

Deloitte Touche Tohmatsu Leadership Support Statement for the UN Global Compact 2006/2007

Deloitte Touche Tohmatsu and its member firms understand that changing perspectives on sustainability and social and environmental responsibility will have a profound effect on member firms' people, clients and the way business is conducted. Around the world, Deloitte member firms participate in the ongoing debate about long-term sustainability and the ways businesses recognize, create, and measure value. A signatory of the United Nations Global Compact, Deloitte member firms are working with a variety of organizations—both global and local—to address the issues of the day, whether by breaking the cycle of poverty by helping educate and train others, or closing the digital divide between the northern and southern hemispheres. They also strive to manage the social and environmental impacts stemming from their own business operations. The UN Global Compact and the ten principles provide valuable guidance as member firms continue their efforts to be responsible citizens wherever they operate.

Please visit DTT's 2006/2007 Communication on Progress for more information about how Deloitte member firms seek to live up to the 10 UN Global Compact principles.

John Connolly

Chairman of DTT's Global Board of Partners and Senior Partner and Chief Executive, Deloitte UK

Deloitte Touche Tohmatsu (DTT) Communication on Progress to the UN Global Compact 2006/2007

When Deloitte Touche Tohmatsu (DTT) joined the UN Global Compact at its inception in 2000, it committed to complying with the nine UN-principles on human rights, labor rights, and the environment. In June 2004, a 10th principle on anti-corruption was adopted by the UN for which DTT has also expressed its support. DTT's chairman of the board, John Connolly, stressed again this year [the continued support of DTT and its member firms](#) for the initiative. The ten principles closely align with DTT's commitment to responsible business and the nine Ethical Principles and four Shared Values which form the basis of all DTT member firms' interaction with their clients, employees, and the public. These four Shared Values are:

- Integrity
- Outstanding value to clients and markets
- Commitment to each other
- Strength from cultural diversity

Below is DTT's Communication on Progress against the UN Global Compact principles during fiscal year 2006/2007. It includes a new section on Partnerships and the Role of Business in Society. The document provides examples of activities, but it is not an exhaustive list of relevant activities of DTT and its member firms. DTT member firms are separately and independently owned which means they have the opportunity to implement programs in alignment with national customs and cultures as long as they reflect global visions and policies. This is done because experience shows that programs implemented with respect for local conditions and traditions yield the best results. Some examples of progress therefore represent activities of individual member firms while others represent DTT programs and initiatives. In some countries such as South Africa, the DTT member firm publishes individual sustainability reports with information about member firm performance in the area of corporate social responsibility. The DTT Worldwide Member Firms 2007 Review also contains examples of relevant DTT member firm activities around the world.

Human Rights 2006/2007

Principle 1

Businesses are asked to support and respect the protection of international human rights within their sphere of influence; and

Principle 2

Make sure that they are not complicit in human rights abuses.

DTT and its member firms recognize that they have a responsibility to uphold human rights both in the workplace and more broadly within their spheres of influence. Member firms seek to comply not only with the letter but also with the spirit of the law wherever they operate and have programs in place that support human rights in their interaction with key stakeholders. In the workplace, human rights take the form of non-discrimination and diversity in personnel practices, professional development that aids employability, and work-life balance programs that support a healthy balance between professional and private life. Recruiting and retaining activities reflect a desire to hire professionals who share DTT's and its member firms' values and commitment to responsible business. In addition, member firms protect human rights in the community through contributions to poverty alleviation and increasing levels of education. DTT member firm professionals also contribute to the public debate on issues related to human rights.

Human Rights: At DTT Member Firms 2006/2007

- **Employer of Choice strategy:** Around the world, DTT member firms have programs that help professionals maintain a healthy work-life balance, manage their careers and performance, develop new skills and knowledge, and secure healthy and safe working conditions. During 2006/2007, independent third parties have recognized Deloitte member firms on 23 occasions in 14 countries as being Employers of Choice.
- **Internal awareness building around sustainable development:** In January 2007, Deloitte DTT launched an internal e-learning course to introduce member firm client service professionals to issues of business sustainability and to promote an understanding of the impact of business on society. The course highlights the global social, economic and environmental issues that impact business strategy. To date, nearly 100 professionals have completed the course, and feedback has been very positive.
- DTT conducted an organization-wide contest asking member firm employees to share community-focused initiatives that can help shape the world. Five professionals from Deloitte member firms were awarded US\$500 each to help support their individual locally-driven efforts to address global issues.

