France



## Individual commitment

### Competency sponsorship

Deloitte has forged a partnership with **Solidarités Nouvelles face au Chômage** (SNC) (New solidarity against unemployment) and, thanks to the commitment of its employees, offers personalised coaching for job seekers. In addition to opening its e-campus to members of the association, Deloitte organises workshops in office automation applications, management and English, and assists in job searches through personalised follow-up with a two persons' team.

Deloitte also supports the Participatory Microfinance Group for Africa (**PAMIGA**), an association that contributes to the development of micro-financing in Africa, by providing access to permanent and quality financial services, and the long-term improvement of living conditions for disadvantaged people living in rural areas and secondary cities.



*"Working with the SNC, the job seeker is able to restore his self-confidence and rediscover his values and skills with the coaching of a partner, so that he may use all his resources to break free of the unemployment trap. This initiative gives priority to relationships and provides sharing at three levels: coaching, partner and group, in a programme that yields concrete results."*

**Souad El Ouazzani**  
Manager, Consulting & Risk Services  
and SNC coach

*"Participatory micro-financing has proven its capacity to serve rural areas and very poor households. It is now necessary to extend the financial services to active populations that have not been reached (the demand is estimated at 600 million clients)."*

**Kanthiko Kong**  
Senior Manager, Consulting & Risk Services  
and Treasurer for PAMIGA

### Special leave for solidarity projects

Deloitte assists employees who devote a portion of their holidays to a solidarity project by funding between 50 and 100% of the project's cost.

Preference is given to micro-financing projects.

### "Main Verte" (Green Hand) charter

In complying with the "**Main Verte**" (Green Hand) charter, "Acting for the Environment," drafted by Deloitte in February 2004, each employee contributes to limiting the consumption of energy and resources on a daily basis (air conditioning, water and lighting). Equipped with recto-verso printers, the firm also promotes the use of recycled paper in order to "print smart." Signs stating "**J'y pense**" (I care) have been placed in all work areas, committing Deloitte to a long-term process for reducing its carbon footprint that has been recognised as a "best practice" in connection with the UN Global Compact.

### Operation "Un bouchon, un sourire" (One cap, one smile)

The CSR supports the association "**Un bouchon, un sourire**" (One cap, one smile) and invites Deloitte employees to contribute to its regional collection of plastic caps. Profits from sale are used to purchase handisport equipment.

### Sports and Sport Sans Frontières

Deloitte has strengthened its partnership with "**Sport Sans Frontières**" (Sports Without Borders) by proposing several photographic exhibitions on its premises. This partnership, based on common values (solidarity, respect, equality, etc.), has continued in recent months on the occasion of various sporting events: the Paris 20-kilometre run and semi-marathon, the Sports Solidarity Open and the traditional Deloitte Derby, which each year assembles more than 350 staff members for a sporting week-end.

### Relaying our commitments through the Corporate Social Responsibility (CSR) Committee

To identify the motivations and expectations of its employees and partners and to measure the effectiveness of the actions carried out, Deloitte has set up an internal survey, first conducted in 2001. The results highlighted major expectations in terms of civic responsibility. Deloitte then created the "Comité de Liaison des Initiatives Citoyennes (CLIC)" (CSR French Committee) under the aegis of the CEO Jean-Paul Picard. The committee is headed by Eric Gins, a partner, and comprises more than 50

# Corporate commitment

## The importance of a network



Deloitte has chosen to participate in the UN's **Global Compact**. An international initiative, the Global Compact brings together companies and **UN** organisations, labour and civil society entities based on ten universal principles relating to human rights, labour standards and the environment.



As it is also a member of IMS (French institute for the patronage of solidarity), Deloitte benefits from the expertise of corporate patronage professionals and shares in the civic experience of numerous French companies. Created in 1986, **IMS – Entreprendre pour la Cité** encourages companies to develop social initiatives and provides support for the definition and implementation of patronage and civic commitment actions, social reintegration of people in difficulty, diversity management, and local socioeconomic development, particularly in sensitive neighbourhoods.

representatives from Deloitte's various activities and support functions. The survey revealed that the issues of most concern were education, social reintegration and sustainable development. Since its creation, the CSR has structured its activity through an operating charter and a formalised project submission procedure.

Today, this is also reflected in timely facilitation or "helping hand" initiatives for employee projects (employee-relays), in various forms based on the requests formulated (internal advertising for employee initiatives, donations in kind, financial support, or competency sponsorship).

## Social entrepreneurship

Deloitte supports innovative social entrepreneurs thanks to its partnership with the association **Ashoka** since January 2005. Present in nearly 60 countries, the association selects men and women with groundbreaking ideas that will have a profound social and financial impact and funds their initiative for a maximum term of three years.

In addition to its fundraising efforts, Deloitte offers the accounting and management skills of its experts to select social entrepreneurs and makes available its e-campus for English classes.



