

# GLOBAL IMPACT 2013

Deloitte drives progress. Our firms around the world help clients become leaders wherever they choose to compete. Deloitte invests in outstanding people of diverse talents and backgrounds and empowers them to achieve more than they could elsewhere. Our work combines advice with action and integrity. We believe that when our clients and society are stronger, so are we.

# content


The report that follows provides an [Overview section](#) with the facts about our organization, followed by illustrative examples of our [firms' work for clients](#). More information about client services can be found [here](#). The [Talent and Opportunity section](#) introduces you to some of our colleagues and what it's like to work at Deloitte. The [Economies and Communities section](#) describes the impact we have in the places we work. And finally, in the [Operations and Governance section](#), you can learn how we run a world-class operation like Deloitte.

In this report, the terms *Deloitte*, *our*, and *we* are used to refer to the Deloitte Touche Tohmatsu Limited (DTTL) network of member firms or to one or more DTTL member firms. For more information, see [www.deloitte.com/about](http://www.deloitte.com/about).


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A group of Deloitte professionals participating in an ice-breaker during the Deloitte University Leadership Center for Inclusion launch event.

# overview

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Welcome to *Global Impact 2013*, Deloitte's annual report. A snapshot of the depth and breadth of the Deloitte story, it provides facts about our network and highlights of our work, culture, people, and broad range of businesses.

Quality—in all that we do—is our commitment and quest. In this section, learn how quality is essential to our business and drives client services, partnerships, strategy, acquisitions, and investments.

Beyond a collection of highlights, this report also provides a road map for anyone seeking more detailed information on how our firms serve clients, our culture and opportunities we provide our people, our community impact, and how we operate to continue to earn the trust and confidence of our stakeholders.



Barry Salzberg, DTTL Chief Executive Officer and  
Steve Almond, Chairman of the DTTL Board.

# EXECUTIVE MESSAGE

Welcome to our 10<sup>th</sup> Global Report—a worldwide review of Deloitte’s impact during the 2013 fiscal year.

Our financial and operating performance during 2013 was strong, despite a challenging global economy. Deloitte member firm network revenues increased for the fourth consecutive year, and investments in areas such as quality and innovation reinforced and extended our service capabilities. These results reinforced our position as a leading global professional services organization.

Those headlines are important, but there’s a bigger story behind them. This report offers some examples, from among many, of the breadth of our work and of how Deloitte’s 200,000-plus people bring fresh ideas to make a positive impact on the clients, organizations, and communities with which they work. For instance, Deloitte advisory professionals:

- Enable companies to discover revenue opportunities by expanding into new markets;
- Guide chief financial officers on how to better navigate complex business landscapes;
- Improve conditions for workers and prevent business disruptions by working with clients to find and resolve human rights risks in their supply chains; and
- Help organizations enhance cyber security and resilience so they can better detect fraud, recover from intrusions, and get back to business quickly.

Deloitte takes its public interest role seriously and works with regulators to contribute to policy development that promotes quality, objectivity, competition, investor confidence, and economic growth. We’re investing to shape the audit of the future, including piloting extended audit reports that will benefit

stakeholders by revealing a more complete picture of companies’ financial positions.

Deloitte also takes a leading role in working with other organizations to address challenges faced in common by businesses, governments, and communities, in keeping with our continued support for the 10 principles of the United Nations Global Compact. Deloitte specialists bring insights from their client experience, which helps in developing solutions that are practical and effective. Our priorities include combating corruption to increase the integrity of markets and promote prosperity and better livelihoods for everyone.

As this report demonstrates, an unwavering commitment to quality underpins all our work. The focus on quality starts with Deloitte’s leaders. Robust quality controls are in place throughout the organization and client assignments are approached with rigor and discipline. Deloitte is continually investing in innovative tools and methods, like our new auditing platform, to further enhance the quality of our work.

Both the quality and impact of the work reflected in this report are possible because of the talent and leadership of Deloitte people. Every day, all over the world, Deloitte professionals experience diversity, state-of-the-art training, and international career opportunities. Together, this enhances their abilities to lead teams that increasingly work together across borders. Our global vision and shared values instill in Deloitte a distinctive culture that makes us very proud. For clients, this results in consistent quality and higher levels of trust in Deloitte’s insights and solutions.

We hope you find this report as informative and inspiring as we do. Thank you for investing your time in learning more about Deloitte’s impact.

Sincerely,

*Barry Salzberg, DTTL Chief Executive Officer  
Steve Almond, Chairman of the DTTL Board*

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Committed to excellence

# VISION AND VALUES

## Our Vision

Deloitte aspires to be the standard of excellence, the first choice of the most sought-after clients and talent.

In pursuit of that aspiration, we are mindful of our role in society, our obligation to our organization and its customers, and our responsibility as employers. We aim high, confident that our daily efforts will come together exponentially to benefit a world that needs continuous infusions of integrity, business acumen, innovation, enthusiasm, thoughtfulness, and most of all, meaningful actions.

When member firms' clients succeed and grow, capitalizing on opportunities and overcoming challenges, economies prosper. When those clients implement new ideas and enhance the quality of their offerings, consumers profit. And when those clients operate ethically and adopt environmentally friendly processes, society thrives.

Deloitte's mission is to influence those activities through leadership, insight, expertise, problem-solving skills, and deep knowledge of our globalized marketplace. Doing so demands teamwork, working together across geographic, functional, and business borders.

This multifaceted, inclusive approach is, perhaps, our greatest strength. The people who represent Deloitte come from all corners of the globe, bringing a tremendous variety of skills and backgrounds. Yet, they function As One, aligned with our vision and shared values that are appreciated by clients and talent alike.

## The Deloitte Shared Values

Our Shared Values bind the people of the Deloitte member firms together, providing the basis for trusting one another and helping enable the network to achieve its vision.

### *Integrity*

We believe nothing is more important than our reputation. That's why we are committed to sustainable, responsible business practices. Behaving with the highest levels of integrity is fundamental to who we are.

### *Outstanding value to markets and clients*

We play a critical role in helping both the financial markets and our member firm clients operate more effectively. We consider this role a privilege, and we know it requires constant vigilance and unrelenting commitment.

### *Commitment to each other*

We believe our culture of borderless collegiality gives us a competitive advantage, so we work hard to nurture and preserve it. We go to extraordinary lengths to support our people.

### *Strength from cultural diversity*

Both member firm clients and our people benefit from multidimensional thinking. Bringing together individuals of different backgrounds, cultures, and thinking styles helps clients rise above complex business challenges, and enables our people to develop into better professionals and leaders.



Committed to continuous improvement

# INVESTMENT IN QUALITY

Careful and persistent work drives the people of Deloitte because public trust must be earned. A quest for precision and desire to advance our capabilities is supported by strategy, data analysis, controls, processes, communication, and training, to ensure that quality is integrated into our culture and therefore all activity.

This commitment is evident in how member firms conduct independent audits, reflecting the crucial role in enhancing the trust of the investing public and financial markets. “We’re making a major investment in programs and activities to deliver continuous improvements in quality. This includes the Deloitte Audit platform, which brings clients a deeply customized approach to managing important issues and risks,” says DTTL Chief Executive Officer Barry Salzberg. “The analytics features of this platform are particularly impressive, increasing the effectiveness while supporting the quality of audits.”

Our culture of quality is perpetuated by recruiting well-qualified talent; providing extensive training and education on technical and regulatory matters, professional ethics, and independence; offering valuable, global career opportunities; and developing leaders who cultivate quality across the board.

Quality and risk mitigation go hand in hand; avoiding perils enhances our ability to meet the high standards expected of us by regulators, clients, and the investing public. This past year, we accelerated efforts to push risk assessments from the enterprise level to the member firm level, focusing on consistency and enhanced client risk management. Particular, serious threats demanding our collective attention in FY2013 and beyond include data breaches and emerging-market issues, including corruption and supply-chain risks.

Deloitte works with broad coalitions of leaders and recognized innovators to confront these and other global challenges, being careful to align our external efforts with esteemed groups that share our ambitions and commitment to quality.

*“Delivering high-quality service means not only ensuring compliance with rules and requirements, but also working with governments and NGOs to address systemic challenges, like corruption, that undermines businesses,” Salzberg says. “For Deloitte, investing in quality involves helping to create conditions that allow all organizations and communities, not just our clients, to succeed.”*

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Deloitte Brazil hosted an event in São Paulo for more than 450 entrepreneurs and emerging company leaders to present the eighth edition of its annual study of small and medium size companies in Brazil that have grown the most in the past year.

Committed to making an impact

# WORLD-CLASS BUSINESSES

Solving complex problems is our passion. We've built our business to effect change that matters, to have transformational impact for clients and the communities in which we work.

Deloitte's multidisciplinary portfolio—Consulting, Financial Advisory, Tax, Legal, Enterprise Risk Services, and Audit—enable member firms to deliver deep functional and industry capability across a broad spectrum of services.

## ORGANIZATIONAL STRUCTURE

Deloitte's operating model and business structure enables sustained enhancement and innovations to service capability and delivery, and talent development and deployment.

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This Deloitte logo is 7 meters long and is used by Deloitte Portugal at their external and internal events.

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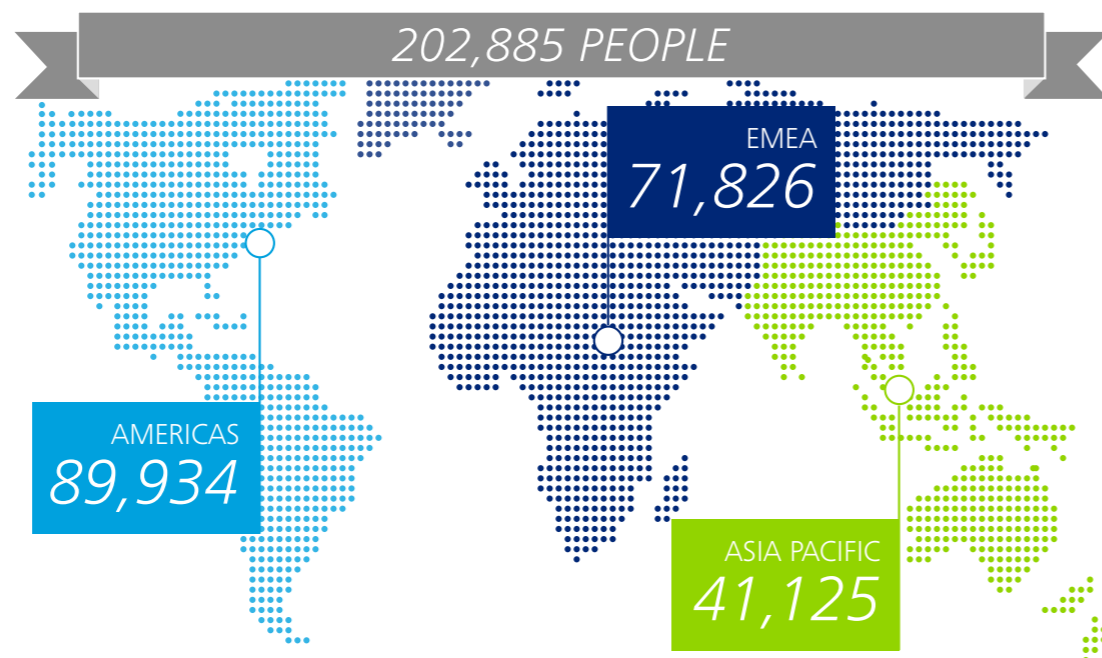
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## FY2013 PEOPLE BY REGION



Committed to presence

# LOCATIONS

As of 31 May 2013, there were 47 Deloitte Touche Tohmatsu Limited member firms. Member firms can serve clients in the following countries, regions, and territories, as well as a number of others. Please visit [www.deloitte.com/GlobalOfficeDirectory](http://www.deloitte.com/GlobalOfficeDirectory) for the most up-to-date information on specific office addresses or for service inquiries in countries or locations not listed below:

Albania	Costa Rica	Italy	Romania
Algeria	Côte d'Ivoire	Japan	Russian Federation
American Samoa	Croatia	Jordan	Rwanda
Andorra	Curacao	Kazakhstan	Saba
Angola	Cyprus	Kenya	San Marino
Argentina	Czech Republic	Kuwait	São Tomé and Príncipe
Armenia	Democratic Republic of the Congo	Kyrgyzstan	Saudi Arabia
Aruba	Denmark	Latvia	Senegal
Australia	Dominican Republic	Lebanon	Serbia
Austria	Ecuador	Lesotho	Singapore
Azerbaijan	Egypt	Libya	Slovakia
Bahamas	El Salvador	Lithuania	Slovenia
Bahrain	Equatorial Guinea	Luxembourg	Solomon Islands
Barbados	Estonia	Macao	South Africa
Belgium	Ethiopia	Malawi	South Sudan
Benin	Federated States of Micronesia	Malaysia	Spain
Bermuda	Finland	Mali	St Eustatius
Bolivia	France	Malta	St. Maarten
Bonaire	FYR Macedonia	Marshall Islands	State of Palestine
Bosnia and Herzegovina	Gabon	Mauritania	Sweden
Botswana	Georgia	Mauritius	Switzerland
Brazil	Germany	Mexico	Syria
British Virgin Islands	Gibraltar	Monaco	Taiwan
Brunei Darussalam	Greece	Mongolia	Tajikistan
Bulgaria	Greenland	Montenegro	Thailand
Burkina Faso	Guam	Morocco	Timor-Leste
Burundi	Guatemala	Mozambique	Togo
Byelorussian Soviet Socialist Republic	Honduras	Namibia	Trinidad and Tobago
Cameroon	Hong Kong	Netherlands	Tunisia
Canada	Hungary	New Zealand	Turkey
Cape Verde	Iceland	Nicaragua	Turkmenistan
Cayman Islands	India	Niger	Turks and Caicos
Central African Republic	Indonesia	Nigeria	Uganda
Chad	Iraq	Northern Mariana Islands	Ukraine
Channel Islands	Ireland	Norway	United Arab Emirates
Chile	Isle of Man	Oman	United Kingdom of Great Britain and Northern Ireland
China	Israel	Pakistan	United Republic of Tanzania
Colombia		Palau	United States
Congo (Brazzaville)		Panama	Uruguay
		Papua New Guinea	U.S. Virgin Islands
		Paraguay	Uzbekistan
		Peru	Vatican State
		Philippines	Venezuela
		Poland	Viet Nam
		Portugal	Yemen
		Qatar	Zambia
		Republic of Guinea	Zimbabwe
		Republic of Korea	
		Republic of Moldova	



Deloitte UK competing during Aberdeen Asset Management Cowes week.

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*During FY2013, Deloitte saw good results across all of the organization's major geographic regions, business lines, and industry sectors over a period when many of the major markets struggled for growth.*

Committed to tomorrow

# OUTLOOK AND STRATEGY

Rare is the organization that is unaffected by market volatility and complexity. Rarer still is the group that can attack those challenges on its own. Seeking insight and skilled resources, many leaders turn to Deloitte for solutions to their most difficult issues. Deloitte professionals help organizations be aggressive in the face of severe external forces, providing capabilities and experience that allow member firm clients to focus on succeeding.

Deloitte is effective because we remain proactive in staying one step ahead of evolving challenges. To ensure our own growth and ability to deliver services to clients, we work in tandem with social, government, community, and business groups to anticipate threats and affect positive change. We also continually motivate ourselves to improve our own potential, enhance member firms' services, and anticipate and address external forces before they can shape us. These forces include:

- **Macro-economic and geopolitical developments**—including uncertain global growth, shifting economic power centers, instability and social unrest across several markets, large-scale infrastructure investments, shifts in major sources of energy and resources, and climate change.
- **Demand dynamics and supply trend evolution**—including ongoing globalization and complexity of the business portfolio, shifting demand from mature to emerging markets, the growing importance and pace of technological developments, and the potential for labor substitution.
- **Regulatory changes across several industry sectors**—including the likelihood for further changes in the length and scope of audit relationships with member firm clients, and the potential for a markedly different global regulatory landscape to emerge at the end of a protracted period of change across several markets.

- **Competitive intensity**—including continued pressures from strong incumbent players. We are increasingly watchful of new entrants and business models.

The accelerating pace of change and increasing interconnectivity of these forces will result in further challenges and opportunities for us, making a robust and flexible strategy critical. In FY2013, we were guided by four strategic choices:

- **Market leadership**—creating or sustaining a leadership position in each key market we serve by anticipating and rapidly responding to changing market realities and consistently outperforming the competition.
- **Focused market investment**—growing and expanding our business, especially in high-growth strategic markets.
- **Operate globally**—complementing the inherent strength of Deloitte's member firm structure with a focus on operating more globally, while ensuring consistent, high-quality client service.
- **As One**—combining our skills and work in teams across geographic, functional, and business borders to strengthen member firms' professional services and deliver a market-leading client service experience.

Deloitte continues to execute against these choices and has recently focused objectives on the areas we feel are most important to succeed in the evolving marketplace. These include:

- Ensuring that we are consistently doing everything we can to help achieve the highest possible level of quality in our professions.
- Further improving client focus and earning greater client share in key markets;
- Leveraging innovation to raise our performance and outpace the competition; and
- Evaluating acquisitions to bolster capability and drive growth in strategic areas.



Doblin's multi-disciplinary teams work in space built to enable collaboration.



*Deloitte ranked #1 in global consulting and management consulting by Kennedy.*

Kennedy Consulting Research & Advisory; Global Consulting Index 2012; © 2012 Kennedy Information, LLC. Reproduced under license.

*Deloitte ranked #1 in global consulting by Gartner for the third consecutive year.*

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Gartner, Market Share Analysis: Consulting Services, Worldwide, 2012, Jacqueline Heng, 20 April 2013.

Committed to enhancing innovation, capabilities, and integration

# STRATEGIC ACQUISITIONS

Acquisitions can be an excellent way for an organization to add new competencies, grow market share, and diversify risk. Making smart acquisitions is not just something on which member firms advise their clients; it's advice Deloitte takes to heart.

Deloitte made nearly 30 acquisitions in key capability areas and geographies across the network during FY2013, significantly augmenting member firm client service offerings and global delivery. Key acquisitions included:

- Bersin & Associates, LLC (Consulting)
- IE Discovery (Financial Advisory)
- Monitor Group (Consulting)
- Raupach & Wollert-Elmendorff (Tax & Legal)
- Recombinant Data Corp. (Analytics)
- Vigilant (Enterprise Risk Services)
- Vivens (Consulting)

Perhaps our most notable purchase was of substantially all of the business of Monitor, one of the world's leading strategy consulting firms, including Doblin, its innovation practice. Operating under the Monitor Deloitte brand, the marriage of Monitor's talent and assets with Deloitte's consulting service offerings redefines the industry. Monitor brings offerings in innovation, strategy, marketing and sales, pricing, leadership and organization, and economic competitiveness, all of which complement Deloitte's existing world-class consultancy.

"Together we have created a dynamic new practice with distinctive capabilities. We are deeply committed to helping clients create new value and achieve transformational growth through actionable insights, analysis, and leading-edge methods. We are now well positioned to serve clients from strategy all the way through to execution," says Banshi Nagji, Global Co-Leader of Monitor Deloitte, Deloitte Consulting LLP (Deloitte U.S.), and former President of Monitor.

More than 860 Monitor professionals joined the Deloitte global network in January 2013. Based in more than 20 member firms in 14 countries, Monitor practitioners increased Deloitte's Strategy consulting presence in priority markets such as Brazil, China, Middle East, France, Germany, and India.

"The demands posed by increased globalization, the search for new sources of growth, and the opportunities created by business model innovation mean clients' needs for help are increasing," says John Kerr, Deloitte Global Consulting Leader. "With leading practices in life sciences, marketing strategy, and innovation strategy and execution, Monitor Deloitte is well-positioned to help clients tackle their most complex business challenges."

The combined practice is working, collectively, to help clients make bold, well-informed choices, take timely actions, and move decisively from strategy to execution. For example, the relationship with a global diversified industrial company, focused on creating and enhancing clean, safe, and efficient environments, is a good example of how Monitor Deloitte is creating synergies to benefit clients.

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Dublin's multi-disciplinary teams work in space built to enable collaboration.

Prior to 2013, Deloitte had engagements with this client in the areas of technology and finance, while Monitor had worked with the client's executive leadership team—including the CEO and CTO—on business strategy and growth initiatives. By joining forces, Monitor Deloitte is able to provide a more holistic service approach. Already, Monitor Deloitte is supporting the client with a business unit spinoff; has begun implementation of a growth program focused on redesigning the product management role and activities; and started a refresh of the client's enterprise business strategy and multiyear implementation plan.

"Deloitte had a very successful year in terms of acquisitions. We completed a number of scale deals to benefit the global network and expect to continue this momentum in FY2014, as acquisitions remain a key strategic priority for individual member firms and the network as a whole," said Ainar Aijala, Deloitte Global Chief Corporate Development Officer.



*Deloitte was named a global leader in leadership development consulting services by Kennedy, which*

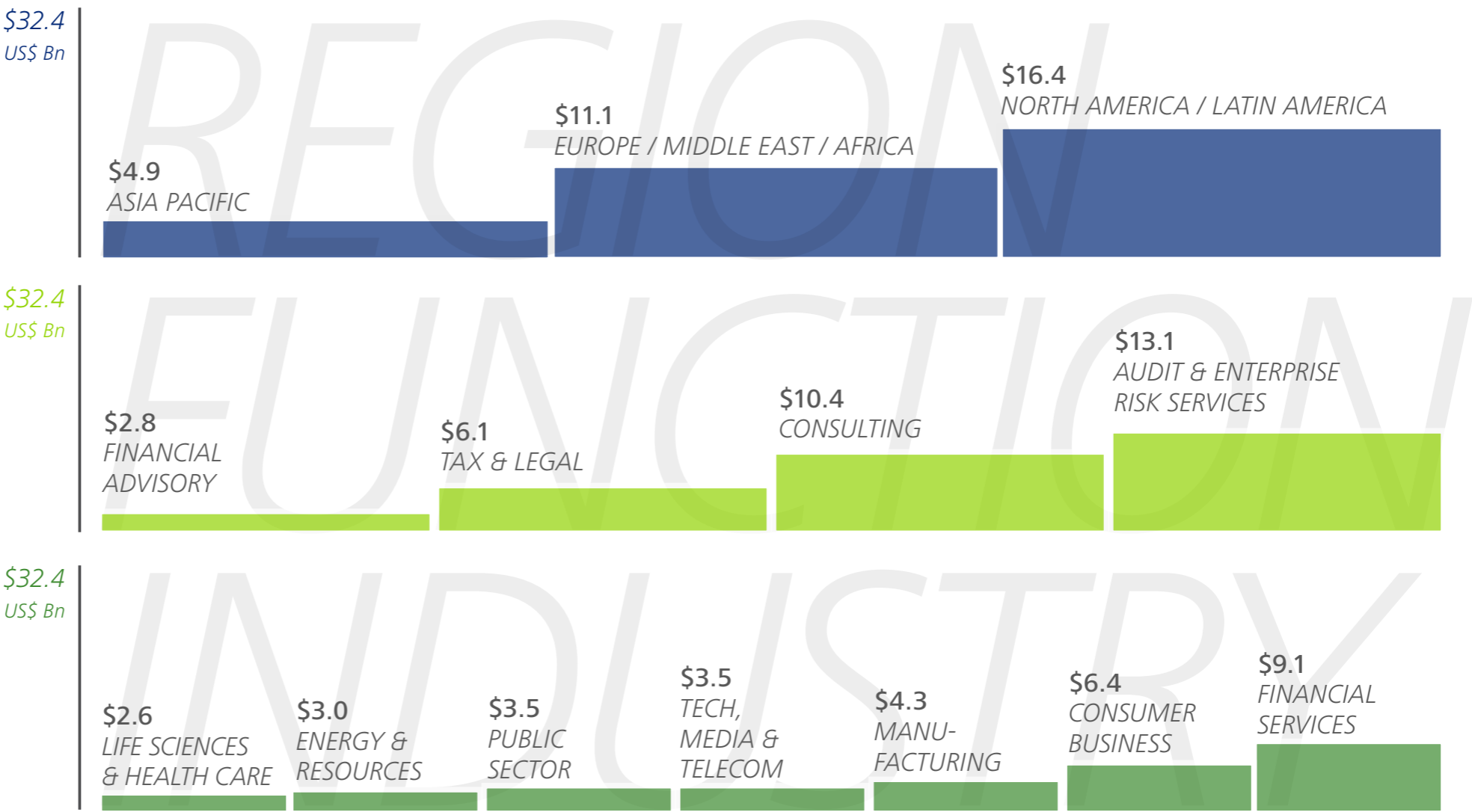
*wrote, "The firm has invested considerable financial and intellectual resources in the development of a consulting approach designed to build leadership cultures in global organizations. These investments include the acquisition of Monitor Group in 2013, which brought a number of leadership development consultants into its ranks. The acquisition of Bersin & Associates, also in 2013, gives the firm an industry-leading repository of research that not only advances the consulting conversation, but also provides clients with tools and resources to sustain their leadership programs."*

Source: Kennedy Consulting Research & Advisory; Leadership Development Consulting Market; © 2013 Kennedy Information, LLC. Reproduced under license.