Human Rights: Working with Clients 2006/2007

DTT member firms help companies manage corporate responsibility (CR) issues and impacts on society through advisory services on best practice CR management and through assistance with sustainability reporting. Member firms also provide assurance on such reporting and help to build effective management systems that handle and act upon information related to the company's economic, social and environmental impacts.

Human Rights: In the Community 2006/2007

- **DTT member firms in Belgium and the Netherlands** are working with Close the Gap, an organization that strives to close the digital divide between the northern and southern hemispheres. Companies are invited to donate their used IT equipment to social projects in a number of selected African countries. In November 2006, Deloitte Belgium donated the 30,000th computer to the initiative.

- Professionals from the Lebanon office of **Deloitte Middle East** visited a public school affected by the July 2006 war to help renovate and beautify the damaged areas by planting flowers, painting the walls and collecting books for kindergarten students.
- To celebrate and renew member firm commitments to community investment activities, many member firms set aside a day of service each year called IMPACT Day. Since its inception, member firm participation in IMPACT Day has spread widely across the globe. Member firms' participation grew from six countries in 2004 to 30 countries in 2005. In 2006, 30 percent of the approximately 135,000 people of Deloitte member firms in 38 countries volunteered their time and services during this annual event.
- With a focus on improving youth education in impoverished areas, since 1999 **Deloitte Mexico** has been involved with the Meyalli School, which is devoted to the education of underprivileged children, ages 3-15. Within its continuous community investment program, this year, Deloitte Mexico has been working with the school on improving safety measures by teaching crime prevention and self-defense. The program was previously held at a school for deaf children, implementing better safety measures through the installation of visual alarms and crisis management training. In November 2006, the Centro Mexicano de Filantropía (CEMEFI) granted Deloitte Mexico its first "best practice in community investment" award, based on the success of the safety program.
- Volunteers from the D.C. office of **Deloitte United States*** started a two-year project with the Nonprofit Roundtable of Greater Washington to develop and test a regional strategic plan that defines the nonprofit sector's role in disaster response and recovery. Leaders from more than 40 nonprofits attended to start the implementation of business continuity plans for their organizations.
- **Deloitte China** has entered into an agreement with Lingnan University to co-run a three-year program to adopt a village in Yunnan province and support its sustainable development. The program's success will be measured in terms of the implementation of necessary advancements in public education, health and economic development. It is the first public-private sector collaboration involving a Hong Kong academic institution (Lingnan University), mainland academic institution (Yunnan University) and a commercial enterprise (Deloitte China)
- **Deloitte China** was awarded the prestigious Guangming Corporate Social Responsibility Award by one of the leading Chinese language media, *Guangming Daily*, whose judging panel comprised senior government officials. Deloitte China was the only CPA firm to win this recognition, and was one of only 20 award winners selected from 400 multinationals in China. Deloitte China was recognized based on a range of different initiatives, including its funding of a two-year nutrition research program for children in rural areas through the China Development Research Foundation, and the donation of 600,000 CNY (80,000 USD) to the "China Charity Foundation: Laureus Friends and Champions Fund," which supports China's youth, particularly the physically or mentally challenged, orphaned, juvenile delinquents or those whose parents are immigrant workers from poor rural areas now working in big cities.

Labor Rights 2006/2007

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4

The elimination of all forms of forced and compulsory labor

Principle 5

The effective abolition of child labor; and

Principle 6

The elimination of discrimination in respect to employment and occupation.

DTT's shared values and ethical principles dictates that all interaction between DTT and its member firms and their employees, as well as interaction between employees, must be characterized by integrity, trust and mutual respect. DTT member firms regularly conduct anonymous people commitment surveys to lend a voice to employees through which to communicate with leadership. Results are collected and analyzed in each department, and problems are addressed in a constructive manner. In addition, as part of the implementation of DTT's Ethical Principles, member firms have put procedures in place to address employee grievances.