*"The purpose of the CSR is to support our firm in general interest causes, and to encourage and accompany civic investment on the part of employees by promoting active and responsible solidarity."*

**Eric Gins**

Director of the CSR French Committee

## The Deloitte global network for sharing

Deloitte France is actively involved in the Deloitte global network, which covers nearly 150 countries, and contributes to the formidable cultural, regulatory and human diversity at the heart of a multitude of complementary projects. Corporate Social Responsibility Leadership, a group of international and multidisciplinary professionals, meets on a regular basis to share the main innovations emerging from the organisation and facilitate their development and communication.

## Sustainable development on a daily basis

Since June 2003, the firm has participated in **National Sustainable Development Week**, initiated by the French Ministry of ecology and sustainable development. Deloitte hopes to familiarise its employees with the daily challenges and best practices of environmental preservation, particularly by means of a series of conferences. During the fourth edition of this event, each employee received a coffee mug with the "Charte de la Main verte" colours, an ecological and sustainable alternative to the use of plastic cups.

## Committing to our people: our outcomes

### A recruiting philosophy based on three strategies: non-discrimination, the disabled and cultural diversity

The Deloitte recruiting policy already reflects the diversity of French society in a large proportion (the workforce has nearly 50 nationalities). In order to further diversify its **recruiting sources**, Deloitte has implemented a certain number of initiatives for second-year MA finance students from universities that have not been major recruiting pools for audit and consulting positions (Paris X Nanterre, Evry, Cergy, etc.).

### A charter for equal educational opportunity

The Deloitte commitment was made concrete in December 2006 through the signature of the "**charte pour l'égalité des chances dans l'apprentissage**" (charter for equal educational opportunity). Endorsed by the French Ministry of National Education, the charter's objective is to promote and strengthen partnerships between the Ministry and the business world and thus accelerate the implementation of initiatives already identified.

### Recycling and social reintegration

Since 2006, Deloitte has awarded the recycling of its paper to an environmental local initiatives company that has a social reintegration policy. To more than meet the legal obligations, Deloitte selected this company for its contribution to the **CEDRE program** (Creating sustainable jobs in recycling and the environment).



#### **November 2006 Talent Promotion**

*Nadedja Tio is congratulated by Sara Briolin after receiving her scholarship from Frédéric Moulin and Souad El Ouazzani*

### Diversity and equal opportunity, key factors in Deloitte's commitment to the community

"We have long been vigilant with respect to recruitment diversity and non-discrimination: diversity of origins, gender equality, variety of recruiting sources, etc. But our executive management has decided on a more upstream approach. Many experts have noted that the social ladder of the elite schools is shrinking (in the 60's more than 20% of children whose parents belonged to modest social categories attended the elite schools compared to 8% today). We are thus providing scholarships to deserving young people who have passed their baccalauréat, but mostly we offer tutoring thanks to the involvement of our employees.

These are the main strategies of our action plan for diversity and equal opportunity, presented with humility but conviction."



# Committing to our communities: our outcomes

## Tutoring deserving young people

Deloitte has pledged to offer scholarships and tutoring to 28 deserving young baccalauréat holders via the "**Promotion des talents**" (Talent Promotion) association, which brings together numerous companies, and tutoring to the young people of Cergy previously selected by the ESSEC business school as part of the "**Une grande école : pourquoi pas moi ?**" (A top school: why not me?) programme. The tutors who volunteer their time with young people meet each month to share tutoring synergies and best practices.

In addition, Deloitte meets with secondary school and college students from priority education zones during conferences and workshops to show the interest in business-related careers and help with orientation.

## Valuing young people in companies

In June 2005, **Deloitte signed the Learning Charter, prepared in partnership with the Institut de l'Entreprise** (French institute of business). This charter, signed by more than 90 companies – including 27 from the CAC 40 – comprises nine commitments to better qualify young people for the corporate world and increase the number of trainees in France from the current 360,000 to 500,000 in 2009.

*"I was very well received and my tutors soon made me feel comfortable. They gave me some very good advice on CV preparation to stand out from other candidates. I was delighted with this first meeting with my tutors."*

### Denise

*Student benefiting from the ESSEC programme "Une grande école : pourquoi pas moi ?" (A top school: why not me?)*

## Artists at the service of humanitarian projects

Since October 2002, Deloitte has pledged to help fund the humanitarian projects of business school students, engineers and universities, by a donation of **collector T-shirts**. Produced in limited numbers, these T-shirts are the original creations of contemporary artists who support Deloitte's initiative by donating their copyrights. These T-shirts are sold by the students themselves, and profits contribute to projects approved beforehand by Deloitte Human Resources.

## Contributing to the public debate

Bolstered by its partnership with IMS – Entreprendre pour la cité, Deloitte has organised a **series of conferences** on diversity. The first meeting took place in October 2006, under the patronage of Louis Schweitzer, chairman of HALDE (High authority for the fight against discrimination and for equality) on the topic of "Diversity, equality, and governance."

## Technology for all

Deloitte has recently sealed a partnership with **Ecodair** (an association fighting against unemployment): after being properly erased, cleaned and uploaded with new software by Ecodair, 100 laptops will be available for Deloitte to redistribute among the supported associations and programs. Deloitte professionals can suggest a particular program or individual to benefit from this initiative.



