



2009 Deloitte Touche Tohmatsu
Corporate Responsibility Report

Deloitte.

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A letter from John Connolly



Climate change, sustainability, and corporate responsibility broadly defined are now core parts of business strategy for all globally successful businesses. Companies are not going to be successful in the long term if they shy away from recognising this.

At Deloitte member firms, a commitment to corporate responsibility is one of the things that makes the organisation a leader in business around the world. As leading professional services organisations, the Deloitte member firms have much to contribute to public policy, business, and society.

Deloitte strives to sustain a culture of integrity, which originates from the senior leaders of the organisation. They set the tone for accountability and ethical behaviour by providing an open and consultative environment.

I lead the DTT Global Corporate Responsibility Council, which has global oversight and responsibility for developing Deloitte's broad corporate responsibility agenda. Since the council was formed, we have:

- Established a clearer direction for corporate responsibility within the global network;
- Implemented a new global corporate responsibility policy;
- Agreed with member firms that they will contribute a significant portion of their community investment activities to the themes of education and skills building;
- Developed a global signature programme to deliver innovations in education that will prepare disadvantaged young people around the world for success in the 21st-century economy;
- Aligned 15 large Deloitte member firms to a common corporate responsibility reporting framework.

DTT was an early or founding member of leading corporate responsibility organisations, such as the World Business Council for Sustainable Development, the UN Global Compact, International Business Leaders Forum, and the World Economic Forum's Corporate Global Citizenship Initiative. We continue to work with these global organisations to design collaborative solutions to common challenges facing business around the world.

The success of Deloitte member firms depends on their people, and our leadership in this area is important to them.

Regards,
John

John Connolly is the Global Chairman of Deloitte Touche Tohmatsu, and leads Deloitte's corporate responsibility agenda around the world. John is also the Senior Partner and Chief Executive of Deloitte in the UK.



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Values and strategy

Deloitte's commitment to the public interest goes back to the origins of our organization, when William Welch Deloitte invented a system for railway accounts that helped protect investors from mismanagement of funds. Deloitte's leaders have encouraged and empowered the organization's people to act with integrity and long-term vision ever since. Today the Deloitte Shared Values bind the people of Deloitte together across cultures, customs, and languages, and promote trust among them. Along with the Ethical Principles, of which one is "responsibility to society," these values define the way business is done in every member firm across the world.

Against the backdrop of last year's economic turbulence, the Deloitte Shared Values and Ethical Principles have particular significance for our organization. Some of the most disruptive and painful business failures in the recent past can be traced to decisions that nevertheless met the literal requirements of laws and codes of conduct. Such rules obviously matter, but following rules alone will not prevent lapses of judgment. Responsibility in business has more to do with stewardship: how boards and executives orient their companies toward long-term achievement, even under pressure from short-term challenges.

Deloitte member firms have a vital role in sustaining the public's trust and maintaining investor confidence. They have taken this role seriously and that is why they have made integrity and quality the cornerstones of their businesses. Deloitte has opportunities to project a positive influence on vital causes like economic growth, environmental protection, and social equity. Deloitte member firms act on these opportunities to advance the common good through their core business

Restoring confidence in capital markets and in business generally requires a demonstrable commitment by leaders to sustainable development. This means investing and managing for the long term, and a renewed emphasis on corporate responsibility.

—DTT CEO Jim Quigley

activities: delivering high-quality client service, conceiving and promoting solutions to large-scale problems, and turning out ideas to help executives and managers be more successful as leaders.

In other words, Deloitte member firms strive to make social good a co-product of their work, alongside revenues and earnings—a business strategy that they are confident will foster their success over the long term. Clients can feel confident about assigning matters of vital concern to Deloitte member firms. Deloitte's aim of being a reputable organization also helps member firms to attract, inspire, and retain talented people. Further, Deloitte member firms strive to contribute to their local communities as responsible corporate citizens.

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Drawing strength from cultural diversity

Deloitte member firms are doing business in more places and moving more people across borders. Strength from cultural diversity is one of the Deloitte Shared Values and key to success in an increasingly mobile and global economy—for good reasons. Engagement teams span national and functional boundaries, and the diversity of backgrounds, skills, and experiences in each member firm and across the more than 140 countries in which the organization operates is on the rise. Understanding, embracing, and capitalizing on differences is critical to the organization's ability to hire and retain the diversity of skills and capabilities needed to effectively create teams that deliver client service excellence worldwide.

Diversity and Inclusion for Deloitte member firms is a local concept, driven by local market realities, legal requirements, and business strategies. The Global Diversity and Inclusion strategy supports and aligns the work of member firms to increase diversity worldwide. Increasing the representation of women in leadership positions is the first step in realizing this strategy. In FY09, tools and resources created by the DTT Global Diversity and Inclusion group supported member firm efforts to launch or strengthen support of gender diversity programs. The FY09 Global Retention of Women Council's International Women's Day webcast built eminence, relationships, and business—as did member firm practices and Diversity and Inclusion recognitions and awards.

Women at Deloitte member firms

FY06 FY07 FY08 FY09

Women as percentage of total member firm personnel



Women as percentage of member firm hires



Women as percentage of member firm partners and directors



Women as percentage of member firm managers



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Corporate responsibility leadership

Deloitte articulates and enacts its corporate responsibility agenda in a way that corresponds to the structure of the organization. John Connolly, Chairman of the DTT Board of Directors, leads DTT's 18-member Global Corporate Responsibility Council, which was chartered by the DTT Executive in July 2007. The Council has global oversight of Deloitte's broad corporate responsibility (CR) agenda. The positioning of CR with the Chairman of the DTT Board provides a crucial link between the Council and DTT leadership, and helps to ensure that consideration for societal issues is embedded into Deloitte's strategy. At a local level, the member firms manage most CR issues, in line with the DTT CR policy and with their own local business and community priorities.

The Council's decisions in the past year have been guided by recommendations from four Council-member-led working groups. John Connolly personally leads a working group of the Council that considers how the organization should establish and advance views on the role of business in society, particularly in regard to shared global challenges. This working group also coordinates DTT's involvement in business groups such as the World Business Council for Sustainable Development and the International Business Leaders Forum, where Connolly has a seat on the Board of Trustees.

Global commitments

Deloitte has long been at the forefront in collaborating with other businesses to advance solutions to shared problems and to contribute to the open discussion of business's role in society. Our early and ongoing involvement in multilateral organizations is part of this activity. Examples of Deloitte's commitments include:

- World Business Council for Sustainable Development—DTT was a founding member in 1995.
- United Nations Global Compact—DTT was a founding signatory in 2000. Futhi Mtoba, Chairman, Deloitte Southern Africa, is a member of the UN Global Compact Board.
- World Economic Forum's Corporate Global Citizenship Initiative—DTT was an original signatory in 2001.
- Global Reporting Initiative—DTT has been an Organizational Stakeholder since 2004.
- International Business Leaders Forum—DTT became a Council Supporter in 2003 and a Principal Supporter in 2007. John Connolly is a member of the Board of Trustees.



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Ainar Aijala, DTT Global Managing Partner, Consulting, leads the Global CR Council's working group on community investment. After extensive research, this working group identified the development of 21st-century skills for underserved young people as a priority issue for Deloitte member firms, and is guiding Deloitte's advocacy and alliances on education issues.

Nick Main heads the CR Council's working group on operational sustainability, bringing to bear his experience and marketplace perspective as DTT Global Managing Partner, Climate Change and Sustainability Services. This year the working group recommended policies on environment, procurement, and anti-corruption for the member firms to adopt in FY10, and created the reporting program that resulted in this chronicle of

Deloitte's CR activities. Nick Main's other global role, as DTT's Global Chief Ethics Officer, positions him to help ensure that the Council's priorities are reflected in the member firms' ethics programs.

Tom Dekar, Vice Chairman and Corporate Responsibility Officer, Deloitte United States, is the chairman of a fourth working group that developed a DTT Global CR Policy, with the objective of creating harmony and consistency of approach across all member firms. The policy has been approved by the DTT Executive and DTT Board, and John Connolly is encouraging the member firms to adopt and promote the policy widely.

DTT Global Corporate Responsibility Policy

As leading professional services organizations, the Deloitte Touche Tohmatsu member firms have much to contribute to public policy, business, and society throughout the world.

As such, we respect human dignity and expand our capabilities through inclusion and cultural diversity. We promote the highest levels of ethical behavior, advance education and culture, and advocate sustainable use of natural resources and respect for the environment.

We demonstrate this through:

- Investments in our people
- The advice and services we provide to clients
- Environmentally sustainable operations
- Commitment to our local communities and the wider society

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The well-being and future prospects of an organization like Deloitte depend on a solid reputation for objectivity, professionalism, and integrity—indeed, this reputation is one of our vital assets. Accordingly, Deloitte sustains a culture of integrity, in which its people strive to do not only what is legal, but what is right. This culture of integrity originates with DTT CEO Jim Quigley, DTT Chairman John Connolly, and the other leaders of DTT and the member firms. They set the tone for accountability and ethical behavior in keeping with the nine Ethical Principles of the Deloitte organization. Set down in 2004, the Ethical Principles make explicit the standards of behavior that our organization's leaders and people have upheld for many years.