DTT's shared values and ethical principles also include non-discrimination and inclusion as an integral part of the way the organization works. While DTT member firms are united by this vision of inclusion, DTT respectfully recognizes that implementation of related programs will be shaped by local and national cultures. Where appropriate, DTT member firms also address non-discrimination and inclusion in the community. DTT's Excellence Model helps to guide member firms so that professional performance and promotions are managed in a fair and transparent manner. Ongoing training and education also helps professionals develop the skills necessary to work cross-culturally.

Labor Rights: At DTT Member Firms 2006/2007

- **People commitment survey:** Approximately 107,000 Deloitte member firm professionals were invited to participate and 80 percent of them used the opportunity to be heard on a range of issues including compensation and benefits, work-life harmony, recognizing success, performance management and hiring and staffing. DTT reached an important milestone in FY07 when the average commitment index for all participating member firms increased from 74 to 75, accomplishing the goal of improving the index by one point every year.
- Member firms don't just listen to their people; they take action as a result. For example, **Deloitte Belgium** now offers coaching sessions for partners, emphasizing career guidance and quality conversations with people; work-life balance (including self-energy management) courses and broader offerings of non-technical skills programs. Performance management processes will also be reengineered as a result of issues raised during the survey.
- **Deloitte UK** has used the people commitment survey results to encourage employee dialogue, leading to greater understanding of people's needs, and as the basis for a *Quality Conversations Toolkit*, designed to encourage regular, honest and constructive feedback. Owing in part to the toolkit's impact, the firm's attrition rate decreased to 18 percent and Deloitte UK was ranked sixth among the *Sunday Times* "Best Big Companies" in 2007.
- On March 8, 2007, Deloitte member firms celebrated International Women's Day.
- **Deloitte United States' Women's Initiative (WIN)***, launched in 1993, delivered 400 programs to 12,000 people in 2006, received nine major awards and was invited by 57 client firms to initiate or improve the execution of their WIN efforts. WIN's effectiveness is demonstrated by the fact that Deloitte United States has the highest percentage (21 percent) of women partners, principals and directors among U.S. professional services firms.
- DTT's member firm in Australia conducted a firm-wide cultural diversity survey as a basis for defining the firm's cultural identity. More than 1,300 people from all levels of the organization responded. The survey revealed that the firm has more than 50 cultures represented.
- In June 2007, Chaly Mah, CEO Deloitte Singapore, was appointed regional managing partner and chief executive officer for the Asia Pacific region and a member of the DTT executive. This is the first time in Deloitte member firms' history that the regional managing partner has been appointed from within the Asia Pacific region and is considered a significant decision in recognition of the importance and capability of the region to Deloitte member firms and its contributions to the DTT network.

Labor Rights: Working with Clients 2006/2007

DTT member firm Human Capital Advisory Services teams help clients align their human resources management with their organizations' overall business strategies. Services include advice on people and change management, training and development, people sourcing and corporate culture.

Labor Rights: In the Community 2006/2007

- Realizing that education is one of the key components to breaking the cycle of poverty, **Deloitte United States*** teamed with College Summit to provide public school systems with the strategies and tools needed to send more students to post secondary education. Through a mix of donations, volunteerism and leadership, Deloitte United States has helped College Summit operate in 12 states, serve more than 15,000 students and train more than 700 teachers and counselors.
- **Deloitte New Zealand** works with the Foundation for Youth Development, an initiative that teaches life skills to 13- to 15-year-olds. The people of Deloitte New Zealand assist the Foundation for Youth Development by providing accounting, financial advice and resources; sitting on boards; and acting as mentors for teenagers. Deloitte New Zealand's support has enabled the foundation's programs to reach many communities across the country.
- **Deloitte UK** has led an award-winning employability initiative over the past five years for 16- to 19-year-olds that helps develop behaviors that are sought and valued in the workplace. In 2007, Deloitte UK also launched a "train the trainer" course for teachers who wish to develop the skills to deliver this type of training. With an investment of £2.5m over the next five years Deloitte UK's target is to fund the training for 800 new teachers who will in turn deliver employability skills courses to up to 80,000 college students.