**Guilène Bertin-Perri**  
Director responsible for  
the Diversity and Equal  
Opportunity Plan

## *A major commitment to our CSR initiatives*



*Employees in the CSR and the tutoring team represent all functions and activities*



## A commitment to women

### A commitment amply recognized by the “Label Egalité”

In 2001, Deloitte launched the Women in the Workforce initiative in France and created an internal women's network, thus affirming its commitment to gender equality.

### The objective is to attract and retain top women talent.

Since this date, Deloitte has also become a Gold partner in the **European Professional Women Network**, which offers women the benefits of extensive professional networks or mentoring initiatives, among other opportunities.



This commitment and the first achievements were recognised by “**Label Egalité**” (Equality Label) awarded to Deloitte in October 2005. This label is only a step in an ongoing process that calls for continuous improvement in the form of communication initiatives, talent management and parenting support.

### What this commitment to women means professionally and personally

Deloitte recruits and hires an equal number of men and women. Gender equity in terms of compensation, career path or access to training is assured. Human resources management is transparent and based on competencies, some of which are said to be “feminine.” Under the counselling system, men and women are listened to and provided with individualised support.

Deloitte has also set up specific actions to facilitate the access of women to positions of responsibility, including leadership training or the coaching of women with strong potential.

In addition, the availability of part-time options is widespread, usually to reconcile private and professional life. Deloitte employees are able to benefit from an innovative programme: leave for personal projects. The firm partially assumes the employee's salary so that he or she may realise a project they hold dear. Finally, since 2001, there is a concierge service to facilitate the daily life of each employee.

Being a parent at Deloitte means you benefit from caring maternity and health coverage, are able to continue breastfeeding on the return from maternity leave and use, when necessary and without charge, the “**SOS Nounou**” (SOS Nanny) childminding service when your infant is sick.



*“Deloitte's commitment to women is to treat men and women equally, but it also covers issues specific to women, such as the various paths to success and, as needed, tailored responses to various life stages, the involvement of women in professional networks, and the balance between professional ambition and personal aspirations.”*

**Caroline Dalque-Marty**  
Competency Development Director



*Azouz Begag presents Amadou Raimi with the Special Prize for Diversity from the Great Place to Work Institute.*



*"We have to set the example to attract the top talent and ensure their fulfilment. We have to set the example to serve the best companies which, above all, put their faith in us. This example, this rigour, this diversity must be found at all levels of the hierarchy to reflect the diversity of the society we live in and contribute to its advancement."*

**Frédéric Moulin**

Partner responsible for Human Resources

## A commitment to excellence

Since 2001, the employees and executive management of Deloitte have expressed their wish to join forces and today they have rallied to this common vision. Their determination to be social players leads to initiatives that complement the convictions and values of Deloitte.

At Deloitte, each employee must set an example in his or her conduct and is entitled to expect this same example from the firm, through a mutual commitment that nurtures and enriches a common objective of excellence.

## Human capital

- 6,000 employees, including 360 partners
- 50% men and 50% women
- 19% of partners are women
- 48 nationalities represented
- More than 100 offices
- 50% split between Paris/regions
- Average age: 31 for employees, 43 for partners
- Average level of education: university graduate
- Training: 8% of payroll
- 6% of employees are part-time
- Over 800 hirings planned in 2007, 50% to include young graduates

## To find out more...

- on Deloitte's CSR initiatives:  
[www.deloitte.fr](http://www.deloitte.fr)
- on Solidarités Nouvelles face au Chômage (SNC):  
[www.snc.asso.fr](http://www.snc.asso.fr)
- on Sport Sans frontières:  
[www.sportsansfrontieres.org/fr/](http://www.sportsansfrontieres.org/fr/)
- on the UN Global Compact:  
[www.institut-entreprise.fr/id=644](http://www.institut-entreprise.fr/id=644)
- on the IMS:  
[www.imsentreprendre.com/](http://www.imsentreprendre.com/)
- on Ashoka:  
[www.ashoka.asso.fr](http://www.ashoka.asso.fr)
- on the training charter:  
[www.institut-entreprise.fr/index.php?id=617](http://www.institut-entreprise.fr/index.php?id=617)
- on the Equality Label:  
[www.afaq.org](http://www.afaq.org)

# The dynamism of Deloitte: Supporting your convictions



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Deloitte has mobilised a diversity of competencies to meet the range of services expected from its clients of all sizes and sectors – spanning the range from micro and medium-sized companies to multinationals.

The 5,000 employees and partners embody the firm's dynamism and success through their client commitment and their constant concern for service excellence. The range of services is extensive: audit, consulting and risk management, legal and tax, chartered accountancy and corporate finance, in accordance with Deloitte's multidisciplinary strategy and code of ethics.

In France, Deloitte reported revenue of €608 million for 2005-06 (01/01/06) and had 4,600 partners and employees.

For more information, visit [www.deloitte.fr](http://www.deloitte.fr)

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