We are clearly entering a new era of accountability and responsibility. There is no substitute for a strong code of personal ethics and leaders everywhere must do more to recognize and reward individuals who act with integrity. At Deloitte we place the highest value on ethical behavior.

—DTT CEO Jim Quigley

The member firms ensure that their people have access to tools and guidance to help them make responsible decisions. Nick Main, DTT Global Chief Ethics Officer, is charged with coordinating the network of member firm ethics officers and counseling them on efforts to improve their ethics programs. The DTT Global Ethics Office also assesses these programs with respect to the requirements for ethics governance, communication, and education set forth in DTT's Global Ethics Policy.



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This year the DTT Global Ethics Office initiated a revision of the Global Ethics Policy to raise the bar for the member firms' ethics programs. New measures in the revised policy will include:

- Annual confirmation by all Deloitte member firm people of their compliance with their member firms' codes of conduct
- Mandatory ethics education for all member firm people every two years
- Yearly self-assessments by the member firms of their ethical risks and compliance with Global Ethics Policy
- Annual measurement and reporting of ethics performance by the member firms

Deloitte leaders play an active part in the global fight against corruption through their work for clients, research, and involvement with institutions like the United Nations Global Compact, Transparency International, and the World Economic Forum's Partnering Against Corruption Initiative.

Ethics in action: Facts and figures

In 2008, 35 member firms administered the DTT member firm ethics survey. Key findings were that:

- 94 percent of respondents agreed that their firm's commitment to integrity has been clearly communicated. (The comparative figure for the previous year was 94 percent.)
- 88 percent of respondents reported that they know where to report incidents of possible unethical conduct (up from 85 percent the year before).

In addition, more than 50,000 unique visitors from 40 member firms participated in "Bob's Adventures in Ethics," a yearlong internal blog that used fictional ethical dilemmas to illustrate Deloitte's nine Ethical Principles.

Stakeholder engagement

Deloitte member firms regularly engage with stakeholders on the issues they care about, and learn a great deal by listening to them. Their interests and feedback help evolve the organization's corporate responsibility agenda, including the creation of this report.

Stakeholder group	Approaches to engagement	Types of information stakeholders provide	How member firms use their input
People: current and prospective member firm employees, alumni, and retired partners	People Survey (annual), meetings with supervisors and management, blogs, wikis, campus events and job fairs, alumni networks	Areas of satisfaction and dissatisfaction, ethical concerns, potential improvements	Setting management priorities, developing and expanding new talent programs, remedying weak areas, addressing concerns
Member firm clients	Ongoing contact during projects, satisfaction assessments, business development and proposal processes	Service needs, insights into challenges, areas of concern, suggestions for improvement	Creating new services, service improvement, opening new lines of communication
Community organizations and global advocacy groups	Collaboration on projects, memberships, board and advisory positions, involvement in meetings	Requests for assistance, feedback on support, ideas for future initiatives, recommendations for better practices	Identifying and making investments, marshaling capabilities, orienting activities toward shared outcomes, adopting new approaches
Governments and regulators	Participation on advisory panels, direct dialogue, collaboration on policy and position statements	New or amended laws and rules, opinions about practices, warnings and penalties	Maintaining compliance, helping to shape effective policies, developing services, advising clients
Professional bodies in accounting and auditing	Leadership roles, involvement in committees and working groups	Accounting and auditing standards, education and other requirements, certification and licensing	Contributing to associations' standard-setting, educational, and other activities

Improving member firm practices

Member firms have a multitude of established approaches to engaging stakeholders, and several of these touch on corporate responsibility issues. During the coming year DTT will work with the member firms to structure a program for gathering stakeholders' views on a wide range of issues and using this information to shape the organization's CR agenda. Deloitte will also explore ways of involving key stakeholders in next year's reporting process so that we can be confident of addressing topics that are of interest to them and of importance to member firms' businesses.

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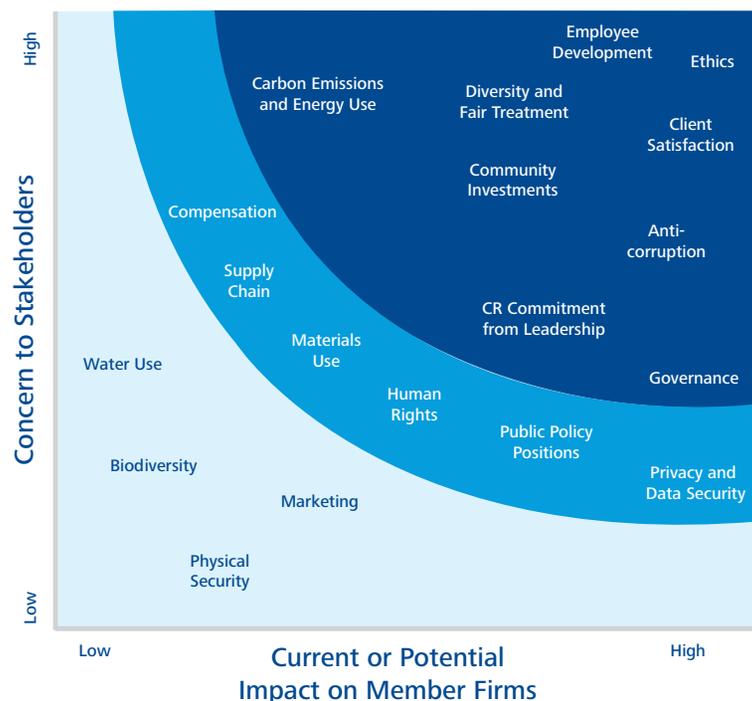
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Materiality and reporting principles

Drawing on stakeholder input and an understanding of Deloitte's business model and strategic direction, corporate responsibility specialists from across the member firms have worked together to prioritize

significant influence on stakeholders' views of the organization.

In keeping with this principle, the specialist team identified a wide range of issues and assessed them for their importance to stakeholders and their effect on member firms' businesses. The accompanying chart depicts the main topics that the specialist team considered, and how these were rated in stakeholder importance and business impact.



High-materiality issue: Addressed by member firm strategies and programs and described in this report

Medium-materiality issue: Actively managed by member firms and discussed with constituencies that have a direct stake

Low-materiality issue: Monitored or managed by member firms through policies and programs but not a subject of regular dialogue

material issues for coverage in this report. Their method for analyzing these issues is based on the Global Reporting Initiative's materiality principle, which calls for sustainability reports to cover topics that either reflect organizations' sustainability impacts or would have a

of quantitative measures for DTT member firms to use in gauging their sustainability performance. These measures are presented, on an aggregate basis, throughout the report. (For more on the reporting scope and performance measurement methods, please see the "About this report" section.)

Improving member firm practices

One goal for next year's report, in keeping with the Global Reporting Initiative's principle on sustainability context, is to be clearer about the ways in which Deloitte affects economic, environmental, and social conditions locally. Accordingly DTT will work with reporting specialists in the member firms to develop and implement context-sensitive performance measures. DTT will also refine the materiality analysis from this year according to findings from the stakeholder engagement process outlined above.



Investing in communities

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Deloitte21: Inspiring young minds to achieve great futures

Throughout the Deloitte member firms, people are as devoted to their community endeavors as they are to their work. In volunteering, serving on nonprofit boards, and carrying out pro bono projects, the leaders and people of Deloitte take a results-oriented approach to tackling social challenges.

At Deloitte, investments in the community are driven by the idea that mobilizing the intellectual capital of the people of Deloitte member firms makes the greatest social impact and advances key business goals. Around the world member firms invest in education and skills building—investments that both protect and develop the organization's most important asset, its people.

Deloitte believes that conventional education is in need of improvement to prepare young people for success and achievement in the 21st-century economy. This is particularly true for students who are underserved. These young people are unprepared for higher education and employment and therefore struggle to realize their full potential as individuals and contributors to society.

To thrive as a professional and citizen in the 21st-century economy requires new skills and capabilities. Our 24x7, interconnected, and global world places new demands on our workforce. Ethical leaders who are both empathetic and judicious are in demand; technology is the primary enabler of interactions and productivity; workplaces and teams are cross-cultural and global; and organizations require a steady stream of creativity and innovation.

Deloitte believes that its people can contribute to communities most effectively by using their professional capabilities to scale the impact of programs that support young people to develop 21st-century skills. Through Deloitte21, a collective action and advocacy initiative, leaders from Deloitte collaborate with business, government, and community leaders to improve the quality and relevance of young people's education. The newly formed Deloitte21 Fellows program offers the best-performing people from member firms opportunities to lead the growth of transformative education initiatives at the local and global levels.



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Tracking the scale of community investments

This year, community investments by 15 large Deloitte member firms totaled US\$138.9m. Monetary and in-kind donations by these firms and their charitable foundations represented US\$54.5m of this amount. In addition, these member firms organized fundraising campaigns that



Figures represent aggregate community investments for 15 large Deloitte member firms.

generated an aggregate US\$26.8m in donations from their partners and employees, for a total of US\$81.3m in donations. (This figure does not include donations by member firms' people to campaigns not organized by Deloitte member firms.) Management costs for member firms' community investment programs and foundations accounted for US\$6.9m more.