Committed to growth

# PERFORMANCE NUMBERS

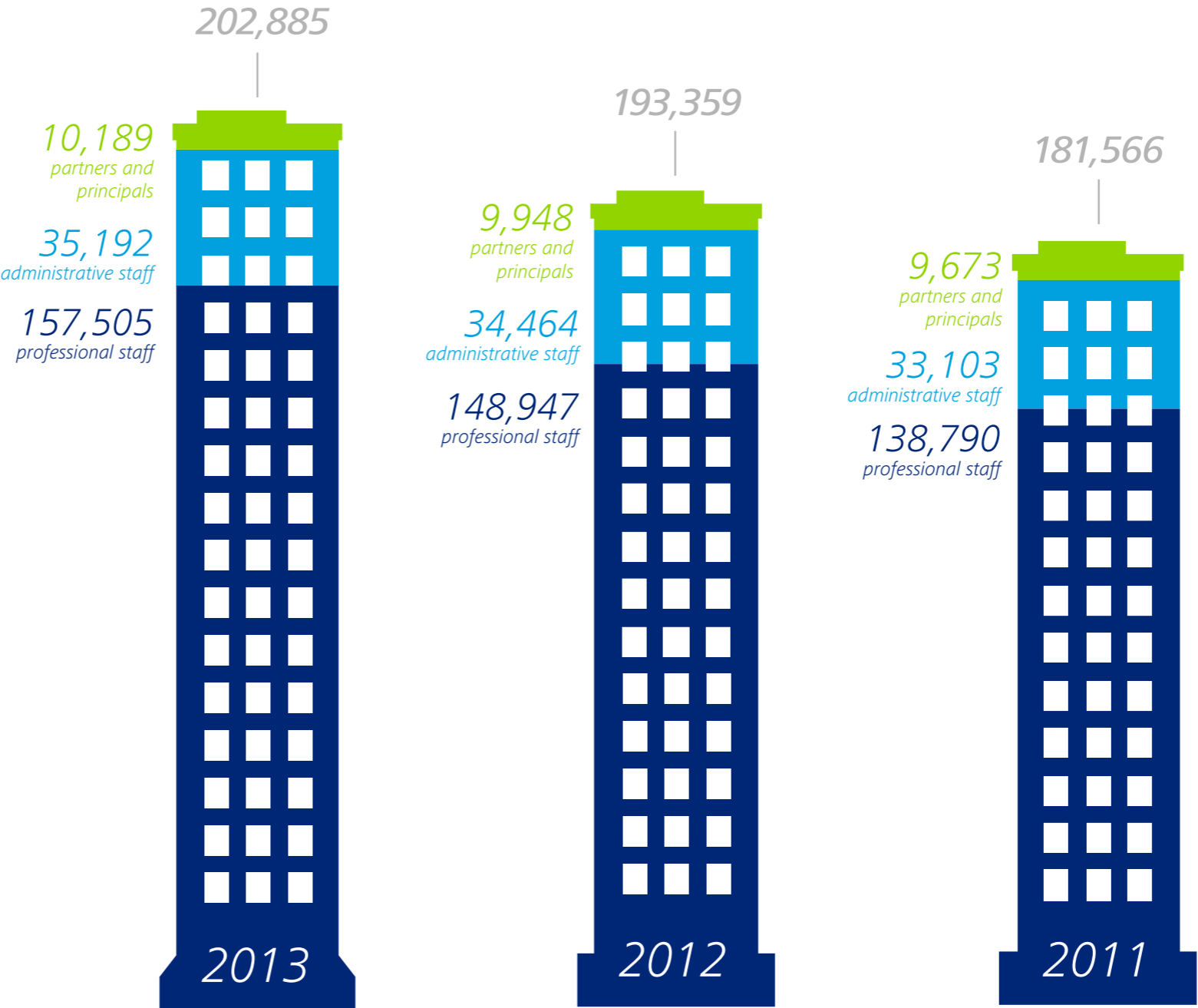
## FY2013 REVENUE RESULTS



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

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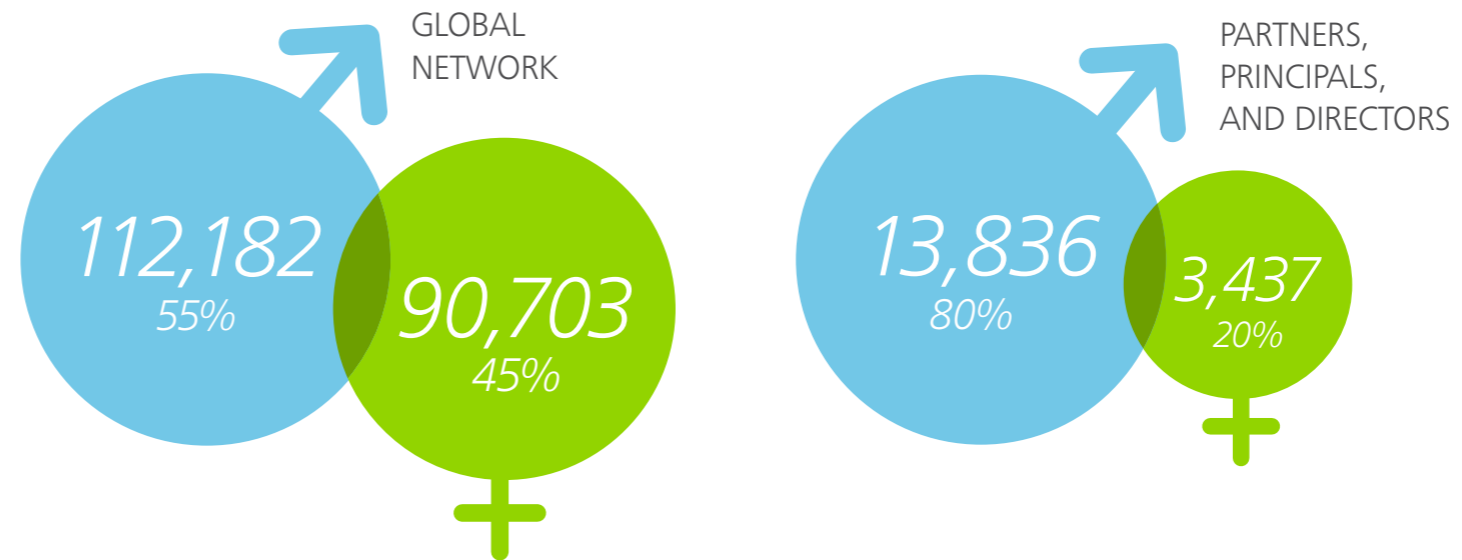
FY2013 PEOPLE BY YEAR



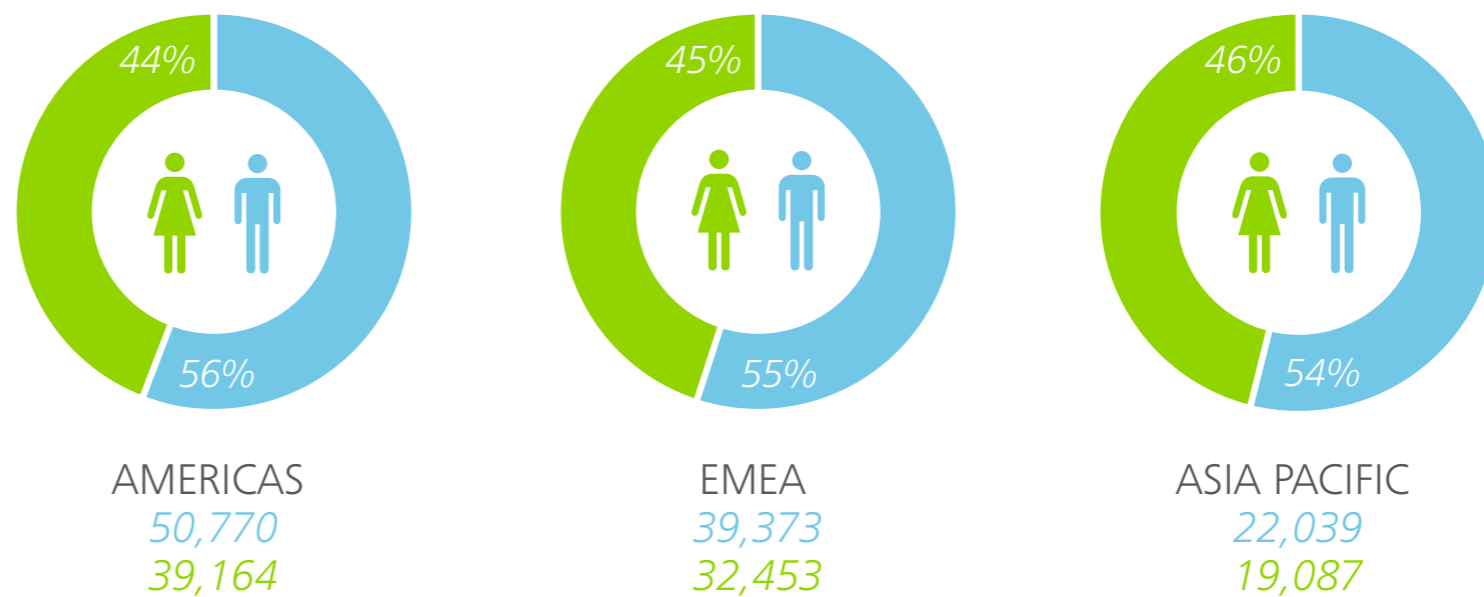
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## FY2013 PEOPLE BY GENDER



### By region



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

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## FY2013 NEW HIRES BY REGION

**Deloitte.**

New hire rate

AMERICAS 26%

EMEA 24%

ASIA PACIFIC 26%

GLOBAL NETWORK 25%



AMERICAS

23,492

EMEA

17,394

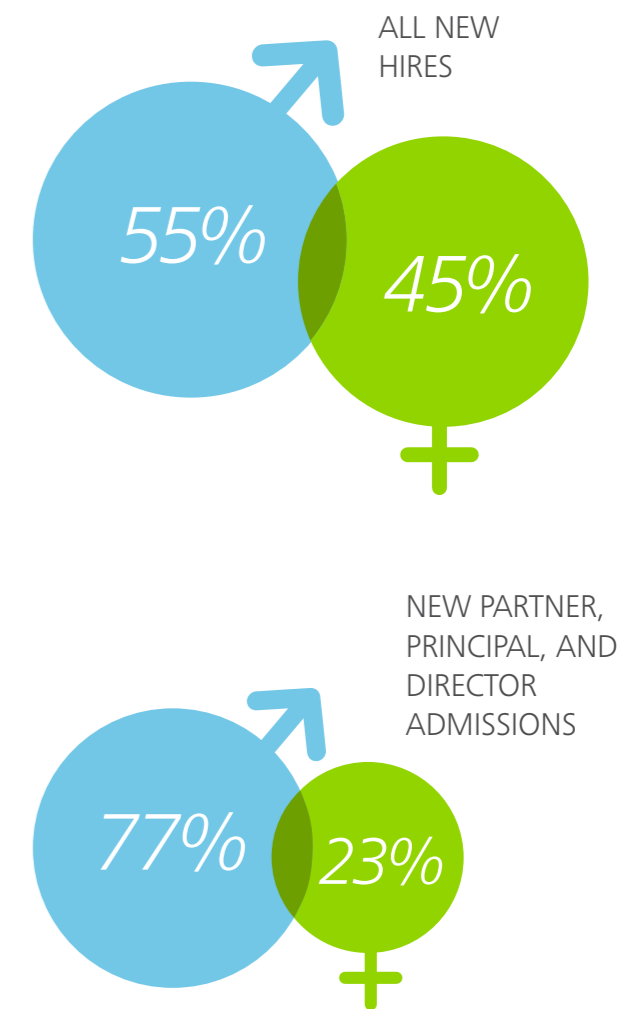
ASIA PACIFIC

10,519

GLOBAL NETWORK

51,405

## FY2013 NEW HIRES BY GENDER (GLOBAL NETWORK)



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

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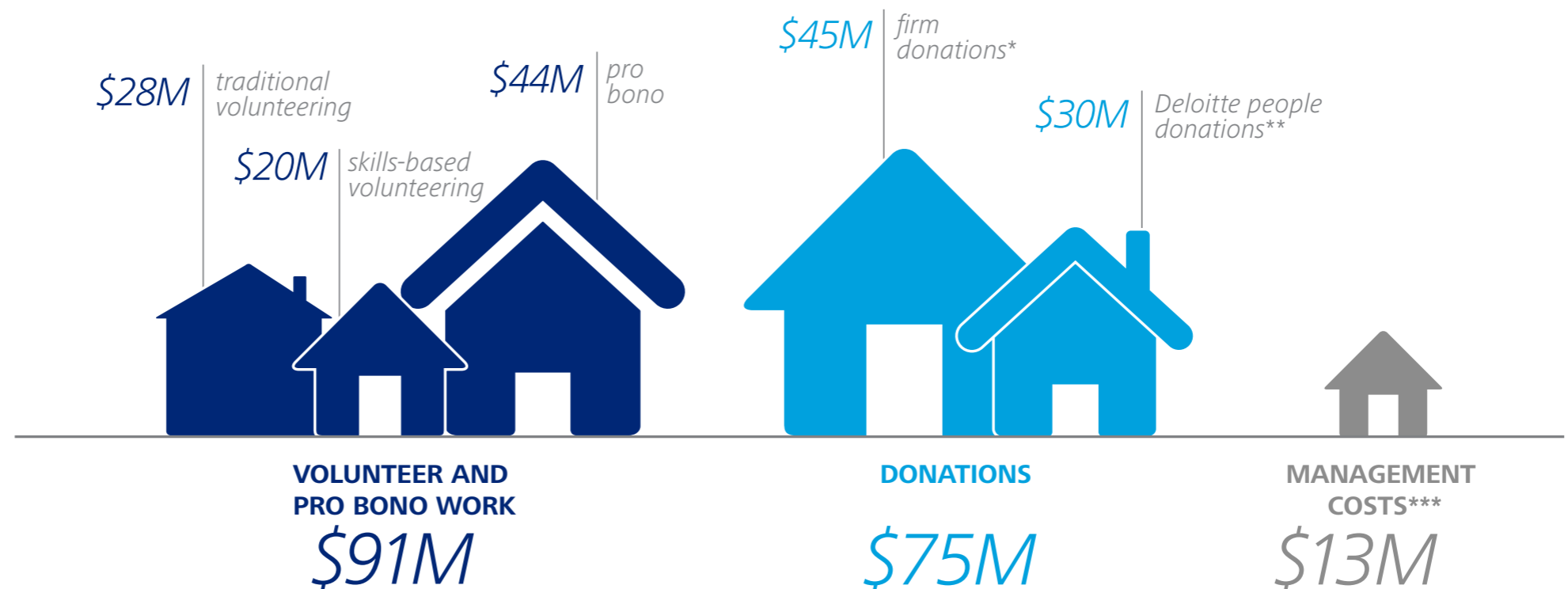
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## FY2013 COMMUNITY INVESTMENTS

# TOTAL \$179M (US\$)

33 member firms + DTTL representing 93% of global workforce



These figures represent a lower bound for measures of community investment as not all types of donations can be tracked in our online system.

DTTL and its member firms observe standards from the Committee Encouraging Corporate Philanthropy and the London Benchmarking Group. The monetary value of community activities was estimated according to the type of service performed. The value of volunteer work was based on local member firms' staff costs. Pro bono work, defined as work that the member firms might otherwise sell but that was performed for free, has been valued at rates representative of the local member firms' client service rates for comparable services.

\*Includes monetary and in-kind donations from member firms and foundations

\*\*Includes partner and employee donations to member firm supported organizations

\*\*\*Includes member firm/foundation costs for managing community investment programs

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

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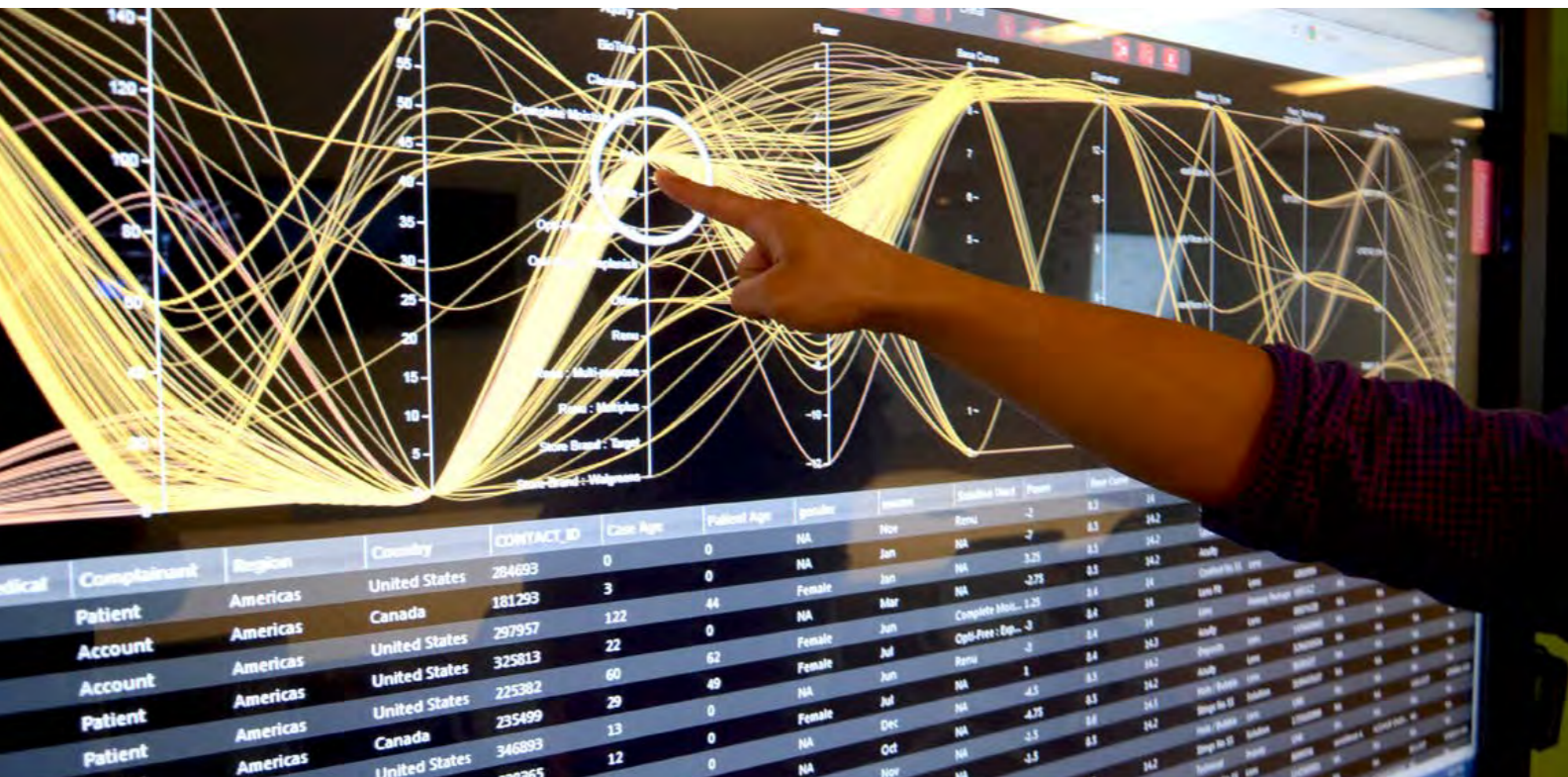
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Clients want to thrive, not just survive. To do so requires solving difficult challenges or exploiting growth opportunities ahead of the competition. Read on for compelling stories from around the Deloitte network that demonstrate the transformational impact of inventive and resourceful problem solving, a multidisciplinary service portfolio—[Consulting](#), [Financial Advisory](#), [Tax](#), [Legal](#), [Enterprise Risk Services](#), and [Audit](#)—analyst-recognized capabilities, deep industry know-how, and a truly global reach.



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With more than 21,000 visitors to date, the Deloitte Analytics Highly Immersive Visual Environment (HIVE) (Deloitte U.S.) in Rosslyn, Va., provides a hands-on setting for U.S. firm professionals to work with clients to solve their most pressing business challenges through innovative approaches to analytics and data visualization.



[Watch how Deloitte Southern Africa facilitates enterprise collaboration in its innovationZone™.](#)

*"Innovation almost never fails due to lack of creativity. It's almost always because of a lack of discipline. Successful innovators use many types of innovation. There are ten distinct types of innovation that need to be orchestrated with some care to make game-changing innovation."*

Larry Keeley, co-founder of Doblin, and author of [Ten Types of Innovation: The Discipline of Building Breakthroughs](#)

Committed to inspiring creative problem solving

# INNOVATIVE SOLUTIONS

In today's world of exponential change driven by new technologies, shifting demographics, and rapidly evolving market needs, innovation is increasingly recognized as an imperative, not a choice. Clients, analysts, and prospective employees demand it. Investors reward it. And competitors will overtake you if you don't achieve it.

Nurturing a "what if" attitude among clients is a priority for Deloitte because it turns incremental progress into leapfrog advances. "Deloitte is developing the innovation programs, infrastructure, and cultural mindset to help ourselves and those who rely on us to drive innovation—both sustaining and disruptive—as well as anticipate with greater precision what's around the corner," says John Levis, in his role as Deloitte Global Chief Innovation Officer. "Deloitte has integrated innovation capability by combining exceptional business strategy and management consulting with leading design expertise. By doing so, we are significantly differentiating ourselves from our competitors."

## Monitor/Doblin acquisition

Deloitte's abilities were enhanced in 2013 by the [acquisition of Monitor](#), one of the world's leading strategy consulting firms, and its innovation practice, Doblin. "The acquisition of Monitor and Doblin allows Deloitte to expand its client-facing innovation offerings through Doblin's differentiated methodologies," says Mike Canning, Global Co-Leader of Monitor Deloitte, Deloitte Consulting LLP (Deloitte U.S.). "With expanded expertise in customer and market strategy, corporate and business unit strategy and innovation, and the life sciences and consumer products industries, we have strengthened our ability to integrate strategy and implementation to deliver even greater value to member firm clients."

## Creative environments

Our culture of innovation is perhaps best illustrated by Deloitte Greenhouses, a global network of member firm-owned flexible, interactive physical spaces where clients solve their most challenging issues in new and unexpected ways. Currently, there are nine member firm Greenhouses offering a range of innovative capabilities, with Canada being the first country to integrate multiple offerings at one location.



[Watch this video of Deloitte Canada's Greenhouse launch.](#)  
[See how Deloitte Canada's Greenhouse brings innovation, analytics, and strategy together, under one roof.](#)

"Greenhouses provide a unique and valuable experience for clients, one that differentiates Deloitte from its competitors," says Terry Stuart, Chief Innovation Officer, Deloitte Canada. "Greenhouses use a range of methodologies, facilitation techniques, and collaborative technologies that accelerate the development of innovative solutions for clients in any industry."

TOP  
Deloitte South Africa's innovationZone™, part of the Deloitte Greenhouse network, has hosted over 200 strategic sessions, since its opening in FY2012. The firm has received follow-on work from 85 percent of these engagements.

BOTTOM  
Deloitte UK's iZone™, part of the Deloitte Greenhouse network, has held over 130 events—including nearly 100 client events—since its opening in FY2012.



Leveraging innovative approaches and spaces, member firms not only are helping clients, but they're also demonstrating Deloitte's broad capabilities. For example:

- [Deloitte Southern Africa](#) is working with Barclay's Growth and Innovation Unit to develop six to eight new business models to improve customer centricity, focus on the production of goods and services, and monetize back-office capabilities. The firm worked with its ecosystem alliance company—FutureWorld—and used Dublin's "[Ten Types of Innovation](#)" framework to define long-term scenarios in which the client's new businesses will need to compete.
- The Australian firm's Operational Excellence (OE) team has developed a "solutions room" concept to demonstrate Deloitte's wide reach across the life cycle of a mining project that is being adopted across member firm mining practices. "In line with the pragmatism of miners, brown paper was placed on every available wall around the training room and furnished with 20 floor-to-ceiling panels of real-life examples of work that we have done in the mining sector," explains Bruce Williamson, the OE leader for [Deloitte Australia](#). "The solutions room is designed to allow clients to identify gaps in their operations, which stimulates conversation. This tactile approach really resonates with clients."
- Dublin worked with a healthcare alliance facing seismic changes in its technology, regulatory, and industry landscape. By working with the client's CEO and board, Dublin helped create and bring to market a radical new business, based on a more efficient, open, and digitally-enabled platform. The team worked collaboratively with clients to launch the pilot 50 percent faster than the client's historical track record, and new customer adoption results exceeded targets by 50 percent in the first

six months. At the same time, Dublin helped the organization build a new innovation function to enable more reliable and effective innovation going forward.

### Inventive relationships

Deloitte is developing a global "external innovation ecosystem" with leading innovators to improve our ability to sense, create, adapt to, and develop new opportunities for both Deloitte and member firm clients. These strategic relationships, formed by member firms, are being, or have the potential to be, leveraged globally.

[Deloitte U.S.](#) has formed a three-year exclusive alliance with [Singularity University](#) and the [XPRIIZE Foundation](#) centered on an executive initiative called the [Innovation Partnership Program](#). It aims to capitalize on emerging and disruptive technological and organizational innovation to spur global economic development and business commerce, while supporting a mission to help humanity solve its greatest challenges. Deloitte Netherlands also has a contract with Singularity University to advance innovation capability and inspire staff and clients with Singularity's vision and speakers.



[View Salim Ismail, Global Ambassador, Singularity University, at "Growth Track: The Technology Driven CEO," 24 January 2013.](#)



[Watch this video about the Innovation Partnership Program.](#)

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At Davos 2013, through "InnovationLive"—an open, online forum for debate—leaders from around the globe were able to share ideas around business, innovation, and the impact on society. The conversation was tracked through social media and the most insightful comments were transposed to our Deloitte live scribe wall at Davos.