Labor Rights: Contributions to the Public Debate 2006/2007

- Managing the talent crisis in global manufacturing: A report discussing how manufacturing companies can tackle the talent attraction and retention crisis through a model developed by **Deloitte & Touche USA LLP** for cultivating talent in their workforces, creating an environment conducive to effective deployment and better connectivity between workers.
- In October 2006, Lisa Bondesio, head of diversity at **Deloitte UK**, spoke at the United Nations Global Compact Policy Dialogue on "Combating Discrimination and Promoting Equality."
- In France, more than 150 company managers, public officials and intellectuals attended the second annual diversity meeting hosted by **Deloitte France**. Discussion was opened by Deloitte France Chairman Amadou Raimi, who emphasized diversity as an essential component of dynamism and a performance stimulus. Roundtable discussions included notable leaders from organizations that deal with racism and equality.
- From **Deloitte United States*** George Bouris and Peter Miscovich, principals of Deloitte Consulting LLP, published the article "Corporate Real Estate Goes Green" in *The Leader*, the leading magazine for the U.S. corporate real estate industry. Bouris and Miscovich shared their views on how the workplace can conspicuously contribute to not only generating shareholder value, but making people more productive and more efficient.

Environment: 2006/2007

Principle 7

Businesses should support a precautionary approach to environmental challenges;

Principle 8

Undertake initiatives to promote greater environmental responsibility; and

Principle 9

Encourage the development and diffusion of environmentally friendly technologies.

In the scope of global challenges, Deloitte member firms recognize that the management of environmental impacts is important. As a result, member firms are committed to advancing their knowledge of environmental sustainability and climate change issues, responding to market needs and providing relevant services. They also seek to raise awareness with the public, their people and their clients and to manage their own environmental footprints stemming from, for example, waste, paper and energy consumption and business travel. A set of global environmental principles is currently being developed which all member firms will be expected to implement locally (see "At DTT member firms"). By managing these impacts responsibly, member firms are able to make a positive contribution to the environment.

While DTT has had no formal tracking system in place to date to collect environmental performance data globally, a survey among member firms has shown that individual member firms have taken initiatives to monitor, manage and report on their environmental impacts and activities for a number of years. The new global environmental program will include tools to help member firms track and report on their performance.

Environment: At DTT Member Firms 2006/2007

- **DTT guidelines for environmental management** are being developed in FY08. These guidelines will promote environmental impact awareness and training for staff, continuous evaluation and improvement in efficient energy use, waste management and minimization, and the incorporation of environmental impact issues into procurement.
- After a competitive tender process, **Deloitte UK** selected a new energy broker and conservation consultant to help ensure that 100 percent of purchased energy is classified as green. The firm has set a further target of a minimum 10 percent from 'dark' green sources (from wind, solar or other renewable sources). The firm has also reached agreement with the UK government's Carbon Trust to implement its Carbon Management program.
- **Deloitte UK** is also working with the builders and architects of its London campus to minimize the environmental impact of both new and refurbished buildings. The buildings' design will reduce energy and water consumption, automatic controls will minimize energy consumption, and use of renewable materials is being optimized. In addition, implementation of a campuswide recycling scheme enables the recycling of over 70 percent of office waste.
- At the **Deloitte Member Firm Lead Client Partner Forum** in Rome in June 2007, efforts were made to reduce the forum's environmental impact through limited paper handouts, reduced power use and carbon neutral travel.

Environment: Working with Clients 2006/2007

Deloitte member firms are committed to leading their markets through responsible, sustainable business practices and are specially qualified to understand the changes that will affect business processes. Examples of these changes include incorporating taxation matters into investment decisions and attesting to quantifiable measures of progress as all sectors work together to help ensure the sustainability of the environment.

Deloitte member firm professionals hold expertise in benchmarking, implementation, assurance and risk management consulting in related areas. A Deloitte member firm cross-industry, cross functional Climate Change & Sustainable Resources Board has been established to oversee the development of new services to

meet the needs of the ever-evolving market and to provide clients with strategies and action steps for making their companies compliant, efficient, and environmentally responsible.

Through experts in climate change, alternative energy, risk management, and supply chain management, for example, Deloitte member firms' Corporate Responsibility services teams help clients to drive financial performance while improving their environmental and social performance.