These sums, however, represent only a portion of the member firms' investments in their communities. Partners and employees of the 15 large member firms spent an aggregate 463,000 hours working on volunteer projects and pro bono assignments. The member firms have estimated the aggregate value of this work at US\$50.7m—nearly as much as their own cash and in-kind donations.

Well over half of this time went to skills-based volunteering and pro bono engagements, which Deloitte member firms encourage their people to pursue in keeping with the idea that leveraging

intellectual capital produces the most benefit for society. A signature occasion for community investment is IMPACT Day, when Deloitte celebrates its commitment to communities with a day of volunteer work. In calendar year 2008, 48,000 people in 57 countries took part in IMPACT Day.



Figures represent aggregate hours and estimated value of time for 15 large Deloitte member firms

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The member firms have placed an estimated monetary value on their pro bono engagements and their people's work on firm-sponsored volunteer projects because these activities represent a material investment in communities. Pro bono projects are professional services that member firms provide for free or at a deep discount to community organizations. Similarly, firm-sponsored volunteer work allows community organizations to make use of the skills and talents of member firm people.

DTT and its member firms calculated these figures using a common framework for classifying and valuing community investments that DTT's Community Investment Working Group created during the 2009 fiscal year. For descriptions of the measurement and classification methods specified by this framework, see the **"About this report"** section.

Improving member firm practices

In preparation for next year's report, DTT will work with the member firms on enhancing their processes for measuring community investments in line with the global framework. This will help the member firms to keep track of their contributions toward education and skills building and to better estimate the value of their people's volunteer and pro bono work. The goal is to increase the total share of all community investments—monetary donations, volunteer work, and pro bono projects—directed toward education and skills building.

IMPACT Day worldwide



To celebrate and showcase year-round community investment activities, many Deloitte member firms designate a day of service—IMPACT Day—to support their communities

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Southern Africa: Delivering employability training and jobs

For Deloitte Southern Africa, skills development for young people has long been a cornerstone of the firm's business strategy. Through improvements in education and learner support, the firm seeks to equip young people with the skills necessary for employment by the firm and its clients, ultimately contributing to economic vitality in the region.

Deloitte Graduate Academy

The Deloitte Graduate Academy (DGA) was founded and run by Deloitte Southern Africa to provide university graduates with professional training. Established in 2003 specifically to address the shortage of SAP software specialists and the economic and democratic policy requirements that affect Deloitte Southern Africa and its clients, the DGA now has courses on communications, strategy, project management, finance, and workplace readiness and other business skills and knowledge areas. More than 200 people have completed the 12-month DGA program, and 95 percent of them have secured gainful employment.

Since 2005, Deloitte Southern Africa has worked with the University of Johannesburg and local human resources consultancy Stanley Hutcheson & Associates to administer Thusanani, a four-month work readiness program for underserved university graduates. Initiated by a government training and education authority to support the National Skills Development Strategy, Thusanani has trained some 1,500 students, has an average completion rate of over 90 percent, and has an average placement rate in excess of 80 percent, mainly in the financial services industry.

The firm's own Future Leaders Development Programme (FLDP) builds on the work readiness training that Thusanani participants receive. It provides a number of high-performing Thusanani graduates with a year-long assignment to a challenging entry-level job at the firm, which is supplemented with mentoring and structured online and classroom training. Founded in November 2007, in collaboration with the Office of the Deputy President and the Accelerated Skills Growth Initiative of South Africa, FLDP concluded its first training cycle with a graduation ceremony in March 2009. Of the 16 students who completed the program, 13 were offered and accepted jobs at the firm.

Nthabiseng Ntuli is a Thusanani alumna and a member of the first FLDP class now working in Deloitte Southern Africa's finance and accounting unit. "As a young South African, I can never stress enough the importance of education and the constant pursuit to inform ourselves and others," Ntuli says. "I have been given the opportunity to amass valuable business lessons. From here my next goal is to move to a business unit where I can build on my passion for research and business development."

Employability training from Deloitte UK

Deloitte UK too has an extensive program to equip students with skills for successful careers: the Employability Initiative. Offered at a number of colleges around the country, the 100- to 150-hour program has been completed by more than 2,500 students. The UK firm is expanding the program, with nine Deloitte Employability Centres conducting a train-the-trainer course that will prepare educators to reach up to 40,000 students by 2011.

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Australia: Supporting schools and students

This year, Deloitte Australia joined the Australian Business and Community Network (ABCN), which engages companies to help students and schools through mentoring, collaboration, and support programs. The Australian firm provides funding and volunteers to support three of ABCN's programs: Partners in Learning, GOALS (Growing Opportunities and Learning Skills), and the Spark Primary School Reading Program.

The Partners in Learning program has matched Deloitte Australia partners and other businesspeople with school principals and senior teachers in 10 disadvantaged schools in three Australian states. Participants share experiences and work on leadership challenges during six or more meetings per year. The principals gain new perspectives on how to solve problems and lead their schools more effectively, while the business participants expand their range as managers by exploring organizational issues from an unfamiliar context.

The chairman of the Australian firm's Deloitte Foundation, Dennis Goldner, is working together with Denise Veltre, the principal of Lalor North Secondary College in Melbourne. "I meet regularly with Denise and discuss the challenges she faces: getting enrollment up, boosting the motivation of the kids at the school. And I share the challenges that face me in my own professional life," says Goldner.

Veltre adds, "Dennis and I are both leaders focused on 'best practice' education and development of our staff who face the complexities and challenges of 21st-century life and work. The education sector has much to teach business; equally, the corporate world has valuable lessons for education. This collaboration has both broadened our horizons and inspired new ideas."

In the GOALS program, 48 Deloitte Australia partners and directors are serving as mentors to 9th and 10th grade students who are considered to be at high risk of leaving school. The purpose of GOALS is to widen the students' perspectives on their futures and thereby encourage them to finish high school and pursue higher education or vocational training.

Nick Klein, a forensics account director with Deloitte Australia based in Sydney, has been working with 13-year-old Shaun Gibbons at Bass High School. "Seeing him open up and actively participate with the whole group—his peers at school and all the other mentors—has been especially rewarding," Klein says. "No matter what stage in life we're in, there's always so much more to learn about other people and ourselves."



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Germany: Nurturing young entrepreneurs

When it comes to running a successful business, no amount of classroom training can provide the same insight and preparation as real-world experience. Based in Germany, the JUNIOR program is designed to give students aged 15 and up a measure of hands-on business experience. Since the program's founding in 1994, more than 45,000 students have formed over 3,300 companies. These young entrepreneurs sell shares in their companies to raise capital, and receive advice and mentoring throughout the school year from seasoned managers. At the end of the program year, students enter their companies in juried competitions at the state and then the national level.

Deloitte Germany's foundation began supporting JUNIOR shortly after the foundation was set up in December 2007. During 2008-2009, 16 partners and professionals from Deloitte Germany served as mentors to JUNIOR companies, and the firm hosted the national JUNIOR competition at its office in Düsseldorf. From there the winning JUNIOR company went on to the pan-European competition in Rotterdam, the Netherlands.

Michael Niehues, a partner with Deloitte Germany in Düsseldorf, served as JUNIOR mentor to a company called "nebid," short for "new business identity," which provides branding and design services to small businesses and independent practitioners. "I learned that their generation is a very talented one that enjoys work and challenging tasks," said Niehues. "I think the most important experience for them was learning to act as a real team, to concentrate on big issues, and eventually to see that their initiative brought a good return on investment."

"These are future leaders, and we need to be at least two steps ahead in approaching them, keeping in

contact, and providing them with advice throughout their careers," Niehues adds. "One of the team members is getting his first professional experience in the legal department of Deloitte Germany, working close to my office until he takes on his university studies in a couple of weeks."

International cooperation

To offer its student participants greater access to education opportunities and contacts, JUNIOR maintains standing with Junior Achievement Worldwide, the world's largest organization dedicated to providing young people with hands-on education in workforce readiness, entrepreneurship, and financial literacy. It is also affiliated with Junior Achievement Young Enterprise Europe, the European network of JA Worldwide. Ainar Aijala, Global Managing Partner, Consulting for Deloitte Touche Tohmatsu, served as the board chairman of JA Worldwide from 1 July 2006 to 31 May 2009.



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Turkey: Mentoring and supporting challenged students

In 2007, Deloitte Turkey established its foundation, DEVAK (Deloitte Eğitim Vakfı, or "Deloitte Educational Foundation"), with a twin purpose: to grant scholarships to talented and economically challenged students, and to establish educational institutions that support the training of creative, thoughtful, and innovative leaders.

This year DEVAK selected 34 university students to support. For 12 months the students receive scholarship funds and mentoring from Deloitte Turkey partners and managers. Each mentor advises the student in eight or more personal meetings, plus email and telephone correspondence. Mentors can also provide help arranging internships, foreign language courses, and other career-oriented development opportunities.