*Deloitte was named a global leader in Innovation Strategy and New Product Development Consulting by Kennedy. In its report, Kennedy noted "Deloitte's service offering in this space is among the broadest, ranging from high-level corporate strategy integration and portfolio management to deep product development process and related technology expertise."*

Source: Kennedy Consulting Research & Advisory; Innovation Strategy & New Product Development Consulting 2013; © 2013 Kennedy Information, LLC. Reproduced under license.

- As a member of the [MIT Media Lab](#), Deloitte U.S. gains access to pre-eminent faculty and more than 400 cutting-edge projects across 26 lab areas. It offers us a springboard for innovative ideas and allows us to bring business challenges to the Lab and explore new technologies, products, services, and solutions.
- Since 2007, Deloitte Southern Africa has worked with the global business and technology think tank [FutureWorld](#) to help CEOs and executive management teams understand, design, and create their future business strategies.
- In an exclusive 10-year agreement with the [London Business School](#), Deloitte UK has enabled the [Deloitte Institute of Innovation and Entrepreneurship](#). Through its extensive research, teaching, and outreach activities, the Institute allows member firm clients and Deloitte professionals to access the latest insights and tools needed to lead innovation within complex environments.
- For almost two decades, DTL has taken a leading role in advancing the [World Economic Forum's](#) objective of "improving the state of the world." DTL's contributions as a strategic advisor and its participation in summits throughout the year—including the annual meeting at Davos, Switzerland—has helped produce fresh ideas, sparked needed debate, and offered forward-thinking approaches to some of the most vexing issues confronting businesses, governments, and civil society.

✉ For questions on Monitor Deloitte/Doblin consulting and innovation services, please email [us](#).



*Deloitte ranked #1 in global human resources technology and transformation consulting and was named a global leader in change management based on capabilities by Kennedy, which wrote, "Deloitte is an innovation leader and is pioneering the use of data analytics in change programs to develop targeted strategies and create precise solutions that yield measurable outcomes."*

Source: Kennedy Consulting Research & Advisory; Change Management Consulting Market; © 2013 Kennedy Information, LLC. Reproduced under license.



Dr. Ajit Kambil, Global Research Director and Transition Lab Leader of Deloitte's CFO Program, Deloitte LLP (Deloitte U.S.), facilitating a CFO Transition Lab at Deloitte Australia in FY2013.

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Committed to helping CFOs stay ahead

# FINANCIAL LEADERSHIP

Want to understand pressure? Talk to a chief financial officer.

Today's CFOs have plenty of challenges on their plates: changing regulatory requirements, complicated tax laws, health care implementation, economic woes, and stakeholder demands among them.

Few people truly understand the increasingly complex roles of CFOs. That's where Deloitte's Global [CFO Program](#) comes in.

"Deloitte member firms advise CFOs as they manage the complexities of their roles, tackle their companies' most compelling challenges, and adapt to strategic shifts in the market," says Sanford Cockrell, Deloitte Global CFO Program Leader. "Our Program harnesses our organization's broad capabilities to deliver forward-thinking and fresh insights for every stage of a CFO's career. In turn, Deloitte is able to develop, improve, and sustain professional relationships with these key leaders at many multinational corporations."



Visit [CFO Connect](#) to learn more.

### Support throughout the CFO journey

Deloitte's multifaceted portfolio of CFO-centric offerings brings together a cross-functional team of subject-matter specialists to help CFOs throughout the continuum of their careers, from being identified as CFO candidates to the height of their impact and beyond.

The journey begins with Deloitte's Next Generation CFO Academy, designed for highly talented finance executives who are nominated by their organizations to participate. This first-of-its-kind experience offers future CFOs a pragmatic curriculum and unparalleled networking opportunities. The Academy is hosted by DTTL member firms in Australia, Spain, the UK, and the U.S.; it is under development in Canada, China, and India. DTTL member firms in Central Europe, Denmark, Ireland, the Middle East, Norway, South Africa, Spain, and Sweden offer attendance at a Next Generation CFO Academy to their clients. Among the CFO Program's key offerings is the CFO Transition Lab™, which provides a forum and a methodology for newly appointed CFOs, including those with CFO experience at previous organizations, to focus on their agendas, establish priorities, and develop 180-day action plans. Emphasis is placed on the three most important resources a CFO must manage—time, talent, and relationships. More than 300 labs have been conducted, globally.

*"The lab experience helped me figure out what to tackle immediately and what could wait," says Amit Singhi, CFO of [Ford Motor Company's South America Operations](#). "It's hard for anyone in a new position—including a CFO—to take the breathing time needed to lay out a detailed plan. The lab allowed me to do just that."*

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Deloitte U.S. Next Generation CFO Academy welcome reception.

Established CFOs benefit from the CFO Program's ongoing communication and networking events. For example, Deloitte's CFO Vision Conferences, held across several markets, offer participants unique opportunities to hear insights and perspectives from thought leaders in business, politics, and the media, and engage in thought-provoking dialogue with their peers. Similar leading-practice-sharing opportunities are available at multiple CFO Forums held around the world each year. We seek input through [CFO Signals™](#) surveys that are active across more than 20 member firms. And we share CFO-centric articles through both our [CFO Insights](#) publication and an arrangement with The Wall Street Journal.

✉ For questions on the CFO program, please email [us](#).



*Deloitte named a [leader in global financial management consulting services](#).*

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Source: Gartner, Magic Quadrant for Global Financial Management Consulting Services, 2012, Jacqueline Heng, John E. Van Decker, 8 November 2012.



*[Watch this video](#) to learn how Deloitte's CFO Transition Lab supports CFOs over the course of their career journey.*



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Simon Gisby, U.S. Corporate Finance Partner, facilitates the inaugural learning program, "Success in Global Mergers & Acquisitions." Deloitte China and Deloitte U.S. practitioners partnered to deliver this multidisciplinary program in Beijing in January 2013.



*Deloitte named a leader in global financial management consulting services.*

Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Source: Gartner, Magic Quadrant for Global Financial Management Consulting Services, 2012, Jacqueline Heng, John E. Van Decker, 8 November 2012.

Committed to creating value across disciplines, geographies

# MULTIDISCIPLINARY OFFERINGS

Some companies grow so fast that their business models, information systems, and even their cultures can't keep pace. Conversely, mature businesses often are challenged to coordinate and simplify far-flung operations, leverage their scale, find new paths for growth, and adapt to an ever-changing competitive landscape.

No matter where an organization is on this spectrum, Deloitte's multidisciplinary offerings have made Deloitte the go-to brand for corporations, governments, and other groups that need thoughtful strategies and broad proficiencies to tackle their most complex issues and succeed.

When clients initiate any kind of large-scale activity, there can be a confluence of financial, tax, legal, human resources, technology, risk management, and many other considerations. "That plays to our strengths," explains John Levis, in his role as Deloitte Global Integrated Market Offerings Leader. "Deloitte's offerings bring the full breadth of member firm capabilities together to provide issue-based solutions that help member firm clients uncover new insights, improve performance, increase competitiveness, create new futures, and look past traditional ways of doing business."

Not only do Deloitte member firms offer a wide range of important services in a coordinated manner, but the network also has professionals in more than 150 countries who can guide clients through local intricacies and implications.

## Combining global, local knowledge

[Deloitte U.S.](#) already had demonstrated the power of professional services integration to one of the world's leading food-service retailers, helping with a broad human resource transformation. So, when the client needed a hand in late 2012 supporting one of its highest-priority strategic initiatives—a five-year, Oracle-enabled project in 25 countries—the Deloitte U.S. firm's Finance Transformation

team was selected. The two projects—involving integration across audit advisory, enterprise risk services, consulting, and tax disciplines—ultimately will impact the client's operations in more than 80 countries.

"This was a case of an existing client needing an organization that combines global vision with local experience, actively collaborates across borders to provide outstanding client service, and acts As One to resolve issues and exploit opportunities," says Steven Ehrenhalt, Deloitte Global Finance Transformation Leader. "The client was so confident in the U.S. firm's ability to execute the Finance transformation that the U.S. firm actually displaced a competitor midstream."

Another well-known food industry client also turned to Deloitte U.S. recently to re-launch an initiative that failed to get off the ground with a competing firm. The client, which boasts 15 power brands and does business in 21 countries, needed to operate more consistently, effectively, and efficiently on a global scale.

"It was important for the client to maintain the integrity of its global template by minimizing local customizations," says Alan Langhals, Principal, Deloitte Consulting U.S. "Alongside the technical deployment, we provided business readiness and change management support for each local deployment, identifying and supporting change impact plans, from strategy to implementation."

The Deloitte U.S. firm's cross-functional approach and innovative, SAP-based solutions helped the client standardize its global processes, increase productivity, reduce technical infrastructure costs, and improve its global data visibility and business intelligence capabilities.

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*Deloitte's offerings bring the full breadth of member firm capabilities together to provide issue-based solutions that help member firm clients uncover new insights, improve performance, increase competitiveness, create new futures, and look past traditional ways of doing business.*



*Deloitte's Governance, Risk and Compliance group recently surveyed more than 300 executives from major companies around the world to understand how businesses are managing strategic risk. [Get the results](#), filtered by region or industry.*



*Learn more about Deloitte's multidisciplinary offerings including [Deloitte Analytics](#), [Finance Transformation](#), [Governance, Risk & Compliance](#) and [Mergers & Acquisitions](#).*

### Answering varied challenges

Immediate growth isn't every client's goal. Sometimes, they need help from advisory professionals to exit noncore segments, markets, and geographies and transform operations.

That was the case with a large global bank facing new economic realities as it sought to realign its global operating model and re-focus on strategic priorities. Deloitte U.S., with support from the [UK](#) and [Hong Kong/China](#) member firms and in collaboration with the client, created a global transaction team that is planning, executing, and managing a portfolio of more than 45 global divestitures. "These Deloitte member firms are providing client senior leadership with the cross-functional insights, tools, and expertise needed to successfully execute an array of transaction types across businesses and cultures," says Paul Legere, Deloitte Global FSI M&A and Restructuring Services Leader.

The U.S. firm is becoming the bank's global resource for M&A and outsourcing, the latter together with the UK firm. The two firms also have begun important work on data analytics. In addition, joint U.S. and LATCO firm initiatives on critical change management, technology transformation, and cost challenges are evolving. "All of these are global client priorities, further branding Deloitte as the bank's transformation resource," Legere says.

### Anticipating change

Deloitte member firms are trusted by many clients to assist them in identifying emerging threats, unseen competitors, and new revenue streams so they may better position themselves for the future. A good example is the work being done to help both public- and private-sector clients maximize their investments in infrastructure and capital projects (IC&P), which include: mega projects, such as rail or bridges; major events; public-private partnerships; and infrastructure funds. Member firm practitioners


deliver services spanning the entire IC&P life cycle, from strategy and planning to disposal and decommissioning.

Cost savings and revenue generation also are the critical outcomes of two current engagements led by member firms' City Solutions offering, which helps cities around the world become more competitive and resilient. [Deloitte Spain](#) is working with a major telecommunications company to provide technology-enabled support services to a major European city. And, Deloitte UK, with input from Deloitte U.S., is advising a major city on inward investment strategies and job creation for high-value manufacturing.

Helping organizations navigate the ongoing evolution of [digital technologies](#), including mobile applications, social media tools, and cloud-based technologies, is another priority. Deloitte's groundbreaking contributions in this arena range from strategy development and tax planning to operating model design and M&A planning.

*[Take this quiz](#) to see how you stack up against your peers in managing strategic risk.*

The power of multidisciplinary offerings is Deloitte's ability to combine collective knowledge to deliver holistic strategies that anticipate security, trade, competitiveness, resource, climate, and other issues that will define the future. Each harnesses Deloitte's broad spectrum of experience, and demonstrates how Deloitte is constantly exploring and developing new capabilities to anticipate and meet changing markets and client needs.

 For questions on integration, please email [us](#).



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*In a first for a professional services firm, [Deloitte Australia](#) was awarded an Australian International Design Award™ for its audit services.*

The Australian firm was cited for applying design thinking principles to better understand client needs and harness the power of a new generation of technology, content, professional mindsets, and behaviors to cut through complexity, identify risks, and design a highly effective and different audit experience.

*Deloitte member firms are leaders in assisting companies with the adoption of the International Financial Reporting Standards (IFRS). DTTL's [IASPlus website](#) is renowned for global accounting news and features an extensive collection of resources, publications, and learning. A wide range of corporate, educational, and professional organizations use the popular complimentary [Deloitte IFRS eLearning](#) with more than 5.6 million modules downloaded to date.*

Committed to shaping the audit of the future

## AUDIT QUALITY

Deloitte member firms pride themselves on consistently delivering world-class audits and fulfilling a public-interest role. As the financial landscape evolves rapidly, Deloitte is executing a wide range of innovative measures to continually raise the bar for future audits.

"As leaders of the profession, we are devoted to instilling a culture of professional excellence into everything we do and are committed to enhancing the trust of the investing public, the capital markets, and member firm clients," says Carlos Sabater, Deloitte Global Audit and ERS Leader. "Audit quality will always be our top priority with the utmost focus and attention across the entire organization."

Deloitte works actively with regulators around the world to contribute to policy development and advocate approaches and standards that promote objectivity, competition, investor confidence, economic growth, and, therefore, the public interest. In addition, Deloitte is investing in a wide range of measures and programs to shape the audit of the future. This includes piloting extended audit reports with a number of member firm clients to provide valuable additional commentary on the financial position of companies—offering further insights into the scope and key factors impacting the audit—and reveal a more complete picture that will benefit all stakeholders.

### Transforming audit delivery

The Deloitte Audit, an integral, quality enabler, is the latest generation of Deloitte's transformed audit platform. This comprehensive suite of capabilities delivers an insightful, customized audit approach that focuses on the most important issues and risks. This helps ensure consistent execution of Deloitte audits, leveraging scalable content and technology, to provide quality service to member firm clients across the globe.

Deloitte Audit has been implemented across 18 member firms and, in the upcoming year, its use will likely encompass more than 60,000 member firm audit engagements worldwide.

### Advanced analytics

Deloitte Audit is also laying the groundwork to support expanded capabilities, offering compelling analytic potential for member firms to further examine and benchmark clients' extensive data. New analytic tools are simplifying and expanding audit testing and providing deeper insights to clients. "Applying analytics in all aspects of an audit is key to delivering future audits in a smarter way," Sabater explains.

Enhanced analytic capabilities and tools are being piloted across the Deloitte network. One such innovative tool is *Spotlight*, patented by [Deloitte UK](#). *Spotlight* allows auditors to use their own computers to configure and continuously run centrally defined analytics on clients' data. This institutionalization of knowledge via advanced technology truly brings analytics to the forefront in a game-changing way. *Spotlight* also enables member firm teams to identify insights about their clients and, using the *Spotlight Hub*, generate benchmarks between clients and others on an anonymous basis.



*[Watch](#) a few of Deloitte member firms' emerging audit leaders share their views about the audit profession.*

✉ For questions on audit quality, please email [us](#).



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[Download "The Ripple Effect" to learn more about how manufacturers and retail executives view the growing challenge of supply chain risk.](#)

## Committed to protecting human rights in global supply chains

# ETHICAL MANAGEMENT

Around the world, millions of people—including children—put their lives at risk daily working in unsuitable circumstances. Earthquakes, floods, and other natural perils create obvious risks within company supply chains. Less evident, though, are risks presented by associations with companies that put employees in jeopardy.

"Deloitte helps its clients mitigate risks by leveraging their proficiency in labor rights, supply chain strategy development and management, risk profile analysis and compliance procedures, and their status as a global independent audit services network," explains Simon Brew, Deloitte Global Supply Chain Services Leader. "Deloitte helps leaders understand that good business and social responsibility are not mutually exclusive."

According to a [report](#) released by Deloitte U.S. in 2013, supply chain risk continues to rank among the top concerns of executives, especially because of the potential impact to a company's brand and reputation. More than half of the 600 executives surveyed said supply chain disruptions have become more costly over the last three years. Yet, 45 percent admitted their supply chain risk management programs are only somewhat effective or not effective at all.

"Supply chains are increasingly complex and their interlinked, global nature makes them vulnerable to a range of risks," says Kelly Marchese, Principal, Deloitte Consulting U.S. "This increased complexity, coupled with a greater frequency of disruptive events, such as geopolitical events and natural disasters, presents a precarious situation for companies without solid risk management and supply chain resiliency programs in place."

DTTL and its member firms are not immune to supply chain risk, either. With operations spread across the globe, Deloitte procures

goods and services ranging from software to security services. Increasingly, we are asked by member firm clients how we work with our supply chain. DTTL is evaluating implementation of supply chain policies to better address risks and provide more consistency across the network. Some Deloitte member firms already have implemented supplier-procurement policies that cover sustainability, ethics, and other key areas related to corporate responsibility.

*In February 2013, Deloitte was named a [global leader in the Kennedy Vanguard of Supply Chain Risk Management Consulting Providers](#).*

Key findings reported in Kennedy's *Supply Chain Risk Management Consulting, 2012-2015* report include:

- "Of the multi-service firms that deliver supply chain risk consulting services through supply chain, operations, and risk practices, [Deloitte] achieves the greatest combination of breadth and depth"
- "[Deloitte's] 'Risk Intelligent Enterprise' approach to risk management emphasizes integrating risk into companies' decision-making processes at the strategic planning level and across the value chain. It's a comprehensive program that spans governance, infrastructure, and processes embedded in business units. Inasmuch as this approach inculcates a common organizational language around risk, it facilitates the sort of cross-functional capability that is instrumental in managing supply chain risk."

✉ For questions on supply chain, please email [us](#).



CEOs signing the World Economic Forum's Partnering for Cyber Resilience Principles during the Deloitte Netherlands 2013 RiskLab in Amsterdam.

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Committed to advancing cyber resilience

# PROTECTING CLIENT DATA

Striking with increasing frequency and ingenuity, a new breed of criminal is waging war online. The perpetrators of cyber attacks are varied and evolving: criminal organizations motivated by money; foreign governments bent on stealing state secrets; "hacktivists" hoping to make high-profile political statements by destabilizing private and public infrastructures.

Deloitte has been shining a light on the dangers of sinister cyber activities for years, helping countless organizations detect fraud, prevent computer crimes, and build the resiliency to recover from intrusions and get back to business quickly. But, recent and highly publicized cyber attacks on global financial, government, media, and business institutions illustrate how the stakes have been raised.

"Increasingly sophisticated cyber attacks have become the norm," says Ted DeZabala, Deloitte Global Security, Privacy, and Resilience Leader. "With state-sponsored cyber terrorism and corporate espionage on the rise, multinational organizations need help to handle the scale and complexity of their cyber-security needs. This is where Deloitte excels. We give them the tools to become resilient."

As the largest information technology consulting practice in the world, Deloitte member firms have the scale and scope to combat the global nature of online crime. Recognizing this distinct strength, the World Economic Forum chose Deloitte to launch and lead a public-private initiative called [Partnering for Cyber Resilience](#), a global, multi-industry, multi-stakeholder program aimed at improving cyber resilience, raising business standards, and creating a safer connected society.

"Cyber resilience is not a technical matter, but rather that of societal and business leadership," says Jolyon Barker, Deloitte Global Technology, Media and Telecommunications Leader. "This is an area Deloitte can bring to bear the maturity, strength, and insights of member firms' leading global security consultancy to progress the cyber debate and make an impact."

Barker led an international team of specialists, including participants from 70 companies and government bodies from 25 countries, to develop and publish the [Principles for Cyber Resilience](#). Launched at the 2012 World Economic Forum Annual Meeting in Davos, Switzerland, these Principles ask CEOs to commit to a simple set of values to improve their organizations' cyber-security posture. Through Deloitte's leadership, more than 100 CEOs and government ministers have signed the Principles. Leaders who commit to the Principles get access to tools, materials, and meetings they can leverage to improve their resilience.



*In less than 300 seconds, experience the speed and intensity of a cyber attack. [Watch](#) as the plot unfolds and learn from Deloitte United Kingdom how companies can defend themselves, take control of the situation, and effectively fight back.*

*Deloitte named a leader in Information Security Consulting Services: "Deloitte maintained its position in the Leaders category thanks to exceptional client feedback and comprehensive, sophisticated, and mature service offerings, with notable strengths in BC/DR [Business Continuity and Disaster Recovery] and network strategy and design."*

Source: Forrester Research, Inc. The Forrester Wave™: Information Security Consulting Services Q1 2013", Ed Ferrara and Andrew Rose, 1 February 2013

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Deloitte Netherlands firm's team emerged as world champions at the Global Cyberlympics.

### *Gartner ranks Deloitte #1 for worldwide Security Consulting Services, based on market share in 2012.*

Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Source: Gartner, Market Share Analysis: Security Consulting, Worldwide, 2012, Lawrence Pingree, 16 May 2013.

"Deloitte's support, collaboration, and leadership went beyond anything I have seen from a professional services organization supporting one of the World Economic Forum's projects," says Alan Marcus, Member of the Management Committee, Forum USA, and Senior Director, Head of ICT Industries. "The power of experience, insight, and research was remarkable."

To further highlight the seriousness of cyber threats, DTTL released its [2013 Technology, Media & Telecommunications Global Security Study](#).

"Our research revealed that companies are underprepared and overconfident. About 88 percent of the 120 companies surveyed believe they can prevent cyber attacks. Yet, most of those same companies also reported a security breach of high or medium impact in the preceding year," explains DeZabala.

Deloitte's global campaign to heighten awareness about cyber security among clients creates opportunities for member firms to help them achieve cyber resilience. Among member firms around the world pursuing these efforts, [Deloitte Netherlands](#) has taken an aggressively proactive approach to serving its clients.

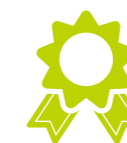
- The firm developed "Hacking as a Service," an innovative approach to testing an organization's online presence that allows direct insight into existing vulnerabilities.
- In January 2013, [Deloitte Netherlands Risk Services](#) hosted its second-annual [RiskLab](#), which brought together more than 200 member firm risk professionals and 300 clients for a day of collaboration and innovation. The event was designed and co-created by the firm's Innovation team. One of the day's highlights was a ceremony in which nine CEOs signed World Economic Forum's Principles for Cyber Resilience.

- In October 2012, the Netherlands firm's team emerged as world champions at the Global Cyberlympics, where it pitted its cyber-security prowess against teams from around the world. Supported by the [International Multilateral Partnership Against Cyber Threats](#) (IMPACT), the cyber security executing arm of the United Nations' specialized agency—the International Telecommunications Union (ITU)—this series of ethical hacking games comprised both offensive and defensive security challenges.

✉ For questions on cyber resiliency, please email [us](#).



*You've been breached, or you soon will be. Now what? Find out from Deloitte U.S. why there's no such thing as hacker-proof.*



*Deloitte named a global leader in cyber security consulting by Kennedy.*

Source: Kennedy Consulting Research & Advisory; Cyber Security Consulting 2013; © 2013 Kennedy Information, LLC. Reproduced under license.



Lawyers from the German law firm Raupach & Wollert-Elmendorff, who have been cooperating more closely with Deloitte Germany since late 2012, speak with potential recruits at a local recruiting fair, along with colleagues from Deloitte Germany.

## Committed to increasing competitive advantage BROADER SERVICES

In a game of word association, “Deloitte” typically would evoke responses such as “consulting” or “accounting organization.” Unless the game is being played in Europe. There, chances are good you’d hear “legal services” associated with the brand.

“Today’s businesses are challenged by globalization, continued economic volatility, and a rapidly changing regulatory climate, making their legal and tax needs increasingly complex,” explains Dan Lange, Deloitte Global Tax & Legal Leader. “Deloitte member firms have earned a reputation for helping clients address intricate, cross-border regulatory and cultural issues. Skilled and experienced Deloitte lawyers and tax specialists work together with other Deloitte professionals in consulting and financial advisory to guide clients in a coordinated way around the world.”

### Legal practices a growing force

With 125 offices and 1,100 lawyers, [Deloitte Legal](#)\* is able to offer holistic guidance to multinational corporations in 55 countries. Seventy-five of those established local offices are in Europe, where collectively they make up the sixth largest legal services organization on the continent. Deloitte Legal continued to grow in 2013 with the formal integration of the German law firm Raupach & Wollert-Elmendorff into Deloitte Germany.

“It is difficult for most law firms, by themselves, to meet the expanding needs of today’s complex organizations. Multinational corporations need a global perspective when considering the legal implications of business decisions—and they need their legal strategy to align with their overall business and tax strategy,” says Jean-Victor Prevost, Deloitte Global Legal Services Operations Leader. “Deloitte’s international network of lawyers, in conjunction with services addressing their enterprise-wide needs, can serve clients’ legal needs well in multiple jurisdictions, while also helping them address their broader business needs.”

Deloitte Legal’s services focus on five areas: commercial law; corporate mergers and acquisitions; employment and pensions; regulatory issues; and tax issues. Not every service is offered in all 55 countries, but Deloitte Legal’s capabilities and reach continue to expand, providing an opportunity to leverage the Deloitte organization’s multidisciplinary model to deliver greater value to member firm clients.

### Helping clients enter new markets

Globalization presents tax implications, as well as legal ones. [International Expansion Services](#), helps clients understand not only the tax climate in a new market, but it also leverages Deloitte’s vast network to offer advice on infrastructure, government incentives, employment and immigration policies, and other key considerations.