Environment: In the Community 2006/2007

In 2006, DTT assisted with the establishment of the Safe Water Network (SWN). In January 2007 at Davos, Switzerland, DTT and SWN announced a joint program to develop small-scale, community-based solutions to bring safe water to neglected populations. The program will target several developing geographies — potentially including Bangladesh, China, India, Sub-Saharan Africa and Latin America — where distributed water purification technology solutions are expected to improve community access to clean drinking water.

Environment: Contributions to the Public Debate 2006/2007

- **Deloitte Netherlands** published the report "Sustainable energy: Investment change or climate change."
- Joseph A. Stanislaw, Ph.D., independent senior adviser to the Energy & Resources practices of **Deloitte United States***, authored a white paper, "Energy in Flux: The 21st Century's Greatest Challenge."
- From the United States, Chris Park, a principal of **Deloitte Consulting LLP**, authored the white paper, "Creating the Wholly Sustainable Enterprise."
- **Deloitte Canada** conducted a GHG Emissions Management Survey with Canadian large emitters and issued the report, "Forward thinking: The importance of managing greenhouse gas emissions."
- **Deloitte UK** issued the publication, "An analysis of sustainable development reporting in the mining industry."

Anti-Corruption 2006/2007

Principle 10

Businesses should work against all forms of corruption, including extortion and bribery.

The conduct of DTT member firms and their people in the marketplace springs from DTT's shared values and nine ethical principles which, amongst other core business principles, set the expectation that DTT member firm professionals demonstrate integrity, objectivity and fair business practices in all their relationships with clients and other stakeholders. The ethical principles were developed as part of an internal multi-stakeholder process and were adopted by each of DTT's member firms in 2004. They have since become an integral part of DTT member firm business processes and practices including DTT's "Professional Practice Manual," which sets out rules and guidelines for expected behavior by member firm professionals in all business relationships.

Anti-Corruption: At DTT Member Firms 2006/2007

DTT and its member firms are strongly committed to upholding high ethical principles and have adopted a global ethics program with implementation standards in six key areas:

- Leadership and accountability
- Local policy and standards
- Communications/information

- Awareness building/learning
- Reporting
- Measurement

Leadership and accountability

Following the establishment of leadership and accountability for the ethics program at DTT and its member firms, as well as member firm adoption of local policy and standards, noted in the last report (October 2006), DTT and its member firms continue to make great progress on all fronts.

Reporting and measurement

In the areas of reporting and measurement, 23 Deloitte member firms across all regions have completed an Ethics Practice Review. Conducted at least once every three years, an Ethics Practice Review consists of leadership interviews, employee focus group discussions and documentation review aimed at testing and validating member firm compliance with related DTT standards and ensuring that key ethics policies, processes and messages on the importance of ethics and integrity are embedded throughout the DTT member firm organization.

As noted in last year's report, DTT has developed a global Ethics Survey designed to measure member firm employee awareness and perceptions of member firms' ethics programs and culture of integrity. Year to date, 40 member firms have conducted the survey in order to identify program strengths and areas in need of improvement within their member firm. Key findings showed that: 1) There is strong awareness around ethical principles, member firm codes of conduct and channels for reporting ethical issues; 2) people feel strongly that their member firm take action to address unethical conduct; and 3) people strongly agree that the organization's commitment to integrity has been clearly communicated. Targeted action plans are being developed based on the survey results and the survey will be conducted annually for benchmarking purposes.

Learning

DTT and its member firms have made great strides in the area of learning. Since its roll-out in 2006, a DTT developed e-learning program, "Introduction to the Ethical Principles of DTT and Its Member Firms," has been completed by more than 40,000 member firm personnel in over 100 countries. This course was developed as a supplement to member firm-specific ethics learning outlined in the DTT standards.

"The Integrity Compass," an ethical dilemma-based learning exercise, continues to be widely used in the DTT organization of member firms. More than 80 percent of DTT member firms have used the "Integrity Compass" in new hire orientation, management development programs, technical programs and/or standalone ethics learning.

Communications

From a Communications perspective, DTT and its member firms remain committed to assisting all their people in understanding the important role that ethics and integrity play in helping deliver on their commitments to clients, people, and the societies in which they work. A variety of communications mechanisms are in place across DTT member firms to deliver key messages about these ethics programs and culture of integrity. These include videos, brochures, intranet sites, newsletter columns, marketplace news round-ups, and road show presentations.