DEVAK's innovative funding model

To help DEVAK fund its programs, Deloitte Turkey transferred two of its businesses to the foundation to act as revenue-producing subsidiaries. Deloitte Technology Services provides application development, technology consulting, and outsourcing. Deloitte Academy offers customized and standard classroom and online training services. The academy became a DEVAK subsidiary in May 2008 and now contributes all its income to the foundation.

Hüseyin Gürer, Managing Partner and CEO of Deloitte Turkey, has been serving as a mentor to Olcay Silahlı, a student at Istanbul Technical University. During the year Silahlı was invited to study in Germany for 10 months but could not decide whether to accept. "Olcay did not want to miss this opportunity but could not make up his mind, because he felt that the language barrier would prevent

him from getting high grades. And he knew he would need a high average in order to get a scholarship for his master's degree that he wants to complete in the United States," said Gürer.

"I shared my views, based on experience, about the choice he faced and encouraged him to decide for himself," Gürer said. "I gave him this sort of advice because I believed it was important to help him orient himself toward his life goals."

"Mr. Gürer has not just helped me to set meaningful goals in line with my expectations," said Silahlı. "He has also introduced me to the business world early in my undergraduate education, which I think has put me a step ahead of my classmates. It has expanded my vision and helped me to concentrate on key aspects of my career development."





Responding to environmental challenges

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Climate change rates as one of the most pressing challenges the world faces today. It is both an environmental problem and a social one, with significant effects on the lives of billions of people. Businesses around the world are recognizing the role they can play in slowing climate change by altering their patterns of using energy and natural resources. Companies also have opportunities to shape effective public policies for curbing emissions of greenhouse gases and for stimulating the invention and commercialization of low-carbon technologies.

Deloitte member firms around the world take a serious, business-minded approach to climate change and other issues in environmental protection. The member firms still have many opportunities to embed environmental considerations in their business strategies and are committed to continuous learning and action in this regard. When it comes to running their operations, the member firms are working to enact more environmentally sustainable approaches, particularly in areas like transportation and facilities management that account for most of the organization's resource use and natural impacts.

Member firms are also harnessing their people's passion and commitment to lightening their ecological footprints at work: the everyday decisions of more than 168,000 people in more than 140 locations can have significant cumulative effects on the environment. Sensible expert guidance, peer education, and responsible leadership are the factors inspiring people to adopt environmentally sound ways of working.

Deloitte member firms' work in the marketplace is another way they are helping to tackle environmental problems. The partners and professionals in the member firms' Climate Change and Sustainability network advise clients on practices that are both eco-friendly and good for their businesses. These specialists also help clients to manage risks associated with environmental exposures, such as the prices of emissions permits and energy supplies, and to implement systems and processes that help enable them to gather, report, and make decisions based on reliable readings of environmental performance.



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This year DTT's Operational Sustainability Working Group, comprising representatives from 12 large Deloitte member firms, agreed to a common framework for measuring the organization's environmental impacts. This framework expanded on preliminary guidelines set in 2007. Some member firms run sophisticated reporting programs; others have less advanced systems but strong interest in expanding them; still others were just beginning.

Recognizing this range of reporting capabilities, the working group selected environmental measures that would allow a large share of the organization to gauge their impacts in significant areas, without creating a heavy administrative burden for firms that are new to sustainability reporting. These measures follow the

Greenhouse Gas Protocol developed by World Resources Institute and the World Business Council for Sustainable Development, and are explained further in the "**About this report**" section.

Using this framework, 15 large Deloitte member firms measured their business air travel and usage of purchased electricity in offices and facilities, and calculated the carbon dioxide emissions resulting from these activities. Within this scope, CO₂ emissions per person* were 1.66 metric tons from business air travel and 1.31 metric tons from electricity usage. Total carbon dioxide emissions across the 15 large firms were 197,567 metric tons from air travel (1.69bn kilometers, or 14,220 km per person) and 155,860 metric tons from electricity usage (308.3 GWh, or 2.59 MWh per person).

Usage of purchased electricity
in member firm facilities:
308,251,648 kWh total,
2.59 MWh per person

Carbon emissions resulting
from electricity usage:
155,860 Mt CO₂,
1.31 Mt CO₂ per person

Business air travel:
1,694,683,035 km,
14,220 km per person

Carbon emissions resulting
from business air travel:
197,567 Mt CO₂,
1.66 Mt CO₂ per person

MWh—megawatt-hours **kWh**—kilowatt-hours **Mt**—metric tons

Figures represent environmental impacts of 15 large Deloitte member firms.

* Full-time equivalent

Improving member firm practices

The environmental indicators in this report do not cover activities like car and rail travel, heating, and paper consumption, which have significant impacts. DTT's Operational Sustainability Working Group has a plan for extending the environmental reporting framework with more performance indicators over the next several years, and for broadening the organizational scope to take in more member firms. Next year DTT will be able to understand and report on more environmental impacts across more member firms, and this picture will broaden with time. With help from DTT, Deloitte member firms will also be working to share and institute practices for lightening their environmental footprints in major areas of activities.

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Delivering professional services requires many Deloitte member firm people to spend much of the workweek at their clients' offices, sometimes local, sometimes quite far away. No matter what mode of transportation is used, reaching a client's location and getting back home has some impact on the environment. The challenge for the Deloitte member firms is to lessen the impacts of these trips while maintaining the quality of their work, the satisfaction of their clients, and their people's work-life balance.

Several member firms are giving their people incentives to choose fuel-efficient or low-emissions vehicles. This year, Deloitte Germany introduced a tiered incentive program to encourage partners and directors to choose more efficient cars. The firm ruled out cars that perform below a minimum fuel efficiency level, put a €2000 surcharge on cars that do not clear a somewhat higher threshold, and pays partners and directors a one-time bonus of €4000 for selecting high-efficiency models. Deloitte UK reconfigured its company car program along similar lines, disallowing cars with emissions levels of more than 120g/km, and extending the program to all its people. In Belgium, the Deloitte member firm redesigned its company car policy and set a maximum carbon emission level for each vehicle class, thereby disqualifying certain cars and SUVs from the firm's menu of company vehicles.

Some member firms have installed advanced communications technology to let people collaborate virtually rather than travel to meetings. Many of the large Deloitte member firm offices now have videoconferencing facilities that simulate a face-to-face experience. Last year Deloitte United States completed the installation of videoconferencing capabilities in more than 50 of its offices, which provides access to some 95 percent of that firm's people.



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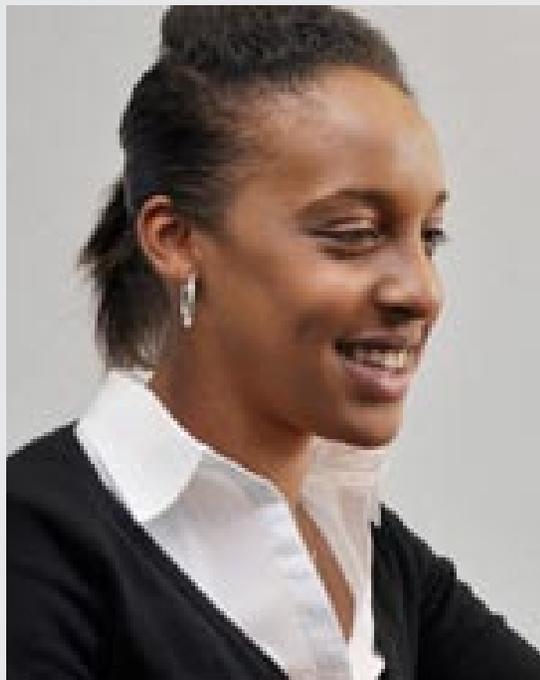
Lighting, heating, cooling, and handling water in Deloitte member firm offices and facilities can have significant environmental impacts, depending on the type of fuel and the efficiency of the building systems. Landlords, property managers, and local authorities have rules on what Deloitte can do to save energy and water, and these rules vary a lot among offices. Deloitte has to be imaginative and resourceful about greening its facilities, while navigating local restrictions and constraints.

Many of the best improvements to environmental performance have originated from suggestions by member firm people, and have taken off because of their enthusiasm for teaching their colleagues. Ten large member firms, representing more than 60 percent of member firm people, have set up employee-led programs to raise their people's awareness of eco-friendly office behaviors, such as turning lights out, two-sided printing and going paperless, recycling, and disposing properly of information technology (IT) equipment. In the coming year DTT and its member firms will continue to share ideas and programs for encouraging sustainable habits in the workplace.

Deloitte member firms are also taking measures to reduce energy consumption in their existing offices. Adjusting systems for climate control and energy management, replacing equipment with high-efficiency models and removing devices that aren't needed, and installing energy-efficient lights fitted with timers or motion sensors are simple but powerful changes that offices have instituted. Deloitte Netherlands purchases more than 60 percent of its energy from renewable sources, and Deloitte Belgium buys nearly 90 percent of its electricity from a hydroelectric facility. As a result both firms have greatly lowered their carbon emissions.