A global media organization has relied on Deloitte’s assistance with entering new locations since it began expanding from the United States into other countries in 1987. “The organization’s leadership decided early on that it did not want to burden its employees with administration, tax compliance, financial filings, and legal issues. Leadership wanted them to focus on their core business,” says Ellie Patsalos, UK Lead Tax Partner and UK Lead Client Service Partner for the media organization. “Deloitte services have become more sophisticated through the years and, today, encompass many more areas. But, our mission of serving them “As One” has not changed. We have been right alongside their organization as they expanded into almost 200 locations around the world.”

✉ For questions, please contact us at [globaltax@deloitte.com](mailto:globaltax@deloitte.com) or [deloittelegal@deloitte.com](mailto:deloittelegal@deloitte.com).

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\* “Deloitte Legal” means the legal practices of Deloitte Touche Tohmatsu Limited member firms or their affiliates that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.



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Committed to promoting new opportunities

# EXPANDING CLIENTS' HORIZONS

No longer satisfied with merely exporting products around the world, companies based in China, South Korea, and Japan increasingly are seeking to flex their financial muscle by acquiring or investing in operations outside their national borders.

Dealing with unfamiliar cultures and business environments can be a barrier to progress, which Deloitte's local know-how and connections can remove. "The Deloitte Country Services Groups excel at helping companies discover business opportunities in markets with high inbound and outbound activity, and where success in relationship building and client-service excellence requires culturally aligned resources," says Mark Robinson, former Deloitte Global Country Services Groups Leader and current Chief Operating Officer of Deloitte China.

"The way member firms map their teams with clients, taking advantage of a cohesive, global network, really gives Deloitte a leg up in the market," Robinson continues. "Member firms have local-market expertise in many emerging countries that others don't have."

Nowhere is this cross-border cooperation more apparent than in Southeast Asia (SEA), where Japanese and SEA consultants have formed a joint venture to deliver services to the increasing number of Japanese manufacturing clients with production operations in the ASEAN region. There is significant Japanese investment in Thailand, Malaysia, Vietnam, Singapore, Indonesia, the Philippines, and neighboring markets like Myanmar, where DTTL established an independent correspondent firm relationship with the professional services firm, Myanmar Vigour Co. Ltd., in 2013.

Toyota has become the largest client of the SEA firm in less than a year. "Deloitte's knowledge of our industry and of country markets, regulations, and cultures has been

invaluable to our expansion," according to a Toyota Motor executive. "Their ability to coordinate their support to Toyota around the world in a borderless and seamless manner makes them very valuable to us."

South America is another priority market for Deloitte and its clients. In February, the Deloitte Country Services Groups organized a "trade mission" that put leaders from China, Japan, and South Korea face-to-face with industry and government leaders in Brazil, LATCO, and Chile to discuss opportunities in mining, oil and gas, and other industry sectors.

*"There was a high level of engagement among all parties. Everyone took an active role in discussing and articulating the opportunities and committing to work together on executing the plans for agreed actions," says Hitoshi Matsumoto, Deloitte Japan Co-Leader, Japanese Services Group. "Seeing all these networks in action was very impressive."*

✉ For more information, please contact:

[Country Services Group](#)

[Japanese Services Group](#)

[Korean Services Group](#)

[Chinese Services Group](#)



*Read how Deloitte's foresight—and the Chinese Services Group—gives it an edge in China.*



*Learn more about the Japanese Services Group, the Chinese Services Group, and the Korean Services Group.*



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*Watch how Deloitte helped the Buenos Aires government to bring efficient solutions to the Buenos Aires people.*



*Forrester named Deloitte a leader and "the gold standard" in IT organization redesign.*

Source: Forrester Research, Inc. The Forrester Wave™: IT Organization Redesign Consultancies, Q4 2012, November 2012.

*It was important to choose a reliable and trustworthy service provider—one that delivers results and can create the synergy between SAP, the product, and the work team—no matter what happens. Deloitte was the perfect choice for us.*

Rodrigo Silvana, General Director of Control Management for the Environment and Public Spaces Ministry sector of GCBA

Committed to enabling more public benefit

## ADVANCING THE GREATER GOOD

Deloitte seeks to improve the society we live and work in by joining forces with others who have that result as their core purpose. Whether it's a government body that needs a hand responding to its citizens, or a company that seeks guidance in managing its philanthropic efforts, we consider it a privilege to employ our skills and resources to help others deliver greater public benefit.

### Enabling responsive government

For the city government of Buenos Aires (GCBA), the job of managing the municipality's vast public spaces was made much more difficult by inadequate information technology. Its systems weren't able to support operations across multiple departments, leaving the city unprepared to handle some basic functions, such as directing service requests to appropriate areas for quick resolution. The GCBA also couldn't properly coordinate projects with contractors, which affected decisions on long-range infrastructure planning and maintenance. The Argentine office of Deloitte LATCO was engaged to improve centralization and coordination among departments to better respond to citizens and improve preventive maintenance and coordination of contractors.

Today, all of the ministry's departments are integrated onto a new SAP platform and the city is able to integrate information to respond more quickly to citizen needs. The GCBA now has centralized incident management and maintenance for all city objects; streamlined administrative and back-office functions; centralized registration and purchase management; and implemented new internal controls.

Major efficiencies are being realized, due in large part to the shift away from paper-based processes. In March 2013, approximately 1,400 complaints were addressed and resolved, compared to less than 100 claims in March 2012. And automated processes

have more than doubled the ministry's maintenance and repair productivity. In 2012, after SAP implementation, the ministry did 600,000 square meters of sidewalk repair and 1.5 million square meters of construction on the streets themselves. Before automation, total construction was approximately 400,000 square meters.

### Growing a charitable network

Public service has never been an issue for Los Angeles-based TOMS. It has earned a sterling reputation thanks to its "One For One" program, through which it gives a pair of shoes to an impoverished child for every pair of shoes the company sells. And when TOMS sells a pair of eyewear, part of the proceeds are used to save or restore the eyesight of an individual in a developing country.

TOMS relies on local giving partners that incorporate shoe giving into their Orphaned and Vulnerable Children programs, and also have the logistical capabilities to distribute shoes. TOMS engaged Deloitte U.S. to expand its network of credible local giving partners within eastern and southern Africa.

Deloitte U.S. has introduced more than 70 potential giving partners to TOMS—enabling this social enterprise to deliver up to 30 million pairs of shoes in Africa—and is exploring ways to streamline TOMS' supply chain and inventory management to ensure that shoes reach children's feet as soon as possible.

"We helped TOMS expand its giving network and make its processes more efficient," says Jerry O'Dwyer, Deloitte U.S. Lead Consulting Partner for TOMS. "Our local knowledge, stakeholder networks and global health capabilities were significant contributors to the project."

✉ For more information about IT transformation and SAP implementation, please email [us](#).



Committed to driving revenue with digital solutions

# CONNECTING CLIENTS, CUSTOMERS

In the past year, Deloitte continued to successfully combine creativity and industry knowledge with strategic insight and analytics to deliver a growing number of innovative solutions to member firm clients.

Deloitte undertook a collaborative research project with a telecommunication services provider in the Asia Pacific region to more effectively monetize customer data, particularly location data. It is estimated that during the next 10 years, personal location data has the potential to create up to US\$700 billion in value, including from highly targeted ads that reach mobile devices at the right time and location.

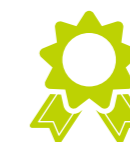
[Deloitte Analytics Institute Asia \(DAI\)](#), part of Deloitte Southeast Asia, collaborated with the telecommunication services provider to develop actionable insights from raw location data. DAI researchers went a step beyond the state of the art in location analytics, incorporating knowledge of key locations, modes of travel between those locations (walking, driving, etc.), and near real-time prediction of customer movement for a variety of potential advertising and churn management applications.

By demonstrating how location data can be leveraged to enable a new paradigm in targeted ads, DAI convinced the telecommunication services provider to take the technology from research collaboration to a nationwide rollout in 2013.

## Transforming the landscape

Since its launch in 2011, one Australian company has been working with [Deloitte Australia](#) to define and deliver an innovative digital strategy that quickly has achieved enormous success in digital sales, service, and customer satisfaction.

During the past year, the Australia firm's cross-functional teams significantly raised the effectiveness of the client's marketing campaigns and digital offers using detailed analytics and propensity modeling. They also rebuilt a number of the client's mobile and Web assets, enhancing service and building new revenue streams. And with the firm's help, the client identified significant cost savings by migrating customer transactions from high-cost payment and communications channels to digital alternatives.



*Deloitte was recognized in 2013 by Forrester Research, Inc., as a leader in "The Forrester Wave™: Enterprise Mobility Services, Q1 2013" report.*

## Building a bolder e-commerce presence

A [Deloitte UK](#) client, popular retailer [John Lewis](#), engaged the firm for guidance in selecting a new e-commerce platform to achieve its goal of becoming, "Britain's leading omnichannel retailer." After witnessing Deloitte UK's cross-firm and cross-functional capabilities first hand, the client ultimately selected Deloitte UK as the systems integrator for the new platform.

"We helped John Lewis define the required business and technology capabilities and software to deliver its business goals, and then acted as the implementation provider to replace the client's e-commerce platform," says Ian Geddes, Head of UK Retail, Deloitte UK. "We wanted to [deliver a solution](#) that was not just market leading, but market beating."

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Global Technology Services (GTS) recently designed, developed, and launched the Deloitte App Center, a shared digital infrastructure to discover, share, and download mobile and Web apps. Featuring more than 150 apps from 23 member firms, App Center is being used by Deloitte practitioners in 103 countries. App Center also goes beyond apps, connecting Deloitte people and teams, designs, and ideas across every function to catalyze innovation in Deloitte's business and client service.



*Explore what's ahead in tech, media, and telecoms—[Download TMT Predictions 2013 midyear infographic](#) or [listen to the podcast](#).*

*Deloitte's Technology, Media & Telecommunications (TMT) group develops sector-specific solutions and market-leading insights to help industry participants formulate informed and effective strategic plans. [Learn](#) more about Deloitte TMT—global practice overview, client case studies, and major industry events.*



*"I've always said that there are no IT projects, only business projects. So, major technology change in the shape of a new website platform was always a critical element in our business strategy," explains Paul Coby, IT Director, John Lewis. "Deloitte played a vital role in its successful delivery, from product selection through to implementation, bringing experience, capability, and an understanding of the chosen technology."*

Leveraging creative and technical specialization from the UK, United States, and Australia, Deloitte UK worked with John Lewis' internal team to implement new e-commerce and Web content-management software to deliver a new, mobile-friendly, customer-facing website.

✉ For more information, contact [Digital Enterprise](#) or [Deloitte Digital](#).



*Deloitte is ranked a Vanguard leader in Digital Strategy Consulting Services by Kennedy: "Deloitte stands out for its ability to deliver recommendations that are aligned with clients' particular circumstances, demonstrate the achievability of results, and generate excitement at all levels of an organization around digital strategy."*

Source: Kennedy Consulting Research & Advisory; Digital Strategy Consulting; Kennedy Consulting Research & Advisory estimates © 2013 Kennedy Information, LLC. Reproduced under license.



*In 2013, Deloitte Digital launched new studios in Japan, South Africa and Canada, joining established studios in the United States, United Kingdom, Australia, and India.*

*Fiesta de fin de Año* takes place once a year in every offices of Deloitte Colombia. All employees are invited to enjoy a special day with different activities and programs.

# talent & opportunity

One person can make a huge difference. We see that every day at Deloitte. Now, imagine the impact a global team of 200,000-plus, working together, can make. Get a glimpse of what it means to be a member of the Deloitte network and how our people lead, develop, flex, and connect to reach their full potential and help others do the same.

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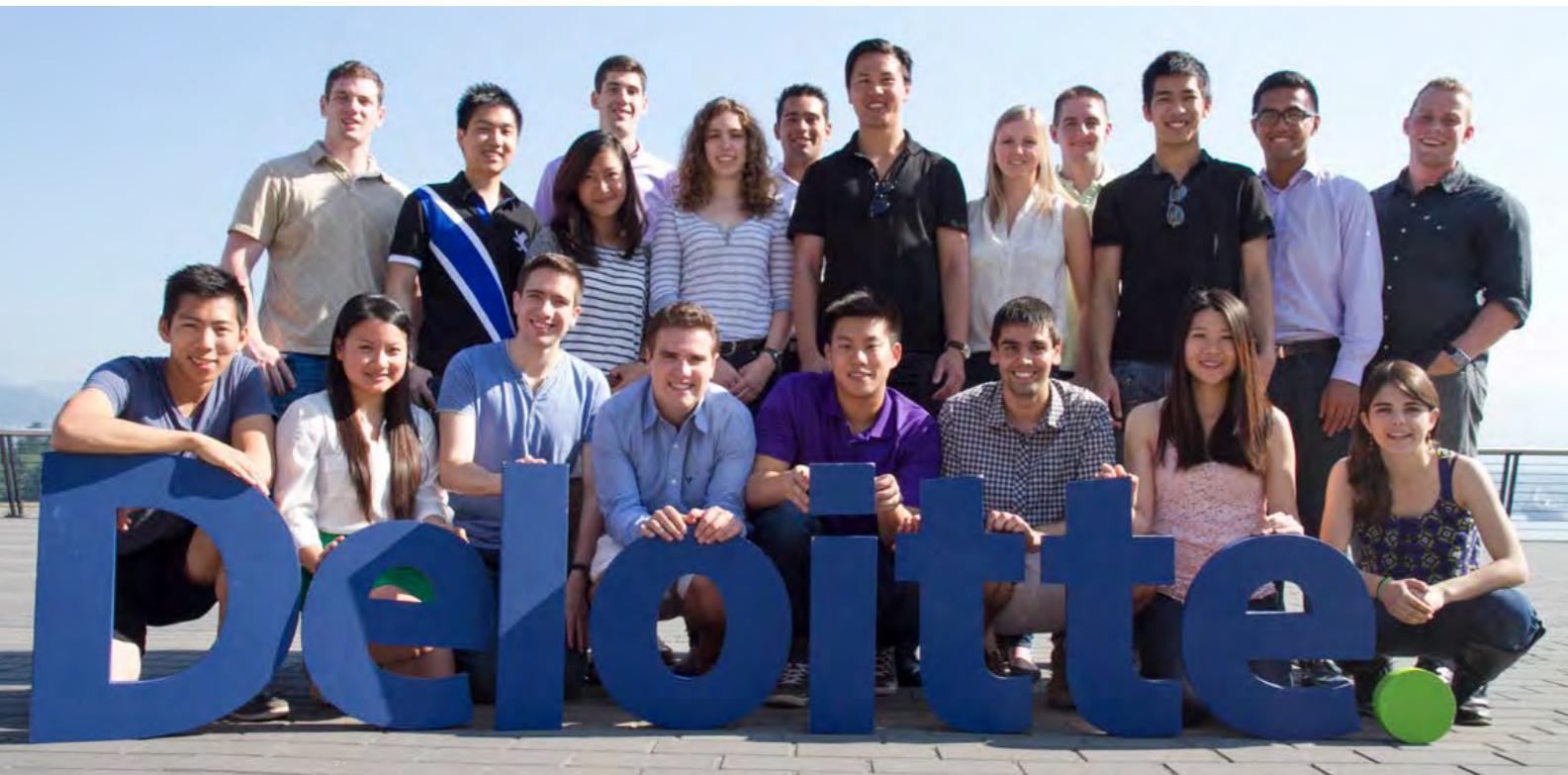
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Committed to helping talent lead, develop, flex, and connect

# THE DELOITTE TALENT EXPERIENCE

What makes Deloitte unique? “It comes down to how the organization delivers on four key attributes of our talent experience: lead, develop, flex, and connect,” says Margot Thom, Deloitte Global Talent Leader. “At its heart, this experience is about having unlimited opportunities to do meaningful work and to grow, learn, and lead at every point in your career. Deloitte people have the flexibility to create the career and life experience they want and the power of being part of a global network of talented people.”

## Lead

At Deloitte, we value leadership at all levels and offer formal and informal avenues to help professionals develop the skills and connections to lead at every stage of their careers.

The Manager and Senior Manager Milestone programs provide ongoing learning, development, and peer support to help newly promoted Deloitte professionals transition to their new roles successfully.

Select high-performing DTTL managers have the opportunity to participate in STARS, an eight-month leadership development journey. Live, virtual, and on-the-job learning, executive exposure, and mentoring are part of this accelerated development program. Working with senior DTTL leaders and colleagues from around the world, managers hone their leadership skills and expand their networks.

## Develop

Professionals driven by a desire to learn and grow have unlimited access to learning that can be instructor-led, on-the-job, or virtual, using any device at anytime from anywhere.

In [Deloitte Australia](#), the D.Academy helps new recruits learn by putting their newly learned nontechnical skills to the practical application test of a two-day learning experience and a group project focused on improving client experiences through the use of design, data, and digital. Participants are allocated a senior

leader as a coach for support through the program and learn and build connections through social media.

On cross-border teams, people learn about, and how to benefit from, their differences. Formal diversity and inclusion learning programs, affinity groups, and diversity roundtables and events are among the many opportunities for people to develop the global mindsets required to lead effectively.

Deloitte’s focus on diversity and inclusion earned the organization a third-place ranking in [DiversityInc.’s Top 10 Companies for Global Diversity](#). Member firm diversity efforts focused on factors—ethnicity, age, disabilities, and other dimensions of diversity—relevant in their markets. Inclusion as a driver for representation of diverse talent at every level of the organization, with a particular focus on women’s advancement, topped the diversity agenda, and in FY2013, 23 percent of newly admitted member firm partners and directors were women.

## Flex

The 200,000-plus people across the Deloitte network have the flexibility to define success on their own terms. At every stage of their careers, people are encouraged to create the career and life experiences that excite and challenge them. Achieving personal and professional satisfaction at Deloitte can mean dialing one’s career up or down over time, creating an undulating journey of climbs and lateral moves.

Deloitte sponsors a variety of groups through which people may share life and career experiences. One member firm example is [Deloitte Canada’s Deloitte Dads](#), which was inspired by its Career Moms group. Both organizations help participants successfully juggle the demands of work, parenting, and household management.



TOP  
Deloitte Canada summer interns in Vancouver. Photo credit: Tracy Tahara and Peter Stefanovski (Deloitte Canada).

LEFT  
Deloitte Australia Top Female Talent of 2013.



*[Watch Margot Thom, Deloitte Global Talent Leader, share how she’s been able to lead, develop, flex, and connect in her Deloitte career.](#)*

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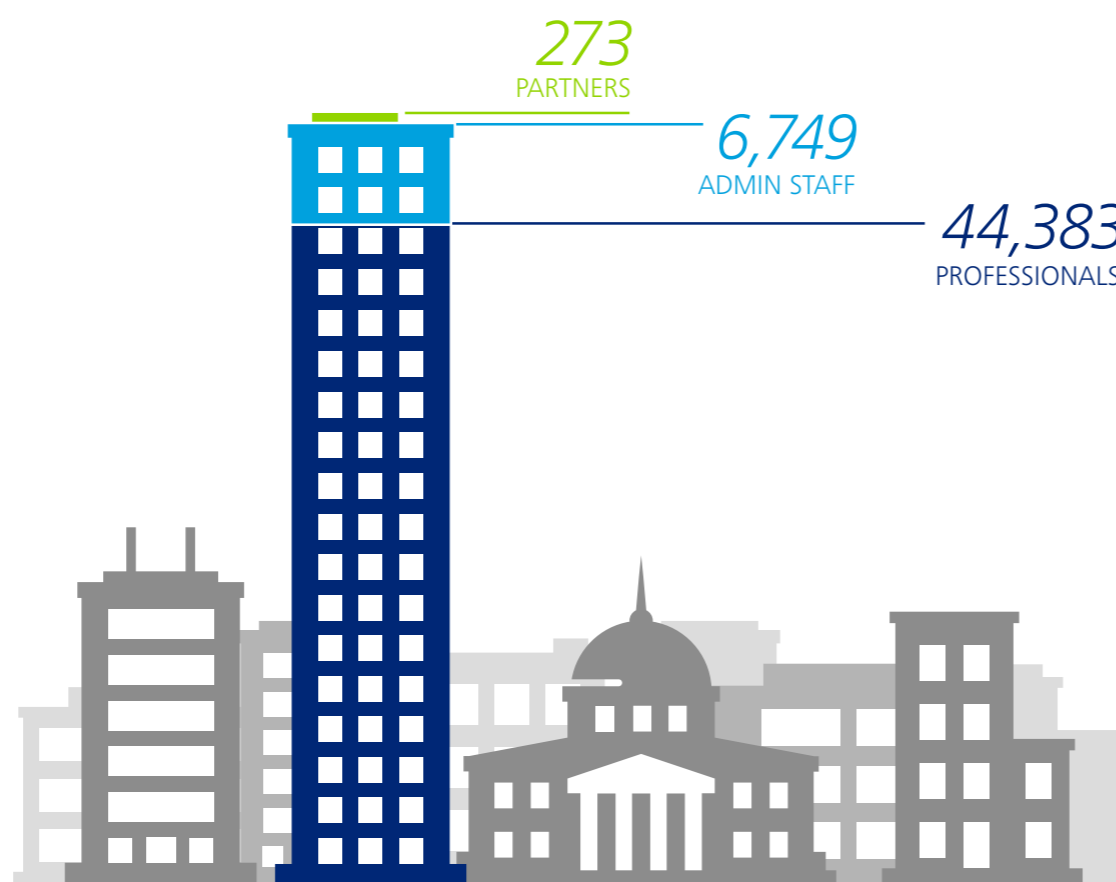
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## THE DELOITTE TALENT EXPERIENCE



## FY2013 NEW HIRES BY LEVEL



### Connect

Everyone at Deloitte has access to thousands of other professionals across the member firm network who are eager to listen and share. Deloitte has a respectful and collaborative culture filled with people focused on working and winning as a team and understand the need to keep the lines of communication open.

A talk-show-style event puts DTTL people in direct contact with DTTL Chief Executive Officer Barry Salzberg and other senior leaders. This kind of front-row access to conversations with senior leadership about business and career growth is just one of the ways people leverage the power of our network.

The DeloittePeopleNetwork (DPN) is a global profile system that lets professionals showcase their experience and interests. DPN makes it possible for professionals to cut through the complexity of the organization, solve problems faster, and to make connections and collaborate effectively across borders and functions.

Yammer, the social media network, is where professionals from around the globe share ideas and engage in virtual conversations, collaborations, and forums. Stories abound of professionals who use Yammer to find resources, support, and even staffing for member firm projects. DPN and Yammer are just two examples of how we put the power of our network to work for people and member firm clients.



*Deloitte member firms take a borderless approach to recruiting top talent. The world-class technology of the [Careers website](#) allows graduates, experienced professionals, and senior executives to search and apply for opportunities in 116 countries and locations. During FY2013, more than 1.9 million people submitted applications through the site, and Deloitte hired 51,400 globally.*



*On 5 March 2013, DTTL hosted the 5<sup>th</sup> annual [International Women's Day \(IWD\) webcast](#): Empower. Invest. Accelerate. Inclusive leadership as the missing link for advancing women.*



Jen Steinmann, Deputy Chief Executive Officer and Chief Talent Officer, Deloitte U.S., addressing the audience at the Deloitte University Leadership Center for Inclusion launch event.

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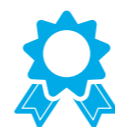
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*Can leadership be evaluated, developed, and strategically utilized to drive business performance? [Find out what Deloitte has learned about effective leadership.](#)*



*Deloitte is often recognized for its leadership. [See Deloitte's achievements in client service, corporate responsibility, operational excellence, and support of talent.](#)*

Committed to building strong leaders at every level

# LEADERSHIP

At [Deloitte Canada](#), it's not uncommon to see mentor and protégé relationships develop between experienced leaders and young professionals. What's surprising is who is teaching whom. The member firm's Digital Mentoring program pairs passionate social media experts with top leaders who are seeking to become adept users of LinkedIn, Twitter, and Yammer.

The program is just one example of how the millennial generation is turning leadership on its head, and how Deloitte is enabling this new paradigm.

Millennials aren't just entering the workforce; they're beginning to advance up the ranks. According to the [Deloitte Touche Tohmatsu Limited \(DTTL\) Millennial Survey](#), half of all respondents already are in leadership positions and 44 percent have four or more direct reports, in spite of having only three-to-five years of work experience. Fewer than 40 percent of those surveyed felt ready for their new roles. At Deloitte, we are helping both young and experienced professionals prepare for leadership responsibilities through formal training and informal opportunities that allow them inspire their peers, make an impact, and build critical skills.

### Deloitte University

Deloitte's commitment to growing leadership skills and providing member firm clients with the impactful solutions they need is exemplified by the [Deloitte University](#) campus in Westlake, Texas. FY2013 marked a number of important milestones for Deloitte University, starting with the celebration of its second anniversary and the hosting of a number of spotlight events.

Exploring inclusion in the 21<sup>st</sup> century workplace was the theme of the March 2013 two-day launch event of the [Deloitte University Leadership Center for Inclusion](#). Deloitte also introduced the Inclusive Leadership Program in FY2013. Focused on developing the multicultural competencies, mindset, and behaviors to lead inclusively and leverage diversity to improve business decisions, the program is now part of the Global Lead Client Service Partner Program.

Newly admitted partners from across the member firms begin their journeys as senior leaders at the Global New Partner Seminar. Held annually, this opportunity to hone skills and build networks was hosted by Deloitte University in 2012.



*What does it mean to be a leader at Deloitte? [Find out here.](#)*

Beyond the events, perhaps most impressive is the number of professionals—more than 50,000 from 70 countries—who passed through the doors of Deloitte University during the past year. It's also noteworthy that 92 percent of courses were facilitated by our leaders.