One new DTT communications initiative, "Bob's Blog," is a creative Web-based story that presents real-life ethical scenarios to the people of Deloitte member firms. When rolled out later this year, "Bob's Blog" will provide an interactive forum to stimulate dialogue and discussion about ethical issues and potential solutions.

Securing the important links between ethics and integrity and human resources and talent management processes has also been important for DTT and its member firms over the past year. Specific progress in this area includes the integration of questions related to ethics and integrity in DTT recruiting guidelines as well

as participation in a global DTT performance management Initiative with goals of ensuring that ethics and integrity are built into a new core competency model that will underpin recruitment, performance evaluation, remuneration and promotion activities across the Deloitte member firm organization.

DTT will hold the 2nd Annual Ethics Officer Workshop in November 2007 with invitations going to senior Deloitte member firm business leaders and all member firm Ethics Officers. The objectives of this global meeting are to discuss issues, highlight accomplishments and priorities and share best practices related to the member firm implementation of ethics and compliance programs.

Anti-Corruption: Working with Clients 2006/2007

Many DTT member firms offer ethics and compliance consulting services to help clients strengthen their organizations' ethical foundation and improve management of compliance. Examples of such services include ethics and compliance assessments, strengthening of processes and procedures designed to manage ethics and compliance, ethics training and business risk mitigation.

Anti-Corruption: In the Community 2006/2007

- **The Deloitte Foundation**, a not-for-profit organization sponsored by **Deloitte & Touche USA LLP** made a \$4 million commitment to fund the University of Illinois Center for Professional Responsibilities in Business and Society. Recognizing that issues of professional responsibility cannot be effectively taught and learned in isolation, the center's specific goals include the development of educational objectives and a curriculum that focuses on specialized professional responsibility-based content. Deloitte & Touche USA LLP also nominated a partner/principal to serve on the center's advisory board.
- **Deloitte & Touche USA LLP** strengthened its commitment to Junior Achievement by committing in excess of \$US2 million to the development of a new global ethics curriculum entitled JA Business Ethics and to curriculum updates to the existing U.S. program, Excellence in Ethics.
- From **Deloitte United States***, Frank Piantidosi, the CEO of Deloitte Financial Advisory Services LLP, was elected to the board of directors of Transparency International USA.
- In May 2006, **Deloitte China** donated 4 million CNY (500,000 USD) to Peking University to support its training program on public policy. Coordinated by Organisation Department of the CPC Central Committee, the program aims to bring out high-caliber professionals on government administration and management and enrich them with international perspectives and management knowledge and power. The training program has the participation of professors from Peking University, London School of Economics, Institut d'Etudes Politiques de Paris and Columbia University. Charles Yen of Deloitte China conducted a teaching session on corporate governance.

Anti-Corruption: Contributions to the Public Debate 2006/2007

- In November 2006, DTT, together with International Association of Airline Internal Auditors (IAAIA) launched a survey on airline fraud.
- On November 28, 2006, **James Quigley, CEO of Deloitte Touche Tohmatsu** (who, at the time, was the CEO of Deloitte & Touche USA LLP), published an editorial in the Chicago Sun-Times entitled "American Business Must Work to Regain Trust." In this article, Quigley called for a partnership between academia and the private sector in promoting workplace integrity as the most valued and valuable currency.
- In November 2006, Sharon Allen, chairman of the board of **Deloitte & Touche USA LLP**, spoke on behalf of Notre Dame's Institute for Ethical Business Worldwide to students from the Mendoza School of Business about the importance of sound business ethics.