Locating office space in sustainable buildings (those designed according to standards that promote energy and resource efficiency, occupant health, and less environmental impacts) is perhaps the biggest step that a professional services business like a Deloitte member firm can take toward making its workplaces more ecologically friendly. Member firms in the United Kingdom, United States, Netherlands, and Australia have moved some offices to sustainable buildings in recent years. In June 2008, when Deloitte United States announced its plan to build a 750,000 square foot training campus in Texas, which is set to open in 2011, it specified that the building be constructed according to the Leadership in Energy and Environmental Design (LEED) standards of the U.S. Green Building Council.





Life at Deloitte

What is life like at Deloitte? Deloitte's culture encourages people to enact their values through work they do for their member firm, member firm clients, and their fellow citizens. From practitioners providing sustainability services to clients, to consultants working with schools on pro bono assignments, to social entrepreneurs starting nonprofits, Deloitte member firm people find ways to balance and integrate their careers, families, civic projects, and other things that keep them busy and fulfilled. Here are glimpses into life at Deloitte for seven people of the member firms.

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The educator

One night after leaving the Deloitte India office in Mumbai, Sanjay Pasrija saw a group of children reading under a dim street light. To his surprise, they refused when he offered them money—asking him for books instead. Sanjay returned the next day with books, and soon enough he was tutoring the children in math, science, Hindi, and English.

This was the beginning of the Lamp Post School. After receiving support from Deloitte India leadership and finding additional teachers among Sanjay's colleagues, the school began meeting nightly in the basement parking area of the Mumbai office.

Nearly five years later, the school continues to flourish. Even during his assignment with Deloitte United States, Sanjay has stayed in daily contact with the volunteers running the school, and held weekly conference calls with the students.

What is the goal of the Lamp Post School?

To give the best education to underprivileged kids so that they can stand as part of society, earn a living, and spread the value of education.

What inspires you?

Nothing gives me more satisfaction than looking at the cheerful faces of the students and watching their progress.

How has the school changed the students' lives?

Many of them are now achieving goals that they might not have been able to fulfill before. For example, two students are now pursuing their bachelor's degrees.

What's next for the Lamp Post School?

In the next few years, I would like to see some of the current students take the role of volunteer teachers to give back what they've learned to other students.



About Sanjay Pasrija

Title: Senior consultant, IT

What he does: I do software testing and business management.

Deloitte office: Deloitte India, Mumbai; currently on assignment with Deloitte United States, Philadelphia

Time with Deloitte: 5 years

Grew up in: Rohtak, Haryana, India, near New Delhi

Languages spoken: English and Hindi

Words he lives by: When you share yourself with others, life begins to find its meaning. The time you touch the lives of others is the moment you truly start living.

Best career advice: Look out for opportunities within the organization for lateral growth.

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The mentor

When Satra Sampson-Arokium was applying to graduate school, she knew what she wanted to write about in her admissions essay: life lessons from her father.

"He always told me the sky's the limit," Satra says. "He inspired me to get the best education possible."

Now Satra is inspiring other students as she coaches them in writing their college application essays.

Satra's efforts are part of College Summit, a nonprofit program that works with high schools to help raise college enrollment rates among low-income students. Deloitte United States has worked with College Summit since 2006 and provides the largest number of corporate volunteers to their annual weekend workshops on college campuses.

Satra has helped lead these workshops for the past three years. She is motivated by her belief that young people—including her own children—will be our future leaders. "I'm tired of seeing students fall by the wayside," she says. "If I don't help, what will the future be like for my daughters?"

Satra shares a strong connection to the students she helps. "My story is not that different," she says, referring to her upbringing in New York City after emigrating from the Caribbean. "They can relate to me. This is my way of showing them I've made it, and they can too."

While spending time in college dorms may be different from how Satra usually spends her weekends—"At times I can't believe I traded my king-sized bed for a twin, and my air conditioner for a fan!"—she plans to participate again and again.



About Satra Sampson-Arokium

Title: Tracking & Trading specialist, Ethics & Compliance

What she does: I monitor Deloitte U.S. professionals' investments to help ensure there is no shared financial interest with clients.

Deloitte office: Deloitte United States, Wilton, Connecticut

Time with Deloitte: 7 years and 6 months

Grew up in: Dominica, the Caribbean; moved to New York City at age 9

Languages spoken: English and Creole

Best career advice: Build a network of not just your peers, but different types of people, to get a different perspective on life and culture to motivate and guide you.

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The financial guardian

When Matt McKendry first began a pro bono project with an Auckland high school four years ago, his mission was clear: take charge of improving the school's financial management so that the teachers and administration could concentrate on educating students.

How did your work with One Tree Hill College begin?

Through Deloitte New Zealand's participation in the Building Better Schools program, which pairs corporations with schools facing challenges.

What was the project's goal?

Initially it was quite loose and we ended up focusing on the strategic plan of the school as the new principal developed ways to improve the school overall. Our team used The Deloitte Enterprise Value Map to understand the fundamentals that make the school function, and helped the principal communicate his goals.

And the results?

By working more closely with the school's financial management, we were able to take a weight off the principal's mind. The school had a tremendous turnaround which was recognized by the Education Review Office's glowing 2009 report that commented on the school turning around its performance by strengthening its systems and governance.

How was working with a school different than other clients?

I needed to adapt my communication style to fit the school. I initially began by speaking in corporate talk and had to work hard to learn education language.

What's next for One Tree Hill College?

Becoming the school of first choice for parents and students in the surrounding areas.



About Matt McKendry

Title: Partner, Accounting and Advisory

What he does: I advise innovative companies with the goal of helping them to raise needed capital.

Deloitte office: Deloitte New Zealand, Auckland

Time with Deloitte: 7 years and 7 months

Grew up in: Blenheim, New Zealand

Words he lives by: Better to try and fail than never know.

Best career advice: Go for Deloitte member firm partnership.

Favorite travel memory: Rock climbing on Railay Beach in Thailand

Travel wish list: China, Seychelles Islands, India

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The social entrepreneur

If you peek inside Rony Wuytjens's passport, you'll find the pages are filled with stamps from Thailand. But these trips haven't been beach vacations. His mission has been quite different: to supplement the education of underserved children in Thailand's rural Isaan region.

Rony is the founder of Fund Isaan, a nonprofit organization that equips Thai schools with Internet-ready computer classrooms, provides scholarships, and sends volunteers to Thailand to teach English. The organization has helped six schools since 2007.

Every year, Rony and Klaas Vandeweerd, a Deloitte Belgium technology specialist, travel to Thailand to check on the schools—using their vacation time from work. "We don't believe in just shipping some computers and saying, 'Take care,'" Rony explains. "We go to the schools, install the computers, connect them to the Internet, and train the teachers."

Rony also follows the students' progress between visits. They email him everything from notes to holiday cards to PowerPoint presentations.

"I'm not a dreamer," Rony says. "But if there are five children in each class who use the Internet for their education or to learn English, and discover that there are other opportunities in life, then we have achieved a major thing."



About Rony Wuytjens

Title: Partner, Tax

What he does: I advise multinational companies on how to manage their tax position.

Deloitte office: Deloitte Belgium, Antwerpen

Time with Deloitte: 10 years

Grew up in: Kalmthout, a small village near Antwerpen, Belgium

Words he lives by: If you can dream it, you can do it.

Favorite travel destination: Thailand, of course

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The techie

From an early age, Leanne Matty has been interested in computers. But when she enrolled in an IT program at Tower Hamlets College, she felt that she needed more than IT skills to succeed. "I knew I wanted a career in IT," she says, "but I wasn't sure about all the other things you need to succeed at work."

So at age 17, Leanne enrolled in a Deloitte Employability Course, part of **Deloitte UK's Employability Initiative**. The Deloitte Employability Course is a training program that focuses on employability skills—interview techniques, time management, goal setting, and demonstrating initiative, for example—and is delivered alongside a student's normal core technical courses. After completing the course and undertaking two work placements with Deloitte UK, Leanne was offered a full-time position in the IT department.

What was an essential skill you developed in the employability course?

Communication. Through role-playing scenarios, I established how to speak more professionally face-to-face and on the phone without feeling nervous.

How was your transition to a full-time role?

Even with my increased confidence from the course, it was still a little daunting working in a new environment, but everyone at Deloitte UK made me feel welcome and put me at ease.

Any advice for students considering their career options?

Think about what you really want to do. Work hard, aim high, and stick with it.



About Leanne Matty

Title: Technical analyst

What she does: I provide onsite technical support for Deloitte UK's London campus.

Deloitte office: Deloitte United Kingdom, London

Time with Deloitte: 3 years

Grew up in: East London, United Kingdom

Interest outside of work include: Seeing movies, riding go-karts, paintballing

Coffee, tea, or Red Bull? Red Bull

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The sustainability champion

Renzo Mori Jr. couldn't have been happier when his two passions came together: soccer and sustainability.

As for soccer, Renzo has been playing almost since he could walk. The linking of passions began in 2008 when Deloitte Brazil was engaged to evaluate how two cities, Manaus and Cuiabá, were meeting environmental standards—for water, green energy and technology, and infrastructure—required for cities to host matches for the 2014 World Cup in Brazil.