Outside of the classrooms, Deloitte University offers our people opportunities to connect in person, share ideas and insights, and develop or enhance their approaches to serving member firm clients and doing business. During the past year, more than 500 networking events were held, including fireside chats, team building exercises, and leader receptions.

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Deloitte's commitment to growing leadership skills throughout the organization is exemplified by the [Deloitte University](#) and its over 700,000 square foot campus in Westlake, Texas.

Looking to the future, Deloitte is further expanding its investment in the success of its people and member firm clients—making the global Deloitte University learning curriculum available in all regions and opening Deloitte University EMEA.

#### Broad opportunities

Large numbers of Deloitte people are also embracing informal leadership opportunities around the globe. Through projects and events—including community outreach, [Junior Achievement](#), [Women's Initiative Networks \(WIN\)](#), [Business Resource/Affinity Groups](#), and [IMPACT Day](#)—Deloitte professionals have ample opportunities to lead and develop their skills and networks.

Selected individuals also experience leadership firsthand through formal development initiatives. For example, DTTL's Leadership Shadow Program, piloted in December 2012, allows high-potential DTTL professionals to experience life as a DTTL leader by participating in a leader's daily activities.

*"Great decision makers and direction setters are needed at every level of our organization," explains Alice Kwan, Principal, Deloitte Consulting U.S. "Purposeful, selective investments in high-potential leaders are a smart way to take steps to maintain a steady pipeline of top talent. But, leadership development can't just be about the top leaders.*

"At Deloitte, there are people throughout our organization who are depended upon every day for their strategic thinking, innovative capabilities, and global perspectives," Kwan continues. "We must constantly develop their technical, industry, global, and professional skills and create an environment where leaders at all levels can thrive and grow."

#### LEARNING



5,000+

digital learning courses  
available in 17 languages  
other than English



30,000+

online books and  
abstracts available



30,000+

views of Deloitte  
specific learning videos



59,359+

unique attendees across  
5,266 virtual class room  
sessions



Deloitte Green Dot advertising campaign in Dusseldorf airport, Germany.

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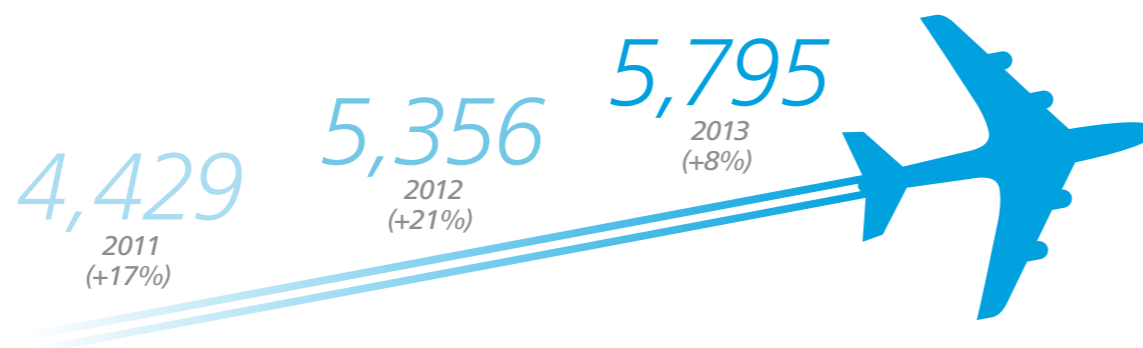
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*Read more about the anticipated impact of Deloitte's investment in 11 priority markets*

in Bloomberg Business Week's interview with D TTL Chief Executive Officer Barry Salzberg.

## TOTAL NUMBER OF MOBILITY ASSIGNMENTS



Committed to building a pipeline of global leaders

# INTERNATIONAL EXPERIENCE

A little more than a year ago, Christopher Tun was reading a social media discussion that mentioned Deloitte was exploring possible business opportunities to support clients in Myanmar. Tun, a Deloitte U.S. consulting manager at the time, is a native of the country and had recently returned from a visit there. So, he offered to get involved.

Tun ultimately relocated to Myanmar, joining the Southeast Asia member firm, and, today, is helping build the [Myanmar practice](#), connecting clients to a full range of professional services, including tax, consulting, and financial advisory.

His experience reflects a new reality. Technology has made the world smaller, eliminating barriers and enabling people everywhere to collaborate virtually and instantaneously. At the same time, there is no substitute for being on site, experiencing the culture, making personal connections, and learning how markets function.

International opportunity is a cornerstone of our talent experience and is central to Deloitte's client, talent, and growth strategies. Clients depend on our member firm professionals' skills and capabilities to handle complex, cross-border issues. Clients also expect Deloitte leaders and teams to have international experience and global mindsets, making them able to serve clients well wherever they operate.

We believe the best way to meet those demands is to make international experience a priority and have the learning, programs, and technology in place to facilitate it. This commitment makes Deloitte member firms attractive not only to potential clients, but also to talented professionals.

## A world of opportunity

Deloitte's people gain international experience in several ways: moving to and working in other geographies; short- and long-term international business travel; and working on international teams or projects, often virtually from a variety of locations, thanks to technologies and tools that connect Deloitte professionals around the world.

People who want to learn more about working internationally have many options. Career conversations can provide touch points for registering interest in foreign assignments. Opportunities in virtually every region of the world are posted and searchable from a dedicated intranet site. Our professionals also have online access to information and tools to help them before, during, and after an international assignment. The Cultural Navigator, for example, is a self-assessment program that helps people understand and manage assumptions about others from different backgrounds.

Deloitte's commitment to international experience is evident in the visible and vocal support of member firm leaders. During FY2013, the total number of international assignments—nearly 5,800—represented an 8 percent increase from the prior year. Many of these assignments were in emerging markets, where diverse cultural skills and cross-border business experience are especially valuable in driving growth.

Developing globally minded leaders and borderless thinking are also objectives of the D TTL Global Advisory Council. Made up of young partners from member firms around the world, the council acts as a sounding board and advisory group for the D TTL Global CEO and the Executive. These international ambassadors promote global, As One behavior by sharing leading practices, knowledge, and skills across the network.



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Some of Deloitte Norway's professionals with their Managing Partner Aase Aamdal Lundgaard and DCTL Chief Executive Officer Barry Salzberg. Photo credit: Photo credit: Jan-Erik Eriksen, freelance photographer.

LEFT

Gianmarco Monsellato, Taj Chief Executive Officer, receives the [WEPs Business Case for Action Award 2013](#) in recognition of the French law firm's innovative and effective policies to drive gender diversity and transform the company's culture. Taj is a part of the Deloitte network.



*Steve Almond, Chairman of the DCTL Board, advocates for gender diversity in leadership as a key to business success. [Read his views on parity for women on boards and corporate leadership teams.](#)*

Committed to promoting diversity and inclusion

# WORKFORCE TRANSFORMATION

Half of all executive roles at leading French law firm Taj, a part of the Deloitte network, are filled by women. Five of its 10 highest-compensated employees are women, as are 42 percent of the firm's partners.

That's noteworthy because, despite significant advances in education and political participation, women in France remain underrepresented in business leadership positions.

Just as impressive are the firm's strong business results. "During the past eight years, Taj has seen a sensational rise in the French market both in reputation and organic growth," says Taj CEO Gianmarco Monsellato. "We have risen from a second-tier firm to a market leader and have grown 70 percent in a difficult economy and shrinking market."

Taj's business success coincides with its efforts to create a diverse and inclusive values-driven culture.

"Several years ago, we made a commitment to embed fairness, inclusion, and flexibility in the workplace," says Monsellato. "That provided the foundation for the empowerment and advancement of women to senior positions, and a culture that redefined the model for success for all employees, regardless of gender."

To better understand Taj's strategy and success, DCTL's Global Diversity Team interviewed 15 women working in various positions at Taj. "They explained that what made a difference at the organization were respect, honesty, and transparency," says Linda Buisson, Deloitte Global Tax & Legal Gender Diversity Community Leader. "Taj made a concerted effort to create a values-based culture, equipping people to behave in an inclusive way, embedding diversity and flexibility into talent and business processes, and measuring and recognizing progress."

Taj received a [Women's Empowerment Principles Business Case for Action Award 2013](#) and won the "Best in France" category at [Euromoney-Legal Media Group-European Women in Business Law Awards](#).

*"There has never been a program for diversity at Taj; we just do diversity. It's just normal. There is no difference between what work men and women do here; everyone is treated like a professional. This is just how we do business."*

Senior Female Taj Partner



*How Taj did it:*  
[Seven diversity lessons](#)



*Learn more about diversity at [Deloitte.com/diversity](#)*



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*To supplement Deloitte's membership, [International SOS](#) has launched a mobile application for easy access to valuable travel, health and security advice, and emergency assistance.*

*GSO has produced a series of short videos to supplement the travel security e-learning programs. Developed with a tool called BrainShark, these two-minute videos include topics from resources available to the Deloitte traveler to information on specific destinations. The videos can be launched and viewed from a computer or smartphone.*

Committed to keeping our people safe

## GLOBAL TALENT SECURITY

When an organization has more than 200,000 professionals working in 150-plus countries, there's an ever-present risk that some of those people may find themselves in harm's way. DTTL's Global Security Office (GSO) works diligently to minimize those risks and to assist in times of need. "We take our duty to keep Deloitte people safe very seriously, especially during times of crisis or when client needs may take our people to higher-risk locations," says Ted Almay, Deloitte Global Security Officer.

The GSO team tracks world events on a daily basis for potential impacts on Deloitte's people and member firms. Whenever a crisis occurs anywhere in the world, GSO, in conjunction with DTTL's Global Crisis Management Team, is able to provide a swift response to help member firms account for the safety of their people, provide necessary relief, and resume normal business operations as soon as possible.

"Threats may come in many sizes and forms, including geopolitical instability, crime, and natural disasters. As one example, we had more than 10,000 U.S. practitioners and international travelers in the path of Hurricane Sandy," notes Almay.

During the tragic Boston Marathon bombings, the GSO team worked closely with the U.S. member firm's Office of Security to account for the safety of local and international Deloitte practitioners, including three international Deloitte partners who were participating in the race.

### Promoting safe travel

The extensive travel of Deloitte people around the globe presents unique risks. Deloitte member firms may have more than 20,000 people traveling to serve clients on any given day. GSO provided guidance and security planning support in FY2013 for nearly 800 engagement teams that were considering work in potentially troublesome areas of the world. As part of DTTL's global travel security

protocols, member firms are encouraged to incorporate security into their travel programs and consult with the GSO before undertaking travel to high-risk locations.

When member firm engagement teams cannot avoid traveling to high-risk locations, the GSO can assist them with designing comprehensive security plans, including location-specific security briefings, hotel and transportation recommendations, on-the-ground project logistics, and direct security support, as needed. In doing so, GSO leverages a network of specialized security providers who are based in many high-risk locations. For example, during the H7N9 outbreak GSO provided travel guidance to member firms and monitored the situation closely, leveraging third party expert resources, to provide Deloitte people with up-to-date risk assessments.

DTTL maintains a global contract with a leading emergency medical and security provider to quickly mobilize resources to assist Deloitte travelers and immediate family members whether they are on business or personal travel. The GSO team responded to more than 85 medical-assistance cases in FY2013, including emergency evacuations from remote and higher-risk locations.

Another important function of the GSO is to ensure that Deloitte's people are aware of particular risks before they travel. GSO has developed a series of general travel and country-specific e-learning courses. Deloitte professionals also have access to a comprehensive travel security website containing the latest security bulletins, assessments, country risk ratings, and other resources for travelers. In addition, DTTL recently introduced a mobile application from its emergency services provider, International SOS, which allows Deloitte practitioners to receive the latest security and health alerts and to access other resources.

Deloitte Chile's new corporate office is being built using LEED certification guidelines. It is the first building in Latin America to measure its carbon footprint from its foundations.

# economies & communities

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Being a leading global professional services provider brings both opportunity and responsibility. At Deloitte, we apply our skills and resources where we can make the greatest impact. Find out how we are advancing economic prosperity and social wellbeing in our communities by fighting corruption, promoting environmental sustainability, helping young people gain access to education and employability skills, and supporting humanitarian progress.



Committed to fighting against corruption

# ECONOMIC INTEGRITY

Buying contracts. Bribing customs authorities through agents. Lavishly entertaining government officials. Ignoring violations and compliance requirements. Corruption takes many forms and permeates business and industry in many parts of the world.

"No country is immune to the corrosive effects of corruption, but in some places it is so endemic that it harms the lives of ordinary citizens and makes it impossible to maintain a level playing field for business," says Steve Almond, Chairman of the DTTL Board. "Tackling corruption would help enable companies to compete on equal terms and in accordance with their declared value statements, help restore public trust, and benefit consumers and society at large."

Corruption drains resources, erodes the integrity of markets, increases the cost of capital, and reduces the benefits of globalization for industrialized and developing countries alike. Further, it is immoral and just plain wrong.

For these reasons, Deloitte supports compliance functions, internal controls, and robust training that help organizations recognize and resist corruption, and confront it quickly when it is identified. We also promote principles that raise business standards and contribute to a transparent and accountable global market. We do this through the services member firms provide to clients worldwide and by working alongside government, civil society, clients, and other businesses to collectively influence public policy and develop solutions that help fight corruption on the ground in local markets.

## Seeking solutions

As part of that effort, we recently created our own Anti-Corruption Academy within the [Deloitte Global Center for Corporate Governance](#), with support from member firms' Financial Advisory practices. The Academy works with member firm governance centers

and their anti-corruption and public-policy experts to provide education and training on combating corruption, money laundering, and fraud; and to build effective compliance and internal-control programs.

"We developed the Academy as a vehicle for unfettered dialogue about challenges faced by multinational corporations operating in markets at risk for corrupt business behavior and to provide a forum for collective action in addressing both the 'supply' and 'demand' sides of corruption and money laundering," says Dan Konigsburg, Deloitte Global Corporate Governance and Public Policy Leader.

Nina Gross, Academy Leader and Director, Deloitte Financial Advisory Services LLP (Deloitte U.S.), who helped launch the Academy in Bogota, notes, "Through the Academy, Deloitte is able to engage decision makers and add our voice to the debate."

## Engaging others

We also are highly involved in a number of other anti-corruption initiatives. These include efforts driven by the Business 20 (B20)—the business advisory group to the G20 leaders, the World Economic Forum's [Partnering Against Corruption Initiative \(PACI\)](#) and its [Global Agenda Council](#), the Business and Industry Advisory Committee to the OECD, and the [UN Global Compact](#). In addition, we're engaged in anti-corruption tool and guideline development for companies, and pro bono support to industry groups in this space.

"We appreciate the global leadership and efforts of organizations, like Deloitte, that have made a strong commitment to [ethics](#), integrity, and transparency in business," says Elaine Dezenski, Senior Director and Head of the Partnering Against Corruption Initiative. "Corruption is a global problem that may never be eliminated. But, there are many private/public partnerships that are making a difference in creating a true level playing field."



TOP  
Jennifer Quartana Guethoff, Deloitte Global Deputy Chief Ethics Officer, participates in a break-out discussion on the role of third-party due diligence in helping corporations fight corruption at the World Economic Forum's Partnering Against Corruption Initiative (PACI) Task Force meeting. October 2012, Geneva, Switzerland.

LEFT  
The first Anti-Corruption Academy took place on 7 March 2013 in Bogotá, Colombia. Approximately 100 board directors and senior compliance officers attended. The Academy is sponsored by the Global Center for Corporate Governance and supported by Deloitte Financial Advisory Services LLP (Deloitte U.S.)

## How is your organization faring in the battle against corruption?

Find out and get ideas for continuous improvement with the [UN Global Compact's Self Assessment Tool](#) and [Guide for Anti-Corruption Risk Assessment](#), developed by the Global Compact Working Group on the 10th Principle and the Anti-Corruption Risk Assessment Task Force, with lead coordination by DTTL.

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Deloitte UK teamed up with the social enterprise GiveMeTap to provide Deloitte UK offices with 5,000 reusable water bottles to reduce the 200,000 plastic cups that were thrown away every week. Proceeds from the water bottles fund GiveMeTap's sustainable water, sanitation, and irrigation projects across the globe.

Committed to minimizing ecological impact

## ENVIRONMENTAL SUSTAINABILITY

If the Deloitte network was a sovereign state, its population would be larger than almost a quarter of the countries and dependent territories on Earth. That many people are bound to have a measurable influence on the environment. Deloitte's goal is to lessen that impact and promote environmental sustainability.

Member firms also work vigorously to advance this agenda with their clients. Deloitte member firms have more than 800 sustainability specialists helping clients transition to sustainable business models and practices that will deliver top- and bottom-line financial growth for the long term.

We walk the transparency talk with our clients in capital markets by reporting on climate change risks, opportunities, actions and performance in our response to the CDP's (formerly Carbon Disclosure Project) 2013 Investor and Supplier climate change questionnaires. Deloitte's environmental impact mainly comes from business travel and our office buildings. During FY2013 Deloitte increased by 50% the number of member firms reporting greenhouse gas emissions using environmental management software; member firms using this cloud-based system now represent over 55% of aggregate member firm revenue. In FY2013 our network's absolute emissions increased, but our emissions per full time equivalent has remained relatively constant over the past four years.



*Learn more about  
[Deloitte Sustainability](#).*

Many member firms also are actively pursuing sustainability initiatives, both inside and outside their physical office spaces.

[Deloitte Australia](#), along with their Deloitte Digital team, developed an iPhone app that promotes car pooling and taxi sharing across the firm for its people. GreenRide™ integrates with the internal social media platform Yammer, and users can search for nearby rides or create their own rides by selecting the meeting point, mode of transport, and available seats. The app can even calculate the approximate carbon emissions saved.

[Deloitte Canada](#) introduced secure printing and purchased new printers to minimize waste. To date, the firm has reduced printing from 101 million imprints to 89 million.

[Deloitte Chile](#)'s new corporate office is being built using LEED certification guidelines. It is the first building in Latin America to measure its carbon footprint for the construction process and the life cycle of the building materials.

[Deloitte Denmark](#)'s Energy Lean program promotes energy optimization, retrofitting and renewable energy. It contributed to a 49 percent reduction in the firm's carbon footprint and the service is being offered as Energy Lean to customers in the Public and Private sector.

[Deloitte Finland](#) is reducing office space and investing in more sustainable ways of working. Expected benefits include a 36 percent savings in annual real estate costs and a 40 percent decrease in its carbon footprint.

[Deloitte India](#) and Deloitte U.S. India support the annual Monsoon Regatta, held to raise awareness of the need to clean and improve the quality of Husain Sagar Lake in Hyderabad.

[Deloitte LATCO \(Ecuador\)](#) donates recyclable paper, cardboard, and plastic to an organization called "Fundación Hermano Miguel" (Brother Miguel Foundation), which uses money received from recycling the materials to support a hospital and care center where 700 patients are treated monthly.

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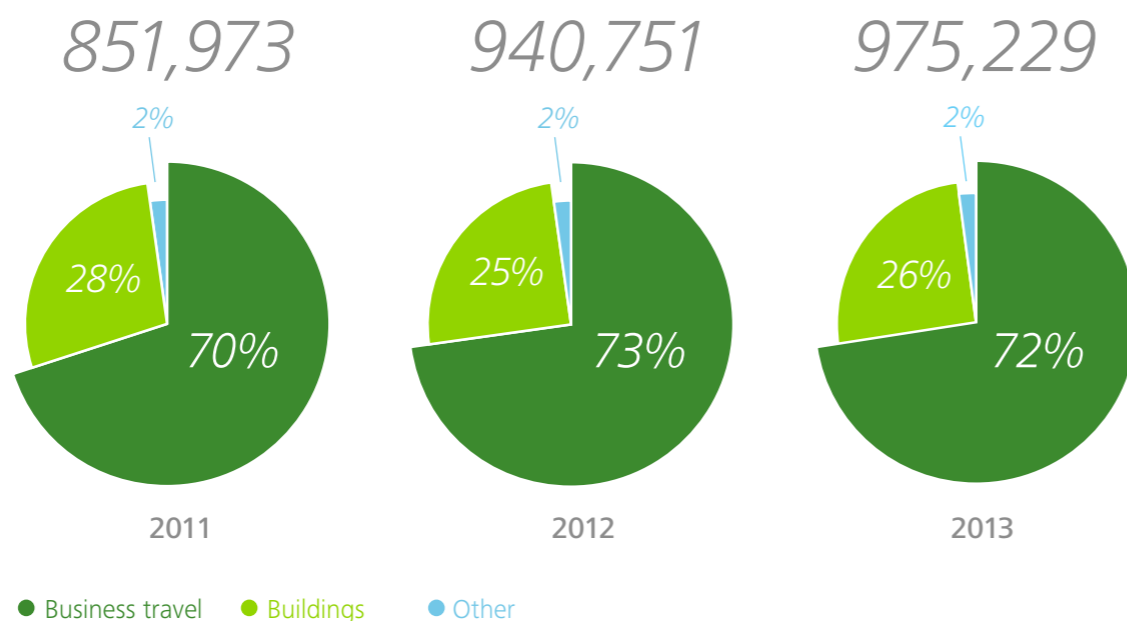
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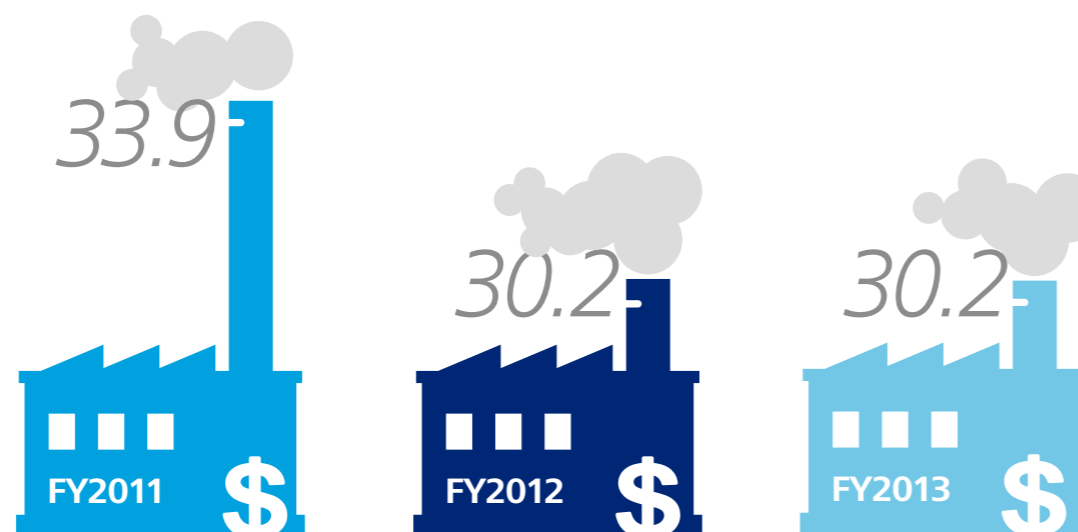
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### FY2013 GREENHOUSE GAS EMISSIONS

METRIC TONNES CO<sub>2</sub>e BY CATEGORY (INCLUDING OFFSETS)



**GREENHOUSE GAS EMISSIONS PER FULL-TIME EQUIVALENT**METRIC TONNES CO<sub>2</sub>e/FTE (EXCLUDING OFFSETS)**GREENHOUSE GAS EMISSIONS PER DOLLAR OF REVENUE**METRIC TONNES CO<sub>2</sub>e/\$000 USD (EXCLUDING OFFSETS)

[Deloitte UK](#) teamed up with the social enterprise [GiveMeTap](#) to provide Deloitte UK offices with 5,000 reusable water bottles to reduce the 200,000 plastic cups that were thrown away every week. Proceeds from the water bottles fund GiveMeTap's sustainable water, sanitation, and irrigation projects across the globe.

In January 2013, DTTL and the U.S. firm's offices at 30 Rockefeller Plaza in New York was awarded the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Certification at the Gold level for Commercial Interiors. "LEED certification was a critical consideration when moving into this new office space," says Tracey Edwards, Deloitte Global Business Services Leader and Chief Knowledge Officer. "The design of our newly renovated office space promotes many environmental benefits, such as energy and carbon reductions."



*Deloitte U.S. was named a leader in Sustainability Consulting, based on capabilities, by Verdantix.*

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*Deloitte was named a global leader in Sustainable Technology Services, based on capabilities, by Verdantix.*

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*Deloitte assisted the UN Global Compact to prepare for its [Rio+20 Corporate Sustainability Forum \(CSF\)](#) by providing subject-matter knowledge, session development, large-scale planning, and logistics support.*

Member firm sustainability practitioners collaborated with the Global Compact on an output document for the CSF intended as a blueprint to establish and scale up more effective UN-private sector engagement. The practitioners and Global Compact also co-developed the [Caring for Climate Progress Report 2012](#), which provides an overview of how Caring for Climate member companies have progressed against agreed upon commitments to address climate change. The 2012 CSF convened more than 2,700 participants and offered 120-plus sessions designed to inform and stimulate commitment and joint action across government, civil society, academia, and the private sector.



Deloitte Middle East collaborated with INJAZ al-Arab, a member of Junior Achievement Worldwide, to design and launch Be Entrepreneurial, an entrepreneurial skills program.