- Accounting scandals, technology advances and expanding globalization are driving changes in financial reporting, the auditing profession and the very nature of business throughout the world. Deloitte member firms are collaborating with other professional service firms, international corporations and governmental organizations to help see that stakeholders receive the information they need and the information is required for continued economic growth. For example, Hendrik Descheemaeker (**Deloitte Belgium**), Europe, Middle East, and Africa Regulatory Task Force chairman, met with other regional member firm managing partners to discuss the recent audit directives in the European Union and what they mean for the profession. Rather than just react to change, the six largest networks working together are seeking to help shape it. Descheemaeker recently spearheaded a movement to submit comment letters on the EU's handling of Public Company Accounting Oversight Board responsibilities and its direction regarding liability issues.
- As audit procedures and reporting change, the public must be kept informed. Journalists must be able to discern those changes and how they affect various stakeholders. With public awareness in mind, **Deloitte Argentina** held a workshop for 20 journalists from the most important media outlets in Buenos Aires and Cordoba. Topics included the uniqueness of auditing in Argentina, auditor responsibilities, and the workings of auditor control organizations.
- **Deloitte China** created a course for journalists on a number of accounting issues, such as how to read annual reports.
- In May 2007, Sharon Allen, chairman of the board, Deloitte & Touche USA LLP, presented the results of a **Deloitte United States*** ethics and work-life balance survey as part of her speech "Not the Usual Suspects—New Challenges for Financial Executives" at the Financial Executives International Summit 2007 and later the same month at Columbia University in May 2007.
- In June 2007, Harold Tinkler, Chief Ethics & Compliance Officer, Deloitte & Touche USA LLP, presented at Center for Ethics at Manhattanville College on "Has Compliance Killed Ethics?".

Partnerships and the Role of Business in Society 2006/2007

Deloitte member firms participate in the ongoing debate about long-term sustainability and the ways businesses recognize, create and measure value. Member firms understand that changing perspectives on sustainability and environmental responsibility will have a profound effect on their people, their clients and the way business is conducted. Through research, contributions to the public debate and cross-sector partnerships, DTT member firms seek to advance and support the corporate responsibility agenda and to engage in discussions about the role of business in society.

Partnerships and the Role of Business in Society: 2006/2007 Examples

- On May 27, 2007, former DTT CEO Bill Parrett and Peter Bowie, then CEO of **Deloitte China**, hosted a Deloitte Forum in Shanghai to discuss the sustainable development of China as a major player in the global economy. Deloitte Global Forums are held all around the world by Deloitte Touche Tohmatsu and its member firms to address some of the critical issues facing global companies.
- On April 22, 2007, former DTT CEO, Bill Parrett, outlined the value of corporate responsibility and measuring non-financial performance indicators for Chinese business during the Boao Forum for Asia.
- Barry Salzberg, CEO **Deloitte & Touche USA LLP**, spoke on the topic "Social Action: Changing the Brain of Business" at the 2006 Net Impact conference, Kellogg School of Management, Northwestern University, Chicago.
- Deloitte member firms feel strongly about the importance of establishing relationships with IGOS and NGOs and work to maintain their expectations, improve communications and influence their

policy decisions. A recent initiative to strengthen the relationships between these types of organizations is the new Council for Multilateral Business Diplomacy (CMBD). DTT has been in on the ground level in the development of the organization. The CMBD arranges for companies to meet IGOs and NGOs, learn about their agendas, network and exchange views on common interests.

- Deloitte & Touche GmbH in Germany together with Kirchoff Consult and Manager Magazine launched the "Good Company Ranking 2007," a listing of the companies whose human capital policies and forward-looking approach to ecological and social commitment have had a positive effect on corporate governance and profitability.
- DTT in collaboration with the Economist Intelligence Unit launched "In the Dark II: What many boards and executives still don't know about the health of their businesses."
- Deloitte member firms have a strong history of contributing to the development of solutions to shared global challenges. As participants in the 1992 Earth Summit, Deloitte member firms were among the first professional services organizations to acknowledge the importance of environmental sustainability to the success of leading global companies. Deloitte member firm practitioners have continued to forge relationships with organizations such as the World Business Council for Sustainable Development, the United Nations Global Compact and the Global Reporting Initiative that are dedicated to measuring and managing the effects business has on the environment and society at large.
- In November 2006, an interview with Peter Bowie, then CEO of Deloitte China, was published in China Daily. The resulting article, "Firm sets sights on sustainable development," describes how Deloitte China contributes to sustainable development in China.
- Wolfgang Grewe — senior partner and chairman of **Deloitte Germany** and member of the Global Executive — made a keynote speech on "Global Excellence and Leadership in Corporate Social Responsibility" at the International Federation of Scholarly Associations of Management (ISFAM) World Congress, Berlin, September 2006.
- In September 2007, Doug Lattner, chairman & CEO Deloitte Consulting LLP at **Deloitte United States***, spoke to a group of 250 MBA students at Darden (UVA B-school) about corporate sustainability.