"It's a very exciting project," Renzo says, "and interesting to see the requirements that every city will have to implement, like having green buildings and using rainwater in the bathrooms."

Renzo had always been interested in sustainability, but, like many other professional services firms, Deloitte Brazil offered no sustainability services when he joined in 1999. Renzo knew that Deloitte member firms in Europe had developed sustainability practices, and thought, "Why not here in Brazil?" His managing partner agreed, and they were off.

Renzo says, "Brazil is rich in natural resources, but also has many challenges. Companies are beginning to understand that it's impossible to do business without thinking about sustainability."

Now, with a team of 11 people and an experienced sustainability leader, the services include environmental due diligence, environmental Sarbanes-Oxley assessments, auditing of sustainability reports, community investment programs, and climate change.

"These concerns are changing my life," says Renzo. "Now when I go to the supermarket, I don't just look at price. If two companies have similar products, I buy from the



company I know has a better environmental reputation. And the same thing is happening in business—before signing up with a supplier, a company will ask about its approach to environmental issues."

About Renzo Mori Jr.

Title: Manager

What he does: I try to develop opportunities to strengthen environmental and social aspects of business compared to the well-known economic and financial aspects.

Deloitte office: Deloitte Brazil, São Paulo

Time with Deloitte: 10 years

Grew up in: São Paulo, Brazil

Favorite soccer team: Sociedade Esportiva Palmeiras of São Paulo

Favorite travel destination: Katmandu, Nepal, and Taipús de Fora, a desert beach in the northeast of Brazil

If you visit Brazil, Renzo suggests: Try the feijoada stew, the national dish, and caipirinha, the national cocktail.

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The environmental protector

It was in 1992 at the Rio de Janeiro Earth Summit that Joachim Ganse first heard discussions about a sustainable world and humanity's potential effect on the future. These conversations opened Joachim's eyes and kindled his passion for sustainability.

Joachim started and leads Deloitte Cert, Deloitte Germany's service line that evaluates and certifies companies' environmental and quality performance in line with certain German and international laws and regulations. Deloitte Cert's three main business lines include emissions trading and climate change; certification of environmental safety, health, and quality management systems; and advising on business models from an ecological and economic perspective. "We are the center of excellence for the sustainability business in Germany," Joachim says.

Although a regulation is not yet in place for carbon footprint requirements, Deloitte Germany already advises a number of companies about offering and developing products with a low carbon footprint. "It's important for all companies to take an interest in sustainability, even if it's not yet required by law," says Joachim. "Company performance is based more and more on environmental and social facts and figures; for example, many private and institutional investors, such as large pension funds, prefer to invest their money in sustainable companies. It's the new mega trend."

A typical workweek sees Joachim meeting with clients and potential clients to discuss opportunities for them to make sustainability a part of their business strategy. This need is growing, he says, particularly with the expected expansion of regulations in Europe.



Joachim weaves sustainability into his daily life, working to reduce his own carbon footprint by traveling less, relying more on video conferences, and choosing an energy efficient TV, computer, car, and refrigerator.

About Joachim Ganse

Title: Director, Corporate Responsibility and Sustainability, and Managing Director, Deloitte Cert

What he does: I advise clients on social and environmental issues and sustainable business.

Deloitte office: Deloitte Germany, Düsseldorf

Time with Deloitte: Almost 4 years

Grew up in: Cologne, Germany

Languages spoken: German and English

Best career advice: Bring new ideas to the Deloitte network and build your network in the Deloitte organization.

Favorite travel destination: Boston, for lobster



Performance summary

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The table below sets out the key indicators of Deloitte's performance. Explanations of the scope and measurement techniques are in the "About this report" section.

Performance metric	Scope	FY09	FY08
Member firm revenue			
<ul style="list-style-type: none"> Aggregate member firm revenue (billions of US\$, rounded) <ul style="list-style-type: none"> Americas Europe/Middle East/Africa Asia Pacific 	Global	<ul style="list-style-type: none"> \$26.1 <ul style="list-style-type: none"> \$12.5 \$10.2 \$3.4 	<ul style="list-style-type: none"> \$27.4 <ul style="list-style-type: none"> \$12.9 \$11.3 \$3.2
Global presence			
<ul style="list-style-type: none"> Number of member firms Number of countries where Deloitte operates 	Global	<ul style="list-style-type: none"> 55 140 	<ul style="list-style-type: none"> 68 140
Member firm people			
<ul style="list-style-type: none"> Aggregate member firm people Aggregate member firm people by level <ul style="list-style-type: none"> Partners Professional staff Administrative staff Aggregate member firm people by region <ul style="list-style-type: none"> Americas Europe/Middle East/Africa Asia Pacific Percentages of women at Deloitte member firms <ul style="list-style-type: none"> Overall Among new hires Among partners/directors Among managers 	Global	<ul style="list-style-type: none"> 168,651 <ul style="list-style-type: none"> 9,555 130,208 28,888 70,663 <ul style="list-style-type: none"> 63,834 34,154 45% <ul style="list-style-type: none"> 47% 19% 35% 	<ul style="list-style-type: none"> 161,300 <ul style="list-style-type: none"> 9,100 124,000 28,200 68,700 <ul style="list-style-type: none"> 61,800 30,800 47% <ul style="list-style-type: none"> 45% 19% 36%
<ul style="list-style-type: none"> Deloitte Learning Platform <ul style="list-style-type: none"> Number of Deloitte users Number of e-learning solutions offered Number of countries in which available 		<ul style="list-style-type: none"> Over 130,000 Over 50,000 132 	
<ul style="list-style-type: none"> Mobility: Number of Deloitte people on international assignment 		<ul style="list-style-type: none"> 1,670 	<ul style="list-style-type: none"> 1,540
<ul style="list-style-type: none"> Recruiting <ul style="list-style-type: none"> Global Deloitte Careers website <ul style="list-style-type: none"> Annual visits Number of countries listing jobs Applications received per day, on average International Student Business Forum (ISBF) <ul style="list-style-type: none"> Number of member firms taking part 		<ul style="list-style-type: none"> Over 7 million 132 2,322 21 	<ul style="list-style-type: none"> 6.1 million 45 2,493 19
<ul style="list-style-type: none"> Global New Partner Seminar <ul style="list-style-type: none"> Number of member firm participants at meeting 		<ul style="list-style-type: none"> 583 (October 2008) 	<ul style="list-style-type: none"> 543 (October 2007)

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Ethics			
<u>Global ethics survey</u>	Global		
<ul style="list-style-type: none"> Number of member firms to administer the survey Percentage of member firm respondents agreeing that their member firm's commitment to integrity has been clearly communicated Percentage of member firm respondents reporting that they know where to report incidents of possible unethical conduct 		<ul style="list-style-type: none"> 35 (2008) 94% (2008) 88% (2008) 	<ul style="list-style-type: none"> 39 (2007) 94% (2007) 85% (2007)
Community investment			
<ul style="list-style-type: none"> Total community investments Donations <ul style="list-style-type: none"> Member firm/foundation donations (monetary and in-kind) Member firm partner and employee donations (to member firm-supported organizations and fundraisers) Member firm/foundation costs for managing community investment programs Aggregate value of volunteer and pro bono work by member firm people <ul style="list-style-type: none"> Traditional volunteering Skills-based volunteering Pro bono work Aggregate hours of volunteer and pro bono work by member firm people <ul style="list-style-type: none"> Traditional volunteering Skills-based volunteering Pro bono work IMPACT Day participation <ul style="list-style-type: none"> Number of countries Number of Deloitte participants 	15 large member firms	<ul style="list-style-type: none"> \$138.9m \$81.3m <ul style="list-style-type: none"> \$54.5m \$26.8m \$6.9m \$50.7m <ul style="list-style-type: none"> \$15.9m \$10.7m \$24.1m 463,000 <ul style="list-style-type: none"> 212,000 136,000 115,000 57 Over 48,000 	<ul style="list-style-type: none"> N/A N/A N/A N/A N/A 43 Over 46,000
Environment			
<u>Aggregate member firm figures</u>	15 large member firms		
<ul style="list-style-type: none"> Purchased electricity and resulting CO₂ emissions <ul style="list-style-type: none"> kWh used in member firm facilities CO₂ emissions from use of purchased electricity Business air travel and resulting CO₂ emissions <ul style="list-style-type: none"> kilometers flown for business CO₂ emissions from business air travel 		<ul style="list-style-type: none"> 308,251,648 kWh 155,860 Mt CO₂ 1,694,683,035 km 197,567 Mt CO₂ 	<ul style="list-style-type: none"> N/A N/A N/A N/A
<u>Per member firm person</u>			
<ul style="list-style-type: none"> Purchased electricity and resulting CO₂ emissions <ul style="list-style-type: none"> MWh used in member firm facilities CO₂ emissions from use of purchased electricity Business air travel and resulting CO₂ emissions <ul style="list-style-type: none"> kilometers flown for business CO₂ emissions from business air travel 		<ul style="list-style-type: none"> 2.59 MWh 1.31 Mt CO₂ 14,220 km 1.66 Mt CO₂ 	<ul style="list-style-type: none"> N/A N/A N/A N/A



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Measuring and reporting performance

This report represents a step forward in the evolution of DTT's corporate responsibility reporting practices. The *DTT Annual Review*, which was first released in 2004, has served as one platform for sharing Deloitte's goals and accomplishments with stakeholders. In keeping with its obligations to the United Nations Global Compact, since 2004 DTT has also issued an annual public Communication on Progress about DTT and its member firms' activities with respect to the 10 Compact principles relating to the CR agenda. (Prior to that DTT submitted case studies on its corporate responsibility activities to the Compact.) Several Deloitte member firms have issued their own reports documenting their corporate responsibility activities either in full or in part.