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[Watch this video about the Be Entrepreneurial—INJAZ Al-Arab Program.](#)



*Be Entrepreneurial feedback: "This program made me realize that I want to become a great businesswoman and make my business last by following the steps I learned."*

Jihane Chaalan

Committed to helping young people reach their full potential

## PREPARING YOUTH FOR TOMORROW

Deloitte aims to make a difference in the lives of more than one million young people by 2015. Working alongside educators, nonprofit leaders, and governments, member firms are leading the development and delivery of solutions to local education and skills challenges. Deloitte-supported programs are helping to develop citizenship, employability, professional, and entrepreneurial skills that will last a lifetime.

"We're committed to making a positive impact in education and skills because society depends on the success of today's young people. They must be prepared to excel in today's knowledge-based economy," says Barry Salzberg, DTTL Chief Executive Officer. "Our goal is to provide underserved young people with better opportunities so they can fulfill their hopes and potential."

"Education systems have to adapt to the ongoing shift to a knowledge economy, which has already contributed to widespread youth unemployment in many countries," Salzberg continues. "Deloitte member firms have established close to 120 high-impact education and skills programs in local communities. They're helping governments, nonprofits, and educators to give young people the skills they need to thrive for decades to come."

### Deloitte's global impact

Our focus is on collaborating with high-impact programs and continually assessing the results we are helping those programs achieve. Last year, Deloitte member firms contributed more than 350,000 aggregate hours of pro bono and volunteering to education and skills programs.

Deloitte professionals actively volunteer by delivering workshops and mentoring young people to achieve their education, career, and life goals. We also serve as catalysts, convening with others to address challenges and envision solutions.

Last year, member firms directed more than US\$91 million in pro bono services and volunteer time to local programs.

### Responding to the challenge

For the last two years, Deloitte has provided additional support and investment to two programs tackling pressing needs—youth unemployment in the Middle East and access to education for young women in India. Together, local Deloitte staff and organizations designed and launched innovative new programs.

[Deloitte Middle East](#) collaborated with INJAZ al-Arab, a member of Junior Achievement Worldwide, to design and launch Be Entrepreneurial, an entrepreneurial skills program. To date, more than 3,300 high school and university students in six countries have participated. Deloitte Middle East professionals are bringing their real-world experiences to classrooms and serve as mentors. Next year, Deloitte Middle East and INJAZ will launch a business plan competition with an online app that enables cross-border, pan-Arab cooperation and competition, as well as skills development.

In India, DTTL and [Deloitte U.S.](#) have supported Pratham USA to open six Achievement Centers. More than 900 young women who had previously dropped out of school enrolled in the program. Their coursework prepared them for secondary school examinations, taught them vocational and employability skills, and helped them gain personal confidence. The women also are imparting their knowledge to others, teaching courses to more than 4,000 primary students.

In 2011, INJAZ al-Arab and Pratham USA were each recipients of DTTL grants that have enabled the activation of these programs, in addition to the support provided by the U.S. and Middle East member firms.

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In India, DTTL and Deloitte U.S. have supported Pratham USA to open six Achievement Centers.

*73 million young people worldwide are looking for work and young people are three times more likely to be unemployed than adults. The economic and social costs of unemployment, discouragement, and low-quality jobs for young people continue to rise and undermine economies' growth potential.*

Source: International Labour Organization, [Global Employment Trends for Youth 2013: A generation at risk](#), 2013.

### Impact across other member firms

#### [Deloitte Australia](#)—High Resolves

The [High Resolves Global Citizenship and Leadership Programs](#) provide a three-year curriculum for more than 32,000 students in secondary school in Australia. Through interactive workshops and mentoring, which Deloitte Australia professionals volunteer to support, students develop the mindsets, skills, and confidence needed to become purposeful global citizens.

#### [Deloitte Brazil](#)—Projeto Comunidade

Deloitte Brazil has helped more than 200 young people in disadvantaged neighborhoods in Sao Paulo develop and strengthen their employability skills. Deloitte Brazil professionals serve as mentors to program participants, help them prepare their résumés, and guide them in job interview skills.

#### [Deloitte Canada](#)—The Learning Partnership (TLP)

Deloitte Canada and TLP have collaborated for 16 years to support public education in Canada. Deloitte Canada played a major role in TLP's Education Summit, which gathered senior leaders from business, education, and government to generate innovative ideas and recommendations on how to strengthen the public education system and prepare students for the global economy.

#### [Deloitte Caribbean and Bermuda](#) (Cayman Islands)—[Deloitte Employability Initiative](#)

Since September 2012, more than 250 students have participated in the Deloitte Employability Initiative at the Cayman Islands Further Education Center. Initially launched by Deloitte UK, the program enables secondary and college students to develop the personal skills, attitudes, and behaviors to succeed in the workplace.

#### [Deloitte Chile](#)—Preparing My Future

Deloitte professionals in Chile deliver a skills management program for disadvantaged young people in technical schools. Through participation in mentoring sessions and workshops, students are encouraged to accomplish their work aspirations. More than 50 percent of the students completing the program were offered opportunities to join Deloitte Chile. The majority of them will also pursue university studies.

#### [Deloitte China](#)—A Village Adoption Project in Yunnan

Deloitte China is advancing the development of education, healthcare, and sustainable economic systems in its two adopted villages in Yunnan. Its [pioneering private-public collaboration](#) has reached more than 340 families since 2007, engaging 100-plus Deloitte China professionals and 120 students from the Lingnan University. Last year, volunteers helped develop the first-ever library facilities and reading program, and provided scholarships to four students who are the first from their community to pursue university studies.



*[Watch](#) to learn more about how Deloitte China and Lingnan University have teamed up to pilot and develop a model for the sustainable development of a rural community in China through academic research, corporate social responsibility, and voluntary services.*

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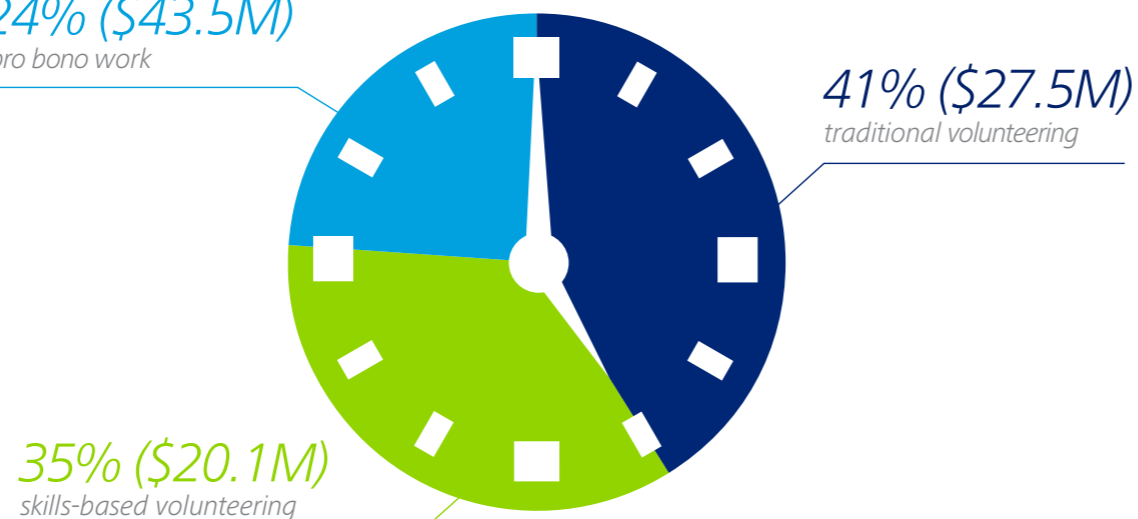
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## HOURS OF VOLUNTEER AND PRO BONO WORK BY DELOITTE PEOPLE CONTRIBUTIONS TO NON-PROFIT AND NON-GOVERNMENTAL ORGANIZATIONS

# TOTAL 873,000 hrs/\$91.1M (US\$)

*Of which 350,000 hours were contributed to education and skills programs.*

24% (\$43.5M)  
*pro bono work*



41% (\$27.5M)  
*traditional volunteering*

35% (\$20.1M)  
*skills-based volunteering*

### Deloitte LATCO (Ecuador)—Quick Skills

Deloitte Ecuador, along with Universidad San Francisco de Quito, launched an innovative, online training initiative. Courses, led by senior Deloitte professionals in Ecuador, focus on technical subjects including tax advisory, corporate responsibility, and financial advisory. Also, Deloitte Ecuador's "University Education Program" has provided leadership awards to more than 60 high school and university students and helped more than 5,000 students prepare for work since it was launched in 2005.

### Deloitte France—Winning Twinning

Since 2010, this program has reached more than 1,500 secondary school students in suburbs around Paris. It currently provides about 200 students with mentors from Deloitte France and supports them to develop employability and entrepreneurial skills. The program, supported by 250 Deloitte France volunteers, is a pioneering exchange between public secondary schools and the private sector. The program has been scaled to six schools across France.

### Deloitte Germany—Horizontec

Horizontec brings in an innovative approach to education in six Bavarian secondary schools. Launched in 2012, the German Deloitte Foundation contributes its skills and expertise to strengthening the impact of this project. To date, it has reached more than 400 students, supporting them to develop science and technology skills.

### Deloitte Netherlands—IMC Weekend School

Each year, 900 children from some of the Netherlands' most disadvantaged neighborhoods attend the IMC Weekend School, supported by Deloitte Netherlands' "Fair Chance Foundation." This 2.5-year curriculum focuses on broadening 10- to 14-year-olds' perspectives, increasing their self-confidence, and helping them establish stronger connections with the rest of Dutch society.

### Deloitte LATCO (Peru)—La Compañia

Deloitte professionals in Peru volunteer with La Compañia, a program of Junior Achievement. The program reaches more than 3,000 young people every year. By participating in workshops that foster citizenship and entrepreneurial skills, high school students are better prepared to establish and run their own businesses.

### Deloitte Southern Africa—TEACH South Africa

Each year, more than 50 TEACH South Africa ambassadors are recruited to instill leadership, communication and entrepreneurial skills in under-resourced schools. Deloitte Southern Africa professionals developed the strategy for the program, supported its implementation, serve on the board, support fund-raising, and mentor program participants. TEACH has engaged more than 50,000 young people in its programs the past five years.

### Deloitte Spain—Empieza por Educar

Deloitte Spain has been supporting Empieza por Educar, an affiliate of Teach for All, since its launch in 2012. Deloitte Spain provides advisory support on human resources matters and helps nurture the organization's relationships with universities so it can recruit talented students to become teachers in high-need schools.



The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and Deloitte Leadership Summit for Humanitarian Coordinators, a collaboration between OCHA, Deloitte Touche Tohmatsu (DTTL), and Deloitte LLP (Deloitte U.S.).

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Committed to driving humanitarian, ecological, economic progress

# DELIVERING SOCIAL IMPACT

At Deloitte, we work every day to help build a prosperous society. Enhancing lives and driving social progress is more than an aspiration, it's an intention that's hardwired into our organizational mindset.

"We believe business plays a fundamental role in shaping and creating the society of the future," says Heather Hancock, Managing Partner, Client Experience, Deloitte UK. "Using our advisory capabilities, we work with organizations to help solve the big issues we face today—globally, regionally, and locally."

We focus our efforts where our skills can make the greatest impact, aligning ourselves with organizations that share our goal of changing the way social impact is measured and delivered.

## Strengthening crisis leadership

One such organization is the [United Nations Office for the Coordination of Humanitarian Affairs](#) (UN OCHA). OCHA identified leadership—particularly crisis leadership—as the area where the Deloitte network could have the greatest positive impact on the humanitarian sector. With OCHA, we co-created an innovative leadership summit for the UN's most senior leaders responsible for coordinating life-saving assistance during humanitarian responses.

The [UN OCHA and Deloitte Leadership Summit for Humanitarian Coordinators](#) was held in October 2012 at Deloitte University in Westlake, Texas. A one-day follow-up session was then held at the Humanitarian Coordinators annual retreat in Switzerland in May 2013.

"By joining forces with DTTL and Deloitte U.S. and building on our organizations' respective skills and scale, we can strengthen the humanitarian sector's ability to prepare for and respond to crises," says Valerie Amos, Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator.

## Galvanizing collective action

Before organizations can act or even develop strategies to drive societal progress, it's critical that they understand the areas that are advancing or slowing progress in a country. To help uncover these factors, we entered into an exclusive agreement with the [Social Progress Imperative](#) (SPI). It has established an index, designed by an advisory board led by Harvard Business School Professor Michael Porter, to measure societal progress. As a nonprofit organization, SPI is striving to help decision makers in government, civil society, and the private sector to collaborate more effectively to solve pressing social and environmental challenges.

By leveraging our global presence and our people's skills, and tapping into experts and leaders in business, Deloitte will convene and create networks of influencers to collectively design and deliver innovative solutions to support SPI's mission.

"We believe the Social Progress Index will provide a framework that will aid a different conversation, making it easier for business to understand where and how it can more actively get involved," says Hancock. "This will help to prioritize social investment decisions, galvanize collective action, and ideally, unlock future growth and competitiveness."

## Innovating across sectors

Launched in June 2013, the [Deloitte Humanitarian Innovation Program](#) aims to enhance the humanitarian system's preparedness to respond to crises by using the core business skills of our people. Through the Program, DTTL and select member firms will deliver two global, pro bono projects for humanitarian organizations. It marks a new approach in how Deloitte supports humanitarian crises and natural disasters. We will collaborate with the sector to co-create innovative solutions to help them better prepare for crises.



*Deloitte is prepared to act. Learn more at [Deloitte.com/humanitarian](#).*



*Watch to learn more about the positive impact of the UN OCHA and Deloitte Leadership Summit for Humanitarian Coordinators.*

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*When it comes to societal problem solving, Deloitte and its member firm clients are no longer constrained by traditional sector boundaries. Sustainable solutions that deliver intended public outcomes are only possible when an entire ecosystem of problem solvers—including business, government, social enterprises, and even citizens—work together to erase the boundaries of public and private interest.*

Paul Macmillan, Deloitte Global Public Sector Leader and co-author with William D. Eggers, Deloitte U.S. Public Sector Research Leader, of [The Solution Revolution: How Business, Government and Social Enterprise are Teaming up to Solve Society's Toughest Problems](#)



[Watch Social Innovation Pioneers tell their impact stories.](#)



[Watch how Deloitte Changemakers—Sai Prasad Vishwanathan \(Deloitte U.S. India\) and Pete Williams \(Deloitte Australia\)—are making an impact in their local communities.](#)

Another groundbreaking initiative, [Social Innovation Pioneers](#), was developed by [Deloitte UK](#) to help social businesses grow to scale and become investment-ready. An independent evaluation of the program's first year showed Pioneer businesses averaged 45 percent revenue growth, and 85 percent of those businesses increased employment, creating more than 120 new jobs. The program also brought together 1,000-plus Deloitte UK professionals who contributed more than 4,000 skills-based volunteer hours to deliver 32 pro bono projects.

### Delivering our skills and knowledge

In 2013, [New Profit Inc.](#), and [Deloitte U.S.](#) announced a multimillion dollar collaboration to help scale social innovations that are dramatically improving opportunities for children, families, and communities. This initiative will support novel solutions in areas such as education, workforce development, public health, community development, and poverty alleviation.

"Deloitte is one of the most philanthropically minded businesses in the world, and we are so proud to be working with them," says Tripp Jones, managing director, New Profit. "By leveraging the best of what both organizations have to offer, our collaboration will significantly enhance our ability to drive innovation, outcomes, and scale in the social sector."

The U.S. firm is also leading an effort to mobilize billions of dollars of skills-based volunteer services to help nonprofits across America. As founding sponsor of [A Billion + Change](#), Deloitte U.S.'s leadership has resulted in more than 500 companies to date committing to provide nonprofits more than US\$2 billion worth of skills-based services. Deloitte U.S.'s pro bono commitments, including support of such initiatives as Share our Strength, City Year, and College Summit, are a leading example of how private sector can support nonprofits.

### Responding in times of need

Year after year, Deloitte professionals and their member firms contribute generously to disaster-relief efforts in their local communities.

"These crises impact Deloitte professionals, clients, their communities, customers, and supply chains," says David Pearson, Deloitte Global Chief Sustainability Officer. "With the scale and frequency of disasters increasing—and humanitarian organizations being stretched to do more with fewer resources—the need to be prepared and then respond during emergencies has never been greater." Recent examples of our efforts include:

- Two years after the Japanese earthquake and tsunami, many businesses are still struggling to restore operations in stricken areas. [Deloitte Japan](#) provided US\$2.5 million this past fiscal year in pro bono consulting and advisory services to help companies restore business and livelihoods to these communities. The firm also launched a five-year scholarship fund in January 2012 for children who became orphans as a result of the disaster. Five-hundred fifty local Deloitte partners and staff contribute a monthly donation to the fund from their salaries.
- In April 2013, a 7.0 magnitude earthquake struck the Chinese province of Sichuan. [Deloitte China](#) made an immediate contribution to Amity Foundation for the purchase and delivery of much-needed rain covers to 885 households. Deloitte China staff added personal donations which have been put into an earthquake-relief fund to support the longer-term rebuilding and rehabilitation of the affected area.



# operations & governance

Trust—fostered through quality, integrity, and consistency in every interaction—is at the heart of how we work. Here are some examples of how Deloitte works diligently to earn the trust and confidence of firm clients, our people, regulators and policymakers, and the investing public.

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# ORGANIZATIONAL STRUCTURE

The Deloitte network is made up of firms that are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. This structure allows the member firm network to be a leader at all levels—locally, nationally, and globally—because its central governance policies are sensitive to the professional environments and cultures of individual countries. Individual member firms have access to the skills and knowledge of other member firms, the ability to consult with the entire Deloitte network, and the benefit of the network’s market recognition and reputation. DTTL itself does not provide services to clients.

## Member firm structure

The partners of Deloitte member firms are generally the sole owners of their respective member firms. Their member firms are organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction. They are separate and independent firms that are owned and managed locally. These firms have come together to practice under a common brand, methodologies, client service standards, and other professional standards and guidelines.

The member firm structure fosters compliance with rules of local ownership and management governing the accountancy profession in many countries. It also reflects the fact that the member firms are not subsidiaries or branch offices of a global parent. Rather, they are separate and distinct locally formed legal entities that have voluntarily joined the network to coordinate their approach to client service.

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

## Global cooperation

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

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

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DTTL Chief Executive Officer Barry Salzberg presenting to the partners, directors, and managers of Deloitte Spain.

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*Gender diversity may be a common issue around the world, but the challenges differ from country to country. [Read about the challenges in Japan of bringing women perspectives into the boardroom.](#)*

Committed to fostering trust through diligence

# LEADERSHIP AND GOVERNANCE

Strong governance and leadership structures help Deloitte member firms maintain high levels of quality and integrity, allowing them to sustain the trust of their clients, their people, the capital markets, and the public.

*As a global network comprising Deloitte Touche Tohmatsu Limited (DTTL), its member firms, and their affiliates in more than 150 countries and locations, Deloitte has governance and management structures in place at both the global and member firm levels.*

## The DTTL Executive

The 20-member Executive comprises DTTL's most senior leaders. It is responsible for establishing DTTL's vision and strategy. Its members, who include senior DTTL and member firm leaders from various regions around the world, were appointed during FY2013. The group works in a collegial style and reaches decisions through consensus.

DTTL Chief Executive Officer Barry Salzberg leads and manages the DTTL Executive. He sets the strategic course of DTTL and has executive authority for the management of DTTL. Salzberg began his four-year term of office at the start of DTTL's 2012 fiscal year on 1 June 2011. His appointment was ratified by the partners of DTTL's member firms. Salzberg chooses the members of the Executive subject to approval by the Governance Committee of the DTTL Board of Directors.

## The DTTL Board

The Board of Directors is DTTL's highest governing body. The Board addresses DTTL's most important governance issues, such as global strategies, major transactions, and the election of the CEO. During FY2013, the Board's 32 members represented 15 member firms covering more than 50 countries. Among the Board's committees is a standing Governance Committee, which exercises oversight of DTTL's management.

Steve Almond is the current Chairman of the DTTL Board. Like Salzberg, he began his four-year term of office on 1 June 2011.

Board members are appointed by individual member firms that are themselves selected based on size, the number of significant clients they serve, and other factors. The Board also includes three regional seats, ensuring smaller member firms are represented. Members of the DTTL Board are senior member firm partners or principals and are usually on the executives or boards of their member firms.

Determinations regarding the allocation of DTTL Board seats are made by the Board Composition Committee every four years with an interim review after two years. Board composition is multicultural with proportionate representation of member firms.

In FY2013 there were three women board members. Gender is considered by member firms as they elect individuals to these positions. There is an increased female presence in the boardroom in FY2014 with four women board members. Moreover, the CEOs of the Canada, France, UK, and U.S. member firms, who hold board seats, have exercised their rights, under DTTL's constitutional documents, to designate alternates, all of whom in FY2014 are women.

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Members of the Governance Committee are drawn from the 12 member firms that are considered to have the greatest impact on the network based on a number of metrics including, but not restricted to, revenue. The Committee engages in open discussions of issues and matters within its purview and makes recommendations to the Board of Directors. Each committee member has one vote on matters considered by the committee, except for the CEO, who is ex-officio. To avoid conflicts of interest, no member of the Governance Committee may also serve on the Executive, except for the CEO.

The Board's other sub-committees are responsible for considering and recommending action on a wide range of issues falling within their remit. They include Board Composition, Succession, Risk, Audit & Finance, Membership Affairs, and Chairman and CEO Evaluation and CEO Compensation.

*The Board performs an annual self-assessment to gather feedback on its collective performance from individual Board members and to identify potential areas for operational improvements.*

As its name suggests, the Chairman and CEO Evaluation and CEO Compensation Committee objectively evaluates the goals and objectives of the CEO and Chairman, performs half year and full year evaluations of their performance, and recommends appropriate compensation for the CEO.

### Member firm leadership

To foster effective and responsive management within member firms, DTTL has adopted standards describing specific leadership and governance structures to be implemented by member firms, including:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its functional and client strategies with DTTL;
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice, including, among other things, the establishment of a formal nominating committee process to select the chief executive officer or managing partner of the member firm; and
- A representative, typically the chief executive officer or managing partner to represent the member firm at the DTTL World Meeting. The World Meeting is held annually to discuss strategy and initiatives proposed by DTTL management. Representatives vote on specific DTTL matters, such as approval of Board members, financial statements, voting entitlements of the member firms, and changes in the governing documents.



Committed to promoting confidence and economic growth

# INFLUENCING PUBLIC POLICY

Deloitte is committed to the public interest and is an active participant in the dynamic regulatory and public-policy arenas around the world. Member firms contribute to policy development that promotes investor confidence, a level playing field, and economic growth, which has a positive effect on society.

We focus particularly on areas where Deloitte has considerable expertise, including audit quality, taxation, financial markets infrastructure, women in the economy, and anti-corruption, among others.

Deloitte remains committed to collaborating with stakeholders, including member firm regulators and other government groups, to improve audit quality and strengthen auditor independence. Much of this effort is focused on the future role of auditors and developing audit reports that provide information that investors need and want. To this end, Deloitte continues to be engaged in various financial market standard-setting and public-policy forums where we collaborate with government and business stakeholders, sharing our insights and professional experiences.

“Deloitte is committed to helping shape the development of strong and functioning capital markets; this means improving audit quality and strengthening reporting,” says Jeff Potts, Deloitte Global Regulatory & Public Policy Leader. “It also means sharing the insights and experiences of our 200,000-plus member firm professionals, whose experiences provide valuable insights into a broader public-policy development agenda.”

## Coordinated initiatives

Through the combined efforts of professionals across Deloitte, the Global Regulatory and Public Policy Group continues to strengthen engagements with external policy makers, including the G20/B20 and the Asia-Pacific Economic Cooperation (APEC), that share our concerns on issues impacting sustainable economic growth and development.

We also worked during FY2013 to collaborate with key policy-influencer groups—such as the Organisation for Economic Co-operation and Development (OECD) through its Business and Industry Advisory Committee (BIAC), the World Economic Forum, and the German Marshall Fund of the United States—in an effort to contribute positively to policy development that fosters long-term growth.

## Member firm participation

Public-policy development varies by geography and so, too, does the level of Deloitte member firm engagement. In FY2013, member firms built deeper and stronger local engagement programs in order to provide more valuable contributions to myriad socio-economic policy challenges. Issues member firms focused on this year included skills and mobility, education, productivity, technology and connectivity, and unemployment.

To support public-policy development within the member firms, DTTL has developed a stronger collaboration infrastructure that includes a community of practice for public-policy leads, a dedicated intranet, and tools that can be adapted across member firms. Deloitte utilizes cross-border working groups on key policy issues, including women in the economy (e.g., women on boards), taxation, bank audits, and anticorruption. Through these and similar combined activities, Deloitte member firms are delivering on their public-interest commitment to the marketplace and to society at large.

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Deloitte joins other businesses at the annual OECD Business meeting, March 2013.

LEFT

Deloitte Global Corporate Governance and Public Policy Leader Dan Konigsburg (Chair, Corporate Governance Committee) joins BIAC team members (left to right) Jennifer Son, Hanni Rosenbaum and Courtney Haseley.



*In FY2013, Deloitte supported the development of accounting education and corporate governance practices through initiatives such as the Deloitte IAAER scholarship and ICGN Deloitte scholarship programs.*



Group workshop during the Global New Partners seminar at Deloitte University.

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*Leading analyst firm Gartner once again rated Deloitte a “strong positive”—the highest possible rating given—for global risk management consulting services.*

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Source: Gartner, MarketScope for Global Risk Management Consulting Services, August 20, 2013.

Committed to maintaining a standard of excellence

# RISK MANAGEMENT

Risk is everywhere and touches every person in the Deloitte network. Literally thousands of national and international regulations must be followed to the letter. Client information must be protected. Conflicts of interest must be avoided. Any misstep could lead to sanctions, lost client trust, and a damaged reputation.

We work extremely hard to avoid mistakes and maintain our high standards. Deloitte Touche Tohmatsu Limited (DTTL) and the member firms use a multitude of controls and procedures encompassing professional, regulatory, business, economic, social, and environmental conditions to reduce risk exposure and ensure we are serving the public interest.

During FY2013, we took a number of actions to sustain our commitment to quality and risk management. They include:

- Enabling local enterprise risk management assessments by the member firms to supplement and inform those at the global level. This encourages more-thorough evaluations and creates greater accountability within the member firms;
- Implementing new policies to enhance security and confidentiality processes and prevent data breaches;
- Increasing our focus on quality and risk in emerging markets, which present special risk-management challenges; and
- Growing cooperation among DTTL Risk, functional risk leaders in the member firms, and subject-matter experts throughout DTTL—in ethics, independence, security, privacy, regulatory, and other areas—to enhance practice reviews, increase their consistency, and monitor higher-risk activities.

## Consistent, rigorous processes

The DTTL Policies Manual (DPM) comprises a set of global policies that provide the basis for functions (Audit, Tax, Financial Advisory, Consulting) and member firms to establish consistent and rigorous quality and risk management processes and procedures.

The DPM is designed to help member firms address unique considerations associated with the delivery of high-quality services while challenging member firm professionals to do the right thing under any circumstance, even if that means declining a prospective client or engagement or terminating a client relationship.

The policies of the DPM require all member firms to assign a “reputation and risk leader” who leads his or her member firm’s risk program, with support from risk leaders in each of the member firm’s functions. These senior member firm leaders are responsible for developing and implementing policies and procedures that address specific quality control considerations for their functions and for the member firm overall, monitoring and determining compliance with these policies and procedures, and facilitating risk management learning.

Certain DPM policies specify processes to help ensure that member firms evaluate the acceptability of every client and engagement and the related engagement risk. These processes include identifying and addressing matters related to independence and potential conflicts of interest and classifying the risk associated with the engagement. DPM policies can be supplemented by member firm policies that take into consideration local market practices, local laws, and regulations within their jurisdictions.

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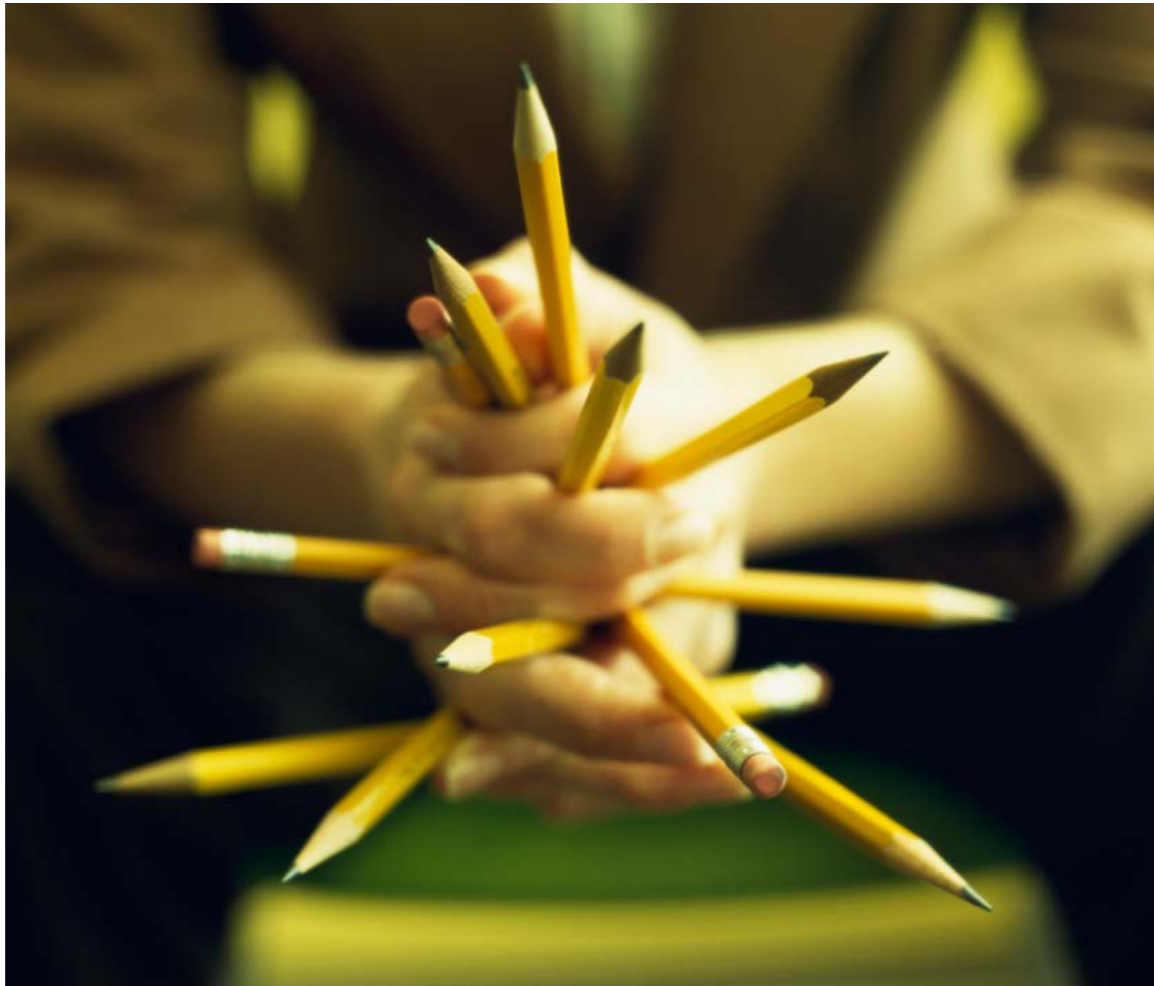
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### Practice reviews

Each member firm is responsible for conducting practice reviews under the guidance and oversight of DTTL. Held at least once every three years, these reviews consider whether member firms' own policies and processes comply, at a minimum, with DPM policies and are operating effectively in practice. The practice review process also assesses the quality of work performed and services delivered by the member firm.

Findings and recommendations from a member firm's practice review are presented in a report and management letter to the member firm's leadership. In response to the report, the member firm establishes a detailed action plan to address findings and recommendations together with a mechanism for monitoring the resolution of the findings.

### Enterprise risk framework

The ongoing success of DTTL and the member firms depends, in part, on maintaining a current understanding of how changes to internal and external conditions may impact the services member firms provide and how they make strategic and operational decisions. DTTL's enterprise risk framework is a core process that allows DTTL to monitor business, economic, social, and environmental risks and provides leadership with the information and insights needed to effectively manage and mitigate such exposures. The risks encompassed by the enterprise risk framework are reviewed semiannually. Risk intelligence is a key success factor for organizations. Deloitte member firms offer [enterprise risk management services](#) to clients.



DTTL Chief Executive Officer Barry Salzberg giving a speech at Notre Dame University during the launch of the Deloitte Center for Ethical Leadership. Photo credit: Matt Chashore, Notre Dame photographer.

Committed to leading by example

# ETHICS

“Think what would happen to an economy if no one trusted anyone else. Commerce would come to a halt.”

A principled culture begins at the top. During his 2012 speech at the [Notre Dame Deloitte Center for Ethical Leadership](#), DTTL Chief Executive Officer Barry Salzberg addressed the importance of ethical leadership and integrity in business. “The diminished trust in business throughout the world is a very worrying development, since trust between consumers and business is one of the cornerstones of a healthy, vibrant economy,” he said.

Salzberg was at Notre Dame for the dedication ceremony of the facility that will house the Center, which emphasizes individual character and values to advance ethical leadership in business. Deloitte U.S. joined with Notre Dame’s Mendoza College of Business to launch the Center, just one member firm example of external programs created to promote moral business behavior.



[Watch DTTL Chief Executive Officer Barry Salzberg’s speech at Notre Dame.](#)

Internally, DTTL’s Ethics team and the member firm ethics officers are responsible for designing and implementing programs to promote and sustain ethical conduct by Deloitte professionals. During FY2013, “We made it a priority to integrate ethics messages into new and existing processes throughout the organization, with a particular emphasis on leadership and learning,” says Chuck Horstmann, Deloitte Global Chief Ethics Officer. “Engagements like the Notre Dame event not only are useful in spreading our core messages, but they also demonstrate Barry’s passion for ethical behavior. He sets the tone from the top.”

## Building “ethical muscle”

At Deloitte, “we work hard to build ethical muscle in our people. That is the ability to recognize ethical issues when they arise, handle difficult situations with sensitivity and judgment, and raise our voices when things just don’t feel right,” Salzberg explained to the Notre Dame audience. “We build this muscle through dialogue and practice, using cases and simulations to work through dilemmas and learn the power of consultation with others.”

For example, Deloitte has embedded ethical issues and dilemmas into the business simulation experienced by all incoming member firm partners at the Global New Partner Seminar, an annual three-day leadership conference for this group of new leaders. DTTL Ethics aims to work with learning teams throughout Deloitte to incorporate similar exercises into new-hire orientation, manager training, and other programs during FY2014.

Our “Ethics in Action” e-learning course focuses on ethical sensitivity, judgment, and decision-making skills. The course has been customized by 29 member firms and completed by more than 30,000 professionals since its launch in 2012.

## Measuring impact

In FY2013, more than a third of our member firms were visited by the DTTL Ethics team and other ethics leaders from the member firm network, as part of the ethics practice review program, to measure compliance with global policy and support continuous improvement in ethics program management. This exceeded our goal of visiting 25 percent of all member firms.

In addition, the annual member firm ethics survey, which measures awareness and effectiveness of member firm ethics programs, reached out to nearly 150,000 Deloitte professionals in 37 member firms. Results showed higher awareness of our ethics program and a greater belief that we have a strong ethical culture.

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Jennifer Quartana Guethoff, Deloitte Global Deputy Chief Ethics Officer, leads a World Economic Forum Partnering Against Corruption Initiative (PACI) working group to develop good practice guidelines for conducting third-party due diligence. October 2012, Geneva, Switzerland.



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The DTTL Ethics team worked with member firms in FY2013 to redesign and refresh the survey, which had featured the same format since 2009. The new survey, launched in June 2013, will create greater understanding of emerging ethical risks in our member firms and across the Deloitte network.

DTTL Ethics continues to seek opportunities to raise awareness of ethical conduct and business practices, as well as available resources. To that end, the team is working on risk-assessment tools and guidance to support the implementation of global and member firm [anti-corruption](#) programs.

#### More about ethics at Deloitte

Deloitte member firms strive to uphold the trust placed in them by clients and the capital markets and to build a similar sense of trust among their professionals. One of the most important responsibilities of DTTL and member firm senior leaders is to emphasize our commitment to ethical behavior and reinforce the responsibility of everyone in the organization to act with integrity. Setting this

tone at the top is essential to creating a culture of integrity throughout the Deloitte organization and has been demonstrated and reinforced by the messages delivered (both internally and externally) by Salzberg.

The DTTL Ethics team and the member firm ethics officers work closely with senior Deloitte leaders to carry out the organization's ethics programs. These programs are designed to help member firm people understand expectations for ethical behavior, develop skills for ethical decision-making, and gain the confidence to speak up about challenging ethical situations.

DTTL has a requirement, established in 2012, that all member firm people annually confirm their compliance with member firm anti-corruption policies.

DTTL's formal ethics program comprises the following elements:

- The nine Ethical Principles and four Shared Values of the Deloitte member firms;

- A global ethics policy that sets out the requirements for member firms' own ethics programs;
- A global anti-corruption policy that addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;
- Ethics training programs, including an introductory online course, classroom programs, facilitator-led interactive case discussions and online training course;
- Support activities, including communications, workshops, and webinars to facilitate best practice sharing among member firms;
- Provision of a survey and self-assessment questionnaire to allow member firms to measure their program's effectiveness; and
- A practice review program to measure compliance with global ethics policies and encourage collaborative discussions and continuous improvement over time.

In addition, DTTL plays a role in various multilateral efforts to promote ethical conduct in the business world. The efforts in which DTTL participates include:

- **World Economic Forum's Partnering Against Corruption Initiative (PACI)**. Deloitte Global Deputy Chief Ethics Officer led a PACI working group to develop good practice guidelines for companies to conduct third-party due diligence. DTTL Ethics has also been invited by PACI to participate in a senior-level working group to redefine the PACI Principles for fighting corruption.
- **UN Global Compact**. Deloitte U.S. partners led the Compact's Sub-Working Group on Anti-Corruption Risk Assessment and played an instrumental role in creating a new risk assessment guideline.

- **Conference Board**. Deloitte Global Deputy Chief Ethics Officer serves as a member of the Executive Committee for the Conference Board's Global Council on Business Conduct.
- **B20 Business Summit**. Deloitte is a member of the B20 working group on anti-corruption and transparency. Chairman of the DTTL Board Steve Almond, with support from Deloitte CIS, participated in the 2013 Summit in Russia.

#### **Ethical Principles of the member firms of DTTL**

All of the Deloitte member firms have adopted the following Ethical Principles, which provide the foundation for their ethics programs:

- **Honesty and integrity**. We act with honesty and integrity.
- **Professional behavior**. We operate within the letter and the spirit of applicable laws.
- **Competence**. We bring appropriate skills and capabilities to every client assignment.
- **Objectivity**. We are objective in forming our professional opinions and the advice we give.
- **Confidentiality**. We respect the confidentiality of information.
- **Fair business practices**. We are committed to fair business practices.
- **Responsibility to society**. We recognize and respect the impact we have on the world around us.
- **Respect and fair treatment**. We treat all our colleagues with respect, courtesy, and fairness.
- **Accountability and decision-making**. We lead by example, using our Shared values as our foundation: integrity, outstanding value to markets and clients, commitment to each other; and strength from cultural diversity.



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Committed to ensuring impartiality

# INDEPENDENCE

Independence and quality are the foundations upon which Deloitte is built. They are essential to our integrity, our impartiality, our obligation to serve the investing public, and our member firms' ability to retain and attract clients.

*Standards for independence are shaped by legislation, regulations, professional guidance, and public expectations. Maintaining independence, therefore, is both a matter of compliance with rules and regulations and a matter of appearance.*

## Protecting the public interest

Deloitte member firms comply with well-established policies and implement appropriate procedures to help safeguard their objectivity and independence. These policies and procedures help ensure member firms act in the interests of both the public and their clients, as well as protect Deloitte's brand and reputation.

The DTTL Board of Directors has adopted robust independence policies and processes to help DTTL and its member firms, and their people, safeguard their objectivity. DTTL requires all of its member firms to follow DTTL's independence policies and procedures, which address potential conflicts, within or among member firms, arising from the proposed acceptance of client engagements or proposed business or financial relationships.

DTTL's independence policies and procedures are designed to allow member firms to comply with international independence standards and achieve excellence in professional performance. These policies and procedures are based, for the most part, on the Code of

Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants. When the national professional requirements that apply are more restrictive than the requirements in the DTTL policies, member firms must follow those requirements, as well.

## Maintaining internal compliance

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

Each member firm has a partner assigned with responsibility for the independence quality controls in the member firm, including monitoring compliance with those controls. On an annual basis, all member firms report to DTTL that they have conducted procedures for determining that each firm and its professionals are in compliance with DTTL's independence policies. These procedures require all member firm personnel to confirm that they have complied with DTTL's independence policies during the year.

The independence specialists of DTTL assist member firms in creating, implementing, and monitoring quality controls over independence. They provide member firms with information and guidance on independence issues and management approaches, including frameworks and sample materials for inspection and testing programs.



Group workshop during the Global New Partners seminar at Deloitte University.

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*DTTL's comprehensive global privacy policy took effect in August 2011. This policy requires every member firm to put in place:*

- A privacy policy that defines principles to be followed in all data handling processes and systems and that meets the requirements of local laws, customs, and regulations;
- A designated privacy leader;
- A process for responding to privacy incidents;
- Regular privacy communications and training programs for member firm people; and
- An annual self-assessment of compliance with the DTTL privacy policy.

Committed to securing client and Deloitte information

## DATA PRIVACY AND SECURITY

Few organizations are as active as Deloitte in helping business and government institutions fight online attacks and build [cyber resilience](#). Our vigilance begins at home, where it's critical that we protect our own data and can assure privacy for our people and member firm clients.

Like many companies, DTTL and its member firms are reviewing new technologies and services and have established robust processes to assess the suitability of cloud and other solutions to ensure they can meet our internal privacy and security standards.

### Built-in compliance

DTTL and its member firms have moved rapidly to keep their privacy and security policies and practices up-to-date with global mandates and stakeholder expectations. DTTL's global policy on information security requires member firms to institute a wide range of security measures, covering areas such as virus protection, data backup and recovery, encryption, password authentication, access to systems, and network security.

Deloitte member firm compliance with security policies is tracked through an annual IT Standards, Risk and Maturity Assessment. Compliance with security policies at the global hosting center level is monitored through the Global Technology Services (GTS) Security Forum.

During FY2013, DTTL developed a privacy self-assessment system to monitor privacy program maturity across our organization using 20 different criteria. This will help DTTL and the member firms understand which tools, if any, could further strengthen information protection and privacy within Deloitte. DTTL's information security specialists provide guidance to member firms to strengthen their information security regimes when necessary.

The DTTL Global Information Security Office released a series of short videos to Deloitte professionals around the world to reinforce the safe use of online social networks such

as LinkedIn, Facebook, and others. The U.S. member firm created additional videos on phishing, as well as laptop and PDA security, that were made available to all member firms. Additionally, role-based security, privacy, and [ethics](#) roadmaps with sample courseware and other materials have been developed for member firms to use as a framework upon which to build local awareness curricula.

### Safe Harbor Certification

In November 2012, Deloitte Touche Tohmatsu Services, Inc. (DTTS), recertified its adherence to the Safe Harbor Framework, which bridges differences between U.S. and European Union privacy laws. DTTS goes through an extensive privacy-verification process each year before making this annual recertification for Safe Harbor. The Safe Harbor Framework between the U.S. Department of Commerce and the European Commission gives U.S. organizations a set of requirements for complying with the European Directive on Data Protection, which governs the transfer of personal information from the European Union (EU) to third countries such as the United States, among other issues. This framework is designed to bridge differences between the privacy protection approaches of the United States and the EU.

During FY2013, improvements were made to internal safe harbor privacy compliance verification processes, including the development of an automated system to assess compliance with policy and safe harbor requirements. Our new tools make it possible to maintain better historical records, make year-over-year comparisons, and identify and retrieve privacy information on demand.

During the past year, DTTL has also moved forward significantly on a new effort to further strengthen its compliance processes to facilitate the movement of internal and member firm client data in line with global legal requirements.

# METRICS

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	FY2013	FY2012	FY2011
<b>GLOBAL PRESENCE</b>			
Number of member firms	47	48	53
<b>REVENUE (US\$ Billion)</b>			
<b>Aggregate revenues</b>			
Aggregate member firm revenue	32.4	31.3	28.8
<b>By functional area</b>			
Audit and Enterprise Risk Services	13.1	13.0	12.3
Financial Advisory	2.8	2.7	2.3
Consulting	10.4	9.7	8.6
Tax	6.1	5.9	5.6
<b>By region</b>			
Americas	16.4	15.5	14.3
Europe/Middle East/Africa	11.1	10.9	10.3
Asia Pacific	4.9	4.9	4.2
<b>By industry group (1)</b>			
Consumer Business	6.4	6.4	5.4
Energy & Resources	3.0	2.8	2.2
Financial Services	9.1	9.0	7.8
Life Sciences and Health Care	2.6	2.3	1.9
Manufacturing	4.3	4.1	3.8
Public Sector	3.5	3.3	3.0
Technology, Media & Telecommunications	3.5	3.4	3.0
Other	0.0	0.0	1.7
<b>Revenue growth (Percentage growth in US Dollars)</b>			
Aggregate member firm revenue growth	3.5%	8.6%	8.4%
<b>By functional area</b>			
Audit and Enterprise Risk Services	0.5%	6.1%	4.7%
Financial Advisory	4.7%	15.0%	15.1%
Consulting	7.1%	13.5%	14.9%
Tax	3.8%	3.9%	5.2%
<b>By region</b>			
Americas	5.7%	7.9%	10.4%
Europe/Middle East/Africa	2.1%	6.4%	3.2%
Asia Pacific	-0.2%	16.3%	15.8%

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

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	FY2013	FY2012	FY2011
<b>TALENT</b>			
<b>Aggregate talent</b>			
Aggregate Deloitte people	202,885	193,359	181,566
<b>By level</b>			
Partners and principals	10,189	9,948	9,673
Professional staff	157,505	148,947	138,790
Administrative staff	35,192	34,464	33,103
<b>By region</b>			
Americas	89,934	84,855	78,957
Europe/Middle East/Africa	71,826	68,317	65,298
Asia Pacific	41,125	40,187	37,312
<b>By level and region</b>			
<b>Americas</b>			
Partners	4,335	4,228	4,159
Professionals	68,328	63,685	58,225
Administrative staff	17,270	16,941	16,573
<b>Europe/Middle East/Africa (EMEA)</b>			
Partners	3,389	3,357	3,229
Professionals	56,428	53,232	50,700
Administrative staff	12,010	11,728	11,369
<b>Asia Pacific</b>			
Partners	2,465	2,363	2,285
Professionals	32,748	32,029	29,864
Administrative staff	5,912	5,794	5,162
<b>Talent by gender</b>			
<b>By region and gender—male</b>			
Overall	112,182	106,866	n/a
Americas	50,770	47,649	n/a
Europe/Middle East/Africa	39,373	37,392	n/a
Asia Pacific	22,039	21,825	n/a
<b>By region and gender—female</b>			
Overall	90,703	86,492	n/a
Americas	39,164	37,205	n/a
Europe/Middle East/Africa	32,453	30,925	n/a
Asia Pacific	19,087	18,361	n/a

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

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	FY2013	FY2012	FY2011
Percentages of women in Deloitte network			
Overall	45%	45%	44%
Among partners, principals, and directors	20%	19%	18%
Among managers	35%	35%	34%
Among new hires	45%	46%	45%
Among new partners, principals, and director admissions	23%	22%	22%
Percentages of women in DTTL leadership and governance bodies			
On DTTL Board of Directors	9%	6%	11%
On DTTL Executive	0%	0%	0%
On DTTL leadership team	20%	19%	9%
Turnover rate			
Aggregate turnover rate	19%	20%	21%
By region			
Americas	19%	18%	19%
Europe/Middle East/Africa	18%	20%	22%
Asia Pacific	20%	24%	24%
By gender			
Male	19%	19%	20%
Female	20%	21%	23%
New hires			
Aggregate new hires	51,405	51,440	49,152
Aggregate new hire rate (2)	25%	27%	27%
By region			
Americas new hires	23,492	21,639	n/a
Americas new hire rate (2)	26%	26%	n/a
Europe/Middle East/Africa new hires	17,394	17,250	n/a
Europe/Middle East/Africa new hire rate (2)	24%	25%	n/a
Asia Pacific new hires	10,519	12,550	n/a
Asia Pacific new hire rate (2)	26%	31%	n/a
By level			
New partners and principals	273	285	273
New managers	4,980	4,952	5,408
New staff	39,403	39,466	36,255
New administrative staff	6,749	6,737	7,215
By gender			
Percentage of women among new hires	45%	46%	45%

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

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	FY2013	FY2012	FY2011
<b>LEARNING</b>			
Hours of training per member firm full-time equivalent (3)	49	44	44
<b>MOBILITY</b>			
Total number of mobility assignments	5,795	5,356	4,429
Increase in mobility assignments	8%	21%	17%
<b>GLOBAL CAREERS WEBSITE</b>			
Number of RMS (Recruitment and Mobility System) student applications received per day	2,016	1,653	1,160
Visits to website	13,041,824	10,328,940	10,028,940
Average visits per day	35,731	28,300	27,476
Largest number of jobs posted on a given day	20,373	20,939	15,313
Member firm locations with searchable positions	116	116	92
Total number of RMS applications	1,906,234	1,604,805	n/a
<b>SOCIETAL IMPACT (US\$ million)</b>			
Number of reporting entities. Societal impact metrics are for reporting entities, and estimates have not been made for non-reporting entities.	33 member firms and DTTL (representing 93% of global workforce)	33 member firms and DTTL (representing 90% of global workforce)	18 member firms and DTTL (representing 73% of global workforce)
<b>Monetary value of community investments (US\$ million)</b>			
Aggregate Deloitte community investments	179.0	165.1	157.5
<b>By source</b>			
Aggregate donations	74.9	74.1	76.3
Member firm/foundation donations (monetary and in-kind)	44.8	44.6	47.9
Member firm partner and employee donations (to member firm-supported organizations and fundraisers)	30.1	29.5	28.4
Aggregate member firm/foundation costs for managing community investment programs	13.0	9.2	9.1
Aggregate value of volunteer and pro bono work by Deloitte people	91.1	81.8	72.1
Member firm pro bono work	43.5	34.2	33.7
Skills-based volunteering	20.1	26.4	20.9
Traditional volunteering	27.5	21.2	17.5
<b>By contribution area</b>			
Contributions toward education and skills-building organizations	37%	29%	29%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	70%	74%	76%
<b>Hours of community investments (Thousand hours)</b>			
Aggregate hours of volunteer and pro bono work by Deloitte people	873	884	709
Member firm pro bono work	209	198	193
Skills-based volunteering	308	377	275
Traditional volunteering	356	308	241

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

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	FY2013	FY2012	FY2011
<b>ENVIRONMENTAL SUSTAINABILITY</b>			
Number of member firms reporting on environmental sustainability. Environmental metrics are extrapolated to represent all member firms and DTTL.	29 member firms and DTTL representing 91% of global workforce	32 member firms and DTTL representing 93% of global workforce	21 member firms representing 76% of global workforce
<b>Aggregate greenhouse gas emissions (Metric tonnes CO<sub>2</sub>e)</b>			
Aggregate greenhouse gas emissions including offsets	975,229	940,751	851,973
Aggregate greenhouse gas emissions not including offsets	977,761	944,870	859,026
<b>By source (Metric tonnes CO<sub>2</sub>e)</b>			
Buildings: electricity	220,382	204,812	201,739
Buildings: other sources	31,811	35,008	35,916
Business travel: air travel	436,121	437,970	360,339
Business travel: other sources	273,275	250,167	242,293
Resources	16,171	16,913	18,738
Offset credits	(2,532)	(4,119)	(7,053)
<b>By GHG Protocol scope (Metric tonnes CO<sub>2</sub>e)</b>			
Scope 1: Direct greenhouse gas emissions	98,115	83,797	80,910
Scope 2: Electricity indirect greenhouse gas emissions	228,571	217,768	212,060
Scope 3: Other indirect greenhouse gas emissions	651,074	643,306	566,056
<b>Intensity measures (Metric tonnes CO<sub>2</sub>e)</b>			
Greenhouse gas emissions per full-time employee (metric tonnes CO <sub>2</sub> e/FTE) excluding offsets	4.9	5.0	4.8
Greenhouse gas emissions per dollar of revenue (kg CO <sub>2</sub> e/\$000 USD) excluding offsets	30.2	30.2	33.9
<b>Energy usage (GW)</b>			
Aggregate usage of purchased electricity in Deloitte facilities	448	418	423
<b>Direct energy consumption by primary energy source (TJ)</b>			
TJ of natural gas	269	202	233
TJ of gasoline	254	262	304
TJ of diesel fuel	352	517	276
<b>Indirect energy consumption by primary source (TJ)</b>			
TJ of electricity	1,611	1,506	1,524
TJ of district heating	89	138	110
TJ of district cooling	28	27	41
<b>Material usage (Metric tonnes)</b>			
Paper usage	5,519	5,413	6,590
Percent of recycled input materials used based on estimate of recycled content paper	19%	9%	7%

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

A detailed description of this report's boundaries and the performance measurement methods used is available [here](#).

(1) FY12 industry values were restated to reflect an updated methodology

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

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

# REPORTING PROCESS

The Deloitte 2013 Global Impact Report aims to provide Deloitte stakeholders with a truly global and balanced picture of Deloitte's impact on society and ongoing commitment to remain a leader in our professions.

In accounting for Deloitte's contributions and performance, we strive to intertwine the interests and concerns of our stakeholders with our own motivations, approaches, and priorities. Stakeholder groups identified as most important to engage are those that:

- Help influence Deloitte's success;
- Are highly affected by Deloitte's endeavors;
- Alter the markets, regulatory settings, and industries in which Deloitte operates; and
- Affect the supply of resources that are critical to Deloitte's business.

Deloitte conducts ongoing stakeholder engagement to maintain a pulse on what is important to groups we impact, as well as those groups that impact us. We also perform occasional, complex "deep dives," such as last year's multi-variant stakeholder analysis for Deloitte people and member firm clients. A full list of the stakeholders with whom we engage and their priority issues are available in the [stakeholder engagement summary table](#).

Material issues for corporate responsibility shaped the scope and content of this report. Materiality was determined by considering stakeholder issues analyzed through stakeholder engagement and with respect to Deloitte's business strategy. In the resulting materiality matrix, issues are classified into three categories according to their overall importance.

Stakeholders likely to read the Global Report include current and prospective employees, member firms' clients and suppliers, media, market analysts, and civil society organizations.

A detailed description of this report's boundaries and the performance measurement methods used is available in the [Basis for reporting section](#).

## FY2013 MATERIALITY MATRIX



CATEGORY	AREAS INCLUDED
Ethics	Anti-corruption
Protection of public interest	Transparency, public policy positions, professional standards, professional performance
Community engagement	Includes range of community engagement activities, for example, youth education
Environmental performance	Includes greenhouse gas emissions, energy usage, water, material usage and waste

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## FY2013 STAKEHOLDER ENGAGEMENT SUMMARY

Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative groups or organizations	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
<b>Member firm clients</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Client interaction during engagements</li> <li>Client satisfaction process</li> <li>Business development activities</li> <li>Conferences</li> <li>Proposal responses and follow up on losses</li> <li>Client questionnaires</li> </ul>	<ul style="list-style-type: none"> <li>Publicly traded company clients, including their audit committees and boards of directors</li> <li>Closely-held company clients</li> <li>Government clients</li> <li>Non-profit clients</li> <li>Past and potential clients</li> </ul>	<ul style="list-style-type: none"> <li>Service needs of clients</li> <li>Independence</li> <li>Ethics</li> <li>Security and privacy concerns</li> <li>Value of trusted advisor relationship</li> <li>Need for industry understanding</li> <li>Sustainability reporting</li> <li>Supply chain risks and standards</li> </ul>	<ul style="list-style-type: none"> <li>New service offerings</li> <li>Organizing client service around industries</li> <li>Lead client service roles and responsibility</li> <li>Adoption of anti-corruption policy</li> <li>Adoption of policy regarding privacy programs and leadership</li> <li>IT security policies</li> <li>Voluntary sustainability reporting</li> <li>Supply chain policies and codes of conduct</li> </ul>	<ul style="list-style-type: none"> <li>Ethics and integrity</li> <li>Client satisfaction</li> <li>Governance risk and compliance</li> <li>Protection of public interest</li> <li>Anti-corruption</li> <li>Corporate responsibility commitment</li> <li>Privacy and data security</li> <li>Environmental performance</li> <li>Supply chain risks/issues</li> <li>Value of service</li> </ul>
<b>Deloitte people and their families</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>24/7 support and emergency hotlines</li> <li>Internal discussions</li> <li>Alumni network</li> <li>Social media, external and internal</li> <li>Recruiting events</li> <li>Exit interviews</li> <li>Confidential ethics hotline</li> <li>Training sessions</li> <li>Community involvement and volunteering opportunities</li> </ul> <b>Multiple times a year</b> <ul style="list-style-type: none"> <li>Performance reviews</li> <li>Employee councils</li> <li>Advisory councils</li> <li>Town-hall meetings</li> <li>Affinity groups</li> </ul> <b>Annual basis</b> <ul style="list-style-type: none"> <li>People survey</li> <li>Partner meetings</li> </ul>	<ul style="list-style-type: none"> <li>Current, former, retired, and prospective employees</li> <li>Spouses/partners, children, and family members of Deloitte employees</li> </ul>	<ul style="list-style-type: none"> <li>Job satisfaction elements</li> <li>Work-life balance</li> <li>Career advancement</li> <li>Fair treatment</li> <li>Privacy</li> <li>Security</li> <li>Contributions to society</li> <li>Environmentally sustainable operations</li> <li>Access to technology</li> <li>Diversity</li> <li>Ethics</li> <li>Travel and mobility</li> </ul>	<ul style="list-style-type: none"> <li>Flexible work arrangements</li> <li>Benefits package changes</li> <li>Extension of certain services to family members</li> <li>Mentoring programs</li> <li>Coaching programs</li> <li>Opportunities for global deployments</li> <li>Industry training</li> <li>Wellness programs</li> <li>Updates to software and hardware</li> <li>Education, safety and support mobile applications</li> <li>Volunteering programs</li> </ul>	<ul style="list-style-type: none"> <li>Employee development</li> <li>Diversity and fair treatment</li> <li>Ethics and integrity</li> <li>Client satisfaction</li> <li>Privacy and data security</li> <li>Governance, risk, and compliance</li> <li>Corporate responsibility commitment from leadership</li> <li>Protection of public interest</li> <li>Public policy positions</li> <li>Environmental performance</li> <li>Health and safety</li> <li>Community engagement</li> <li>Labor rights</li> <li>Compensation</li> <li>Work/life balance</li> <li>Professional standards</li> <li>Professional performance</li> </ul>

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative groups or organizations	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
<b>Governments and regulators</b>	<b>Ongoing and/or ad hoc</b> <ul style="list-style-type: none"><li>Contribution to shaping of new regulation</li><li>Collaboration on policy</li><li>Participation in development of standards</li><li>Web site and current event monitoring</li><li>Responsiveness to inquiries</li></ul> <b>Annual or regular recurring basis</b> <ul style="list-style-type: none"><li>Quality/performance reviews</li></ul>	<ul style="list-style-type: none"><li>National financial market regulators</li><li>Audit oversight bodies</li><li>Finance ministers and central bank governors</li></ul>	<ul style="list-style-type: none"><li>Auditor independence</li><li>Transparency</li><li>Quality</li><li>Competitiveness of markets</li><li>Diversity</li><li>Corporate governance</li></ul>	<ul style="list-style-type: none"><li>Participation in advisory and advocacy groups</li><li>Independence policies and monitoring</li><li>Audit standards</li><li>Responses to reviews</li><li>Employee diversity programs</li><li>Supplier diversity programs</li><li>Issuance of transparency reports</li></ul>	<ul style="list-style-type: none"><li>Protection of public interest</li><li>Anti-corruption</li><li>Public policy positions</li><li>Ethics and integrity</li><li>Diversity and fair treatment</li><li>Governance, risk, and compliance</li><li>Privacy and data security</li><li>Health and safety</li><li>Transparency</li><li>Environmental performance</li></ul>
<b>Professional associations</b>	<b>Ongoing</b> <ul style="list-style-type: none"><li>Involvement in committees and working groups</li><li>Representation on leadership councils</li><li>Attendance at conferences</li></ul> <b>Ad hoc</b> <ul style="list-style-type: none"><li>Collaboration on industry white papers</li><li>Speaking engagements</li><li>Participation in development of standards</li></ul>	<ul style="list-style-type: none"><li>Associations of certified/chartered accountants</li><li>Associations of tax professionals</li><li>Management consulting professional associations</li><li>Financial advisory professional associations</li></ul>	<ul style="list-style-type: none"><li>Governance</li><li>Barrier-free trade</li><li>Sustainable development</li><li>Adherence to professional performance standards</li><li>Standards for auditing of non-financial information</li></ul>	<ul style="list-style-type: none"><li>Standards for engagement acceptance and performance</li><li>Peer reviews</li><li>Commentaries on proposed standards</li><li>Training</li><li>Thoughtware</li><li>Strategy formulation</li></ul>	<ul style="list-style-type: none"><li>Professional standards</li><li>Professional performance</li><li>Employee development</li><li>Public policy positions</li><li>Ethics and integrity</li><li>Governance, risk, and compliance</li><li>Protection of public interest</li></ul>
<b>Non-profit organizations and community organizations</b>	<b>Ongoing</b> <ul style="list-style-type: none"><li>Board representation</li><li>Pro bono engagements</li><li>Collaborations</li><li>Volunteering</li><li>Social media</li><li>Electronic mail</li><li>Meetings and conferences</li><li>Speaking engagements</li></ul>	<ul style="list-style-type: none"><li>United Way Worldwide</li><li>Junior Achievement</li><li>Teach For All</li><li>Accounting for Sustainability</li><li>CDP (formerly Carbon Disclosure Project)</li><li>Local business organizations</li></ul>	<ul style="list-style-type: none"><li>Training</li><li>Performance improvement</li><li>Funding</li><li>Marketing</li><li>Specific agendas germane to their cause (e.g. sustainability, education, water, diversity, etc.)</li><li>Local business promotion</li><li>Transparency in reporting</li></ul>	<ul style="list-style-type: none"><li>Skills-based volunteering</li><li>Community volunteering</li><li>IMPACT day</li><li>Pro bono engagements</li><li>Foundation and firm monetary and in-kind gifts</li><li>Voluntary sustainability reporting</li></ul>	<ul style="list-style-type: none"><li>Youth education and unemployment</li><li>Diversity and fair treatment</li><li>Ethics and integrity</li><li>Anti-corruption</li><li>Human rights</li><li>Transparency</li><li>Corporate responsibility commitment</li><li>Public policy position</li><li>Privacy and data security</li><li>Environmental performance</li><li>Community involvement</li><li>Protection of public interest</li><li>Social progress and equality</li></ul>

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative groups or organizations	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
<b>International multi-stakeholder organizations</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Steering committee memberships</li> <li>Organizational stakeholder meetings</li> </ul>	<ul style="list-style-type: none"> <li>United Nations</li> <li>World Economic Forum</li> <li>World Business Council for Sustainable Development</li> <li>International Integrated Reporting Committee</li> <li>Global Reporting Initiative</li> <li>International Business Leaders Forum</li> <li>Cross-industry business alliances</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of and adherence to international norms</li> <li>Understanding of frameworks and initiatives</li> <li>Economic, social, and humanitarian development</li> </ul>	<ul style="list-style-type: none"> <li>Pro bono engagements</li> <li>Internal and external training</li> <li>Thoughtware</li> <li>Working towards integrated reporting for Deloitte</li> <li>Voluntary reporting on sustainability</li> <li>GHG reduction targets in place or in development (varies across member firms)</li> </ul>	<ul style="list-style-type: none"> <li>Ethics and integrity</li> <li>Anti-corruption</li> <li>Public policy</li> <li>Protection of public</li> <li>Diversity and fair treatment</li> <li>Education</li> <li>Youth unemployment</li> <li>Governance, risk, and compliance</li> <li>Corporate responsibility commitment</li> <li>Privacy and data security</li> <li>Environmental performance</li> <li>Human rights</li> <li>Health and safety</li> <li>Community engagement</li> <li>Physical security</li> <li>Social progress and equality</li> </ul>
<b>Suppliers</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Negotiations</li> <li>Meetings</li> <li>Proposals</li> <li>Industry meetings</li> </ul>	<ul style="list-style-type: none"> <li>Software suppliers</li> <li>Hardware suppliers</li> <li>Travel service suppliers</li> <li>Consultants</li> </ul>	<ul style="list-style-type: none"> <li>Contract terms including pricing and payment</li> <li>Features and functionality</li> <li>Issue resolution</li> <li>Confidentiality</li> <li>Sales projections</li> <li>Opportunities for (mutual) sustainable solutions</li> <li>Opportunities for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of alliances</li> <li>Establishment of preferred vendors</li> <li>Establishment of green purchasing practices</li> <li>Contracts</li> <li>Supply chain audits</li> </ul>	<ul style="list-style-type: none"> <li>Ethics and integrity</li> <li>Anti-corruption</li> <li>Diversity and fair treatment</li> <li>Privacy and data security</li> </ul>
<b>Industry and market analysts</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Global and member firm-specific program-based engagement strategy involving Deloitte executive leadership, subject matter specialist, and priority analyst stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Forrester</li> <li>Gartner</li> <li>IDC</li> <li>Kennedy</li> <li>Verdantix</li> </ul>	<ul style="list-style-type: none"> <li>Client and market trends</li> <li>Competitive landscape</li> <li>Capabilities</li> <li>Growth strategies</li> <li>Leadership</li> <li>Innovation</li> <li>Priority markets</li> </ul>	<ul style="list-style-type: none"> <li>On-going executive/ subject matter specialist relationships</li> <li>Dialogue and shared insights</li> <li>Best practice exchanges</li> <li>Market trends analysis</li> <li>Participation in signature evaluative research</li> </ul>	<ul style="list-style-type: none"> <li>Competitive landscape</li> <li>Client value delivered</li> <li>Client satisfaction</li> <li>Ethics and integrity</li> <li>Governance, risk, and compliance</li> <li>Anti-corruption</li> <li>Corporate responsibility commitment</li> </ul>
<b>Educational institutions/ academia</b>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Participation in programs</li> <li>Collaborations</li> <li>Recruiting</li> <li>Guest lecturing and speaking engagements</li> </ul>	<ul style="list-style-type: none"> <li>Students of high potential that receive scholarships from Deloitte</li> </ul>	<ul style="list-style-type: none"> <li>Subject matter knowledge</li> <li>New perspectives</li> <li>Leading research</li> <li>Career placement</li> </ul>	<ul style="list-style-type: none"> <li>Volunteering</li> <li>Pro bono engagements</li> <li>Matching gifts</li> <li>Guest lecturers</li> <li>Funding of chairs and scholarships at universities</li> </ul>	<ul style="list-style-type: none"> <li>Education</li> <li>Ethics and integrity</li> <li>Diversity and fair treatment</li> <li>Employee development</li> <li>Anti-corruption</li> <li>Human rights</li> </ul>

## BASIS OF REPORTING

This document provides additional details about the scope and calculation methods used in the Global Impact 2013 report (the “Report”), available at [www.deloitte.com/GlobalReport](http://www.deloitte.com/GlobalReport). It should be read in conjunction with the Report and all definitions used therein also apply to this document. In this document Deloitte refers to DTTL and its member firms.

### Scope and methods for performance measurements

Deloitte Touche Tohmatsu Limited (DTTL) adhered to widely accepted standards in developing this report. These standards define a systematic approach to understanding the issues that the report should cover and measuring and documenting performance with regard to those issues. Performance measures for societal impact and environmental sustainability are based on widely recognized guidelines. For reporting on societal impact, DTTL and its member firms observed standards from the Committee Encouraging Corporate Philanthropy and the London Benchmarking Group. The monetary value of community activities by member firm people was estimated according to the type of service performed. The value of volunteer work was based on local member firms’ staff costs. Pro bono work, defined as work that the member firms might otherwise sell but that was performed for free, has been valued at rates representative of the local member firms’ client service rates for comparable services. Estimates of carbon emissions were prepared according to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard created by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) with emissions accounted for on the basis of operational control. DTTL and the member firms have applied recent, authoritative, and locally specific GHG emissions factors as available and as appropriate for the countries in the report’s scope. In 2011, the WRI and the WBCSD issued a new standard, the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Deloitte continues to evaluate the methodologies set forth in the Scope 3 standard for consideration in future reporting. While the reporting for FY2013 includes a significant number of Scope 3 sources, it does not consider full upstream

and downstream emissions across all sources. FY2013 environmental performance data in this report was directly collected from 29 member firms and from DTTL. These entities represent 91 percent of aggregate Deloitte people and 94 percent of aggregate member firm revenues. Extrapolations were used to account for the emissions of the remainder of the organization that did not directly report data. FY2013 societal impact data was reported by 33 member firms and by DTTL, which represent 93 percent of aggregate Deloitte people and 97 percent of aggregate member firm revenues. No estimate was made for the member firms that did not report due to the variations in societal impact activities across member firms. It should be recognized that this limits the year-to-year comparability of the data. Comparability is expected to improve over time as the number of non-reporting member firms decrease. Data that formed the basis of the reporting was obtained from financial reporting systems, other internal records, and outside sources such as travel agencies, utilities, and property managers. In addition to adhering to the UN Global Compact and Global Reporting Initiative (GRI) 3.1 frameworks for reporting, this report was prepared according to the principles of inclusivity, materiality, and responsiveness from the AA1000 AccountAbility Principles Standard (AA1000APS).

### Emission factors

DTTL member firms are encouraged to select the most accurate, source-specific, localized, and recently published GHG emission factor available for each emission source, such as specific emission factors for a local electric utility. Member firms are also provided with default emission factors from the following sources:

- The GHG Protocol published by the WRI and WBCSD
- The International Energy Agency (IEA)
- The UK’s Department for Environment, Food and Rural Affairs (DEFRA)
- The U.S. Department of Energy (US DOE)

- Environmental Paper Network Paper Calculator ([www.papercalculator.org](http://www.papercalculator.org))

- The Carbon Neutral Company

A compilation of emission factors used to calculate the data in the Report is included at the end of this section. Note that for FY2013 the default emission factors were only updated for major emission sources such as airlines.

### Global warming potential

The 100-year global warming potentials (GWP) of the Fourth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC AR4) were used in calculating carbon dioxide equivalents.

### Building-related emission sources

Building-related emission sources included in the GHG emissions data of the Report were those associated with the use of electricity, natural gas, district heating, and district cooling and those arising from the fugitive emissions of refrigerants in the office buildings and data centers that DTTL member firms either own or over which they have operational control. Upstream building-related emission sources, such as those associated with electric transmission and distribution line losses, were not included in the GHG emissions inventory.

Some of the activity data associated with building-related emission sources was available directly to the DTTL member firms. For example, some facilities have direct utility meters or sub-meters from which DTTL member firms obtain readings. For facilities that have no available meter data, activity data for the entire building was typically allocated on the basis of the percentage of total building floor space used (based on rentable square meters) by the DTTL member firm. Where building-specific data was unavailable, DTTL member firms estimated electricity and fuel usage using actual data from a similar building or an average from a recognized source.

GHG emission factors and system information (such as equipment type) associated with district heating and cooling are seldom available through the utility provider. In instances where emission factors and system information were unavailable, benchmark emission factors from the U.S. DOE were used.

Fugitive emissions of refrigerants used in building cooling systems were included as a GHG emission source. To determine refrigerant leakage from a system, the refrigerant volume readings from the beginning and the end of the fiscal year are needed along with any volumes added or removed. For most systems and equipment at DTTL member firm facilities, this complete data set cannot be obtained and data is limited to refrigerant additions. In such instances, the assumption is made that all refrigerant added in a given year replaces refrigerant leaked during the same year. This method likely overestimates actual emissions in some years and underestimates them in others, but over time captures the fugitive emissions of the system. A similar simplifying assumption is used for calculating the volume of diesel fuel used for backup power generation; that is, it is assumed that diesel fuel purchased during the fiscal year is used that year.

### Business travel — Air

Reported GHG emissions are those resulting from air travel by professionals flying for business reasons in accordance with DTTL and member firm policies. GHG emissions from flights taken by non-employees are also reported in instances where flight activity data is captured in DTTL or member firm travel systems and reimbursed or paid for by DTTL or a member firm (such as travel by family members in accordance with policies or travel by prospective DTTL and member firm professionals). The majority of business air travel data was obtained from DTTL and member firm travel systems. Much of the rest was obtained from travel expense records.

The default GHG emission factors used to calculate emissions from air travel were based on information published by DEFRA. Flight segments were identified by distance, and emission factors were applied according to whether the flight segment was categorized as

long haul (more than 1108 km), medium haul (463 to 1108 km) or short haul (less than 463 km). Where data on seat class was available class-specific emission factors were also applied (e.g., First, Business, Premium Economy, Economy). An uplift factor of 1.08 was applied to airline distance data to account for non-direct routes, delays, and circling. The emission factors used did not include radiative forcing or indirect emissions.

Business travel — Road

Reported GHG emissions from business travel by automobiles includes travel in Deloitte-owned vehicle fleets (personnel driving in vehicles owned by DTTL and/ or the member firm), reimbursed driving (personnel driving in personal cars for which they are reimbursed), rental cars (personnel driving in rented/hired cars, for which the member firm pays); buses and taxis (reimbursed personnel trips in buses, taxis, car-service vehicles, and limousines).

For road travel, activity data was gathered from expense reports, rental agency records, travel agency records, company accounting systems, fuel receipts, odometer logs, and receipts or other records indicating distance and location of trip segments. When fuel information was available, GHG emissions are calculated on the basis of mobile combustion factors for the given fuel type. When only distance information was available, GHG emissions were calculated on the basis of average emissions factors (emissions per kilometer traveled) for vehicles according to vehicle type (bus or car), fuel type (diesel, petrol, hybrid, or unknown), and location.

A very limited amount of employee commuting activity data was available from member firms. Where available, this information was added to the emissions total. As more member firms collect this data, reporting is expected to grow in future years.

Business travel — Rail

Rail travel accounts for GHG emissions from employee trips on subways, railways, and trams, with different GHG emission factors used for each type of rail system. Activity data sources included travel agency reports, employee expense reports, company accounting systems, receipts, and other records indicating the distance and location of trip segments. In cases where actual distance was unavailable, estimates were made using travel expense data and average travel costs per unit of distance traveled.

Accommodations

The GHG emissions inventory in the report includes emissions from accommodations at hotels, guest houses, and apartments for business reasons and in accordance with DTTL and member firm policies. Data was collected from corporate travel agency records, employee travel expense reports, and internal records. The emission factors were applied according to the location of the accommodation.

Paper

Emissions associated with paper used in business by DTTL and member firm offices, mainly printer paper, were included in the inventory. Paper used in documents produced by outside vendors was not

included in the inventory. Paper data was obtained from procurement records and grouped by sheet size, percentage of recycled content, and paper type and weight. Default emission factors were selected using the Environmental Paper Network Paper Calculator based on the percentage of recycled content and applied to the purchased weight. Where a specific percentage of recycled content could not be identified, the most conservative possible assumption was made (for example, 30 percent recycled content was assumed if the paper source was identified as having 30 percent or more recycled content).

Estimations

In calculating emissions, various estimations and extrapolations were made to account for known data gaps.

For many travel activities, activity information and cost data were available both from travel providers (reservation systems, travel agencies, or travel vendors) and from DTTL or member firm expense systems. Travel expenses recorded in DTTL or member firm expense systems often exceeded the corresponding expenses recorded by travel providers because of travel arrangements made outside of reservation systems or without travel agencies. In cases where such differences were identified, the travel activity data associated with the incremental cost was estimated based on