In keeping with good practice, DTT has prepared this report according to the G3 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). DTT has assessed the content of this report against the criteria in GRI's application level system and self-declares that the guidelines have been applied to a level of C. This report has also been designed to be DTT's Communication on Progress to the United Nations Global Compact for 2009. Indexes of content specified by the G3 Guidelines and the UN Global Compact appear later in this section. Performance measures for community investment and environment are based on widely-recognized guidelines.

For reporting on community investment, DTT and the member firms have observed standards from the Committee Encouraging Corporate Philanthropy and the London Benchmarking Group. Monetary contributions are reported at their actual value in U.S. dollars. Hours of volunteer and pro bono work have been counted to the extent that the member firms' time-reporting systems will allow. DTT believes volunteering hours

are understated because member firms have a limited ability to track people's work on firm-supported programs outside business hours. The monetary value of community activities by member firm people has been estimated according to the nature of the service. The value of volunteer work is based on local firms' staff costs. Pro bono work, defined as work that the member firms might otherwise sell but that was performed for free or at a discount below firm cost, has been valued at local member firms' market rates for client service, less whatever fees organizations may have paid.

Estimates of carbon emissions were prepared according to the Greenhouse Gas Protocol created by World Resources Institute and the World Business Council for Sustainable Development. DTT and the member firms have applied the most recent, authoritative, and locally-specific carbon dioxide emissions factors available for the countries in the report's scope.

All monetary figures were reported by the member firms to DTT in local currencies. DTT has converted all currencies to U.S. dollars using one set of exchange rates.



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Scope and parameters

This report presents an aggregation and overview of corporate responsibility efforts across DTT and the member firms during DTT's 2009 fiscal year (1 June 2008 to 31 May 2009).

Narrative content on strategy, policy, structure, and management concerns the entire organization. Data on Deloitte's financial results, headcount, ethics program, and people programs cover the entire Deloitte organization except where noted. Organization-wide data is collected through systems for financial reporting and other management functions.

For community investment and environment, performance data were submitted to DTT by 15 of the largest member firms, which account for more than 85 percent of aggregate member firm revenue and more than 70 percent of aggregate member firm people. These performance data were obtained from the member firms' financial reporting systems, other internal records, and outside sources like travel agencies, utilities, and property managers. Member firms extrapolated some environmental activity data to cover their operations when source data was incomplete or uncertain. DTT has relied on the data provided by member firms and did not have the data independently verified.

Stories about member firms' activities and people were collected through interviews and other internal organization research.

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Organization and governance

DTT is structured as a Swiss Verein, an association of member firms that are legally independent of one another, but operate under the Deloitte brand and related names. These names include "Deloitte," "Deloitte & Touche," "Deloitte Touche Tohmatsu," "Tohmatsu," and others.

The Board is the highest governing body of DTT. DTT's highest management body is the Executive, which is led by the chief executive officer (CEO).

The DTT Executive is responsible for, among other things, fostering a common vision and helping to develop and direct DTT's strategies. The Executive works in a collegial style and attempts to reach decisions through consensus. The DTT CEO, currently Jim Quigley, leads the Executive.

The DTT Board has responsibility for addressing governance issues within the competencies of DTT. The Board must approve major initiatives of DTT, such as strategies, plans, major transactions, and significant policies. The Board has 35 members: the DTT CEO and 34 members appointed by member firms and regions representing jurisdictions and regions around the world. John Connolly is the current chairman of the DTT Board.

The Board is supported by its Governance Committee, which has oversight responsibility for DTT's management and focuses particularly on the major strategic issues facing DTT and the member firms.

The Board also has a number of other committees that coordinate and recommend action on a wide scope of financial and administrative issues relating to DTT's role. The Board committees include Risk Management, Audit and Finance, Membership Affairs, and CEO Evaluation and Compensation.

DTT does not provide any services to clients, or direct, manage, control, or own any interest in any member firm. Member firms provide professional services in particular geographic areas and are subject to the laws, regulations, and professional requirements of the jurisdictions in which they operate. Each member firm is structured differently in accordance with, among others, national laws, regulations, and customary practice, and may provide professional services directly or through affiliates or related entities.

Member firms are not subsidiaries or branch offices of DTT and do not act as agents for DTT or other member firms. Rather, they are locally-formed entities with their own ownership structure independent of DTT that have voluntarily become members of the DTT network with a primary purpose to coordinate their approach to client service, professional standards, shared values, methodologies, and systems of quality control and risk management.

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This report serves as DTT's Communication on Progress to the United Nations Global Compact for 2008-2009. The table contains information or references relating to where each of the 10 Compact principles can be found.

Compact principle	Relevant content
Human rights	
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p>	<p>Deloitte recognizes that it has a responsibility to uphold human rights in the workplace and to use its influence and global reach to foster support for human rights more broadly within society at large. Deloitte not only works to address human rights issues within its communities, but also seeks to respond to the urgent human rights challenges of our world, in a manner commensurate with its ability to effect change within and across regions and borders. In the workplace, human rights typically 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 retention activities reflect a desire to hire professionals who share Deloitte's values and commitment to responsible business. A description of Deloitte's approach to diversity and inclusion is under "Values and strategy" in the "Deloitte in Society" section of this report, and measures of Deloitte's workforce diversity are in the "Performance summary" section.</p> <p>Deloitte protects human rights in the community through contributions to poverty alleviation and increasing levels of education. Deloitte people also contribute to the public debate on issues related to human rights.</p>
Labor standards	
<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</p> <p>Principle 4: the elimination of all forms of forced and compulsory labour;</p> <p>Principle 5: the effective abolition of child labour; and</p> <p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>	<p>Deloitte's Shared Values and Ethical Principles prescribe that all interaction between DTT and its member firms and their employees, as well as interaction among DTT and member firm employees, must be characterized by integrity, trust, and mutual respect. Deloitte regularly conducts anonymous people commitment surveys to lend a voice to employees through which to communicate with their leadership. Results are collected, analyzed, and followed up on in each department and problems are addressed in a constructive manner. Select results from this year's survey are in the "Performance summary" section of this report. In addition, as part of the implementation of Deloitte's Ethical Principles, member firms have put procedures in place to address employee grievances. Further details on the DTT Global Ethics Program are under "Ethics" in the "Deloitte in Society" section of this report.</p> <p>Deloitte's Shared Values and Ethical Principles also include non-discrimination and inclusion as integral parts of the way the organization works. While Deloitte 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, Deloitte also addresses non-discrimination and inclusion in the community. (See the response above about human rights for more on this.) DTT's Excellence Model helps guide member firms so that professional performance and promotions are managed in a fair and transparent manner. Also, ongoing training and education helps member firm professionals develop the skills necessary to work cross-culturally.</p>
Environment	
<p>Principle 7: Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility; and</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies.</p>	<p>Please see the "Responding to environmental challenges" section.</p>
Anti-corruption	
<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>	<p>Please see the "Ethics" subsection in "Deloitte in society."</p>

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This index provides references to the parts of the report where readers can find information relating to Performance Indicators that DTT has reported. Only Performance Indicators that DTT has disclosed are in the table. A full table listing all core Performance Indicators is available upon request.

This report is based on the Global Reporting Initiative's G3 Guidelines. Several levels of application are possible for the guidelines. DTT has performed a self-assessment of its report against the guidelines and determined that its level is C.



G3 disclosure	Chapter or section
Strategy and analysis	
1.1 – Statement from the most senior decision-maker	Chairman's message p. 3
1.2 – Description of key impacts, risks, and opportunities	Values and strategy p. 5-6; Materiality and reporting principles p. 12
Organizational profile	
2.1 – Name of the organization	Organization and governance p. 40
2.2 – Primary brands, products, and/or services	Global presence p. 45
2.3 – Operational structure of the organization	Organization and governance p. 40
2.4 – Location of organization's headquarters	Global presence p. 45
2.5 – Number/names of countries where the organization operates	Global presence p. 46
2.6 – Nature of ownership and legal form	Organization and governance p. 40
2.7 – Markets served	Global presence p. 46
2.8 – Scale of the reporting organization	Scope and parameters p. 39
2.9 – Significant changes during the reporting period	None
2.10 – Awards received in the reporting period	Notable awards listed at http://www.deloitte.com/view/en_GX/global/about/annual-review/timeline/index.htm
Report parameters	
3.1 – Reporting period (e.g., fiscal/calendar year) for information provided	Scope and parameters p. 39
3.2 – Date of most recent previous report (if any)	Measuring and reporting performance p. 38
3.3 – Reporting cycle (annual, biennial, etc.)	Measuring and reporting performance p. 38
3.4 – Contact point for questions regarding the report or its contents	Contacts and information p. 47
3.5 – Process for defining report content	Materiality and reporting principles p. 12
3.6 – Boundary of the report	Scope and parameters p. 39
3.7 – Specific limitations on the scope or boundary of the report	Scope and parameters p. 39
3.8 – Basis for reporting on joint ventures, subsidiaries, leased facilities, etc.	Scope and parameters p. 39
3.9 – Data measurement techniques and the bases of calculations	Measuring and reporting performance p. 38; Scope and parameters p. 39
3.10 – Explanation of the effect of any re-statements of information provided in earlier reports	None
3.11 – Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	None
3.12 – Table identifying the location of the Standard Disclosures in the report	Global Reporting Initiative content index p. 42-44
3.13 – Policy and current practice with regard to seeking external assurance for the report	External assurance not sought

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G3 disclosure

Governance, commitments, and engagement

- 4.1 – Governance structure of the organization, including committees under the highest governance body
- 4.2 – Indicate whether the Chair of the highest governance body is also an executive officer
- 4.3 – Number of members of the highest governance body that are independent and/or non-executive members
- 4.4 – Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body
- 4.5 – Linkage between compensation for members of the highest governance body, senior managers, and executives and the organization's performance
- 4.6 – Processes in place for the highest governance body to ensure conflicts of interest are avoided

- 4.7 – Process for determining the qualifications and expertise of the members of the highest governance body on economic, environmental, and social topics

- 4.8 – Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance

- 4.9 – Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance

- 4.10 – Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance

- 4.11 – Explanation of whether and how the precautionary approach or principle is addressed by the organization

- 4.12 – Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses

- 4.13 – Memberships in associations and/or national/international advocacy organizations

- 4.14 – List of stakeholder groups engaged by the organization

- 4.15 – Basis for identification and selection of stakeholders

- 4.16 – Approaches to stakeholder engagement

- 4.17 – Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting

Economic

Disclosure on Management Approach – Economic

EC1 – Direct economic value generated and distributed

EC7 – Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation

EC8 – Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement

Environmental

Disclosure on Management Approach – Environmental

EN4 – Indirect energy consumption by primary source

EN6 – Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives during the reporting period (Additional)

EN16 – Total direct and indirect greenhouse gas emissions by weight

EN17 – Other relevant indirect greenhouse gas emissions by weight

EN26 – Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation

Chapter or section

Organization and governance p. 40

Organization and governance p. 40

Organization and governance p. 40

Stakeholder engagement p. 11

Organization and governance p. 40

The DTT Board of Directors has adopted policies and guidance for DTT and its member firms (as applicable) to identify and resolve potential conflicts of interest arising from the proposed acceptance of client engagements, proposed business or financial relationships with third parties, conflicts affecting more than one member firm and conflicts relating to independence.

DTT strongly encourages its member firms to comply with best corporate practices to identify its national leaders, a subset of which make up the DTT Board of Directors.

Values and strategy p. 5-6; **Corporate responsibility leadership** p. 8

Organization and governance p. 40

The DTT Board of Directors and its committees have processes in place for evaluating their performance.

DTT does not address the precautionary approach.

Corporate responsibility leadership p. 7

Corporate responsibility leadership p. 7

Stakeholder engagement p. 11

Stakeholder engagement p. 11

Stakeholder engagement p. 11

Stakeholder engagement p. 11; **Materiality and reporting principles** p. 12

Organization and governance p. 40

Aggregate member firm revenues (in **Performance summary** p. 35)

Each Deloitte member firm has its own ownership structure and draws senior management from its internal organization.

Tracking the scale of community investment p. 15-16

Outlook and approach (Environment) p. 22

Environmental impacts this year p. 23

Outlook and approach (Environment) p. 22

Environmental impacts this year p. 23

Environmental impacts this year p. 23

Environmental impacts this year p. 23; **Sustainable transportation** p. 24; **Sustainable workplaces** p. 25

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G3 disclosure

Chapter or section

Environmental

EN29 – Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce (Additional)

Environmental impacts this year p. 23

Labor practices and decent work

Disclosure on Management Approach – Labor Practices and Decent Work

LA1 – Total workforce by employment type, employment contract, and region

LA4 – Percentage of employees covered by collective bargaining agreements

LA5 – Minimum notice period(s) regarding operational changes, including whether specified in collective agreements

LA10 – Average hours of training per year per employee by employee category

LA13 – Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity

United Nations Global Compact content index p. 41

Performance summary p. 35

Personnel of DTT and the member firms do not work under collective bargaining agreements.

Personnel of DTT and the member firms do not work under collective bargaining agreements.

Performance summary p. 35

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Human rights

Disclosure on Management Approach – Human Rights

HR6 – Operations identified as having significant risk for incidents of child labor and measures to contribute to eliminate child labor

HR7 – Operations identified as having significant risk for incidents of forced or compulsory labor and measures to contribute to the elimination of forced or compulsory labor

United Nations Global Compact content index p. 41

DTT and its member firms are not at significant risk for incidents of child labor.

DTT and its member firms are not at significant risk for incidents of forced or compulsory labor.

Society

Disclosure on Management Approach – Society

SO1 – Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities

Deloitte 21 p. 14, **Tracking the scale of community investments** p. 15-16

Tracking the scale of community investments p. 15-16

Product responsibility

Disclosure on Management Approach – Product Responsibility

PR5 – Practices related to customer satisfaction, including results of surveys measuring customer satisfaction (Additional)

PR6 – Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship

Organization and governance p. 40

Deloitte member firms conduct regular surveys to assess their clients' satisfaction but the results are not tracked or disclosed on a global basis.

DTT and the member firms have programs in place for adherence to local laws, standards, and voluntary codes related to marketing communications.

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Global presence

Deloitte member firms provide audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network in more than 140 countries, Deloitte member firms bring world-class capabilities and deep local expertise to help clients succeed wherever they operate. The Deloitte member firms' 168,000 professionals are committed to becoming the standard of excellence.

Deloitte member firms' professionals are unified by a collaborative culture that fosters integrity, outstanding value to markets and clients, commitment to each other, and strength from cultural diversity. They enjoy an environment of continuous learning, challenging experiences, and enriching career opportunities. Deloitte member firms' professionals are dedicated to strengthening corporate responsibility, building public trust, and making a positive impact in their communities.

The address of DTT's primary place of business is:
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Territories of operation

Albania	Equatorial Guinea	Macedonia	Singapore
Algeria	Estonia	Malawi	Slovakia
Angola	Finland	Malaysia	Slovenia
Argentina	France	Malta	South Africa
Aruba	Gabon	Marshall Islands	Spain
Australia	Gambia, The	Mauritius	Srpska, Republic of
Austria	Georgia	Mexico	Sweden
Azerbaijan	Germany	Micronesia, Federated States of	Switzerland
Bahamas	Ghana	Moldova	Syria
Bahrain	Gibraltar	Montenegro, Republic of	Taiwan
Barbados	Greece	Morocco	Tanzania
Belgium	Greenland	Mozambique	Thailand
Belorussia	Guam	Namibia	Thailand
Benin	Guatemala	Netherlands	Trinidad and Tobago
Bermuda	Guyana	Netherlands Antilles	Tunisia
Bolivia	Honduras	New Zealand	Turkey
Botswana	Hong Kong	Nicaragua	Turks and Caicos
Bosnia and Herzegovina	Hungary	Nigeria	Uganda
Brazil	Iceland	Northern Mariana Islands	Ukraine
British Virgin Islands	India	Norway	United Arab Emirates
Brunei Darussalam	Indonesia	Oman	United Kingdom
Bulgaria	Ireland	Palau	United States
Cameroon	Isle of Man	Palestinian Territories	Uruguay
Canada	Israel	Pakistan	Uzbekistan
Cape Verde	Italy	Panama	Venezuela
Cayman Islands	Ivory Coast	Papua New Guinea	Vietnam
Channel Islands	Jamaica	Paraguay	Yemen
Chile	Japan	Peru	Zambia
China, People's Republic of	Jordan	Philippines	Zimbabwe
Colombia	Kazakhstan	Poland	
Congo Brazzaville	Kenya	Portugal	
Costa Rica	Korea	Qatar	
Croatia	Kosovo	Romania	
Cyprus	Kuwait	Russian Federation	
Czech Republic	Kyrgyzstan	San Marino	
Denmark	Latvia	Sao Tome and Principe	
Dominican Republic	Lebanon	Saudi Arabia	
Ecuador	Lithuania	Senegal	
Egypt	Luxembourg	Serbia	
El Salvador	Macao		

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Corporate Responsibility at DTT:
www.deloitte.com/corporateresponsibility

Careers: **www.deloitte.com/careers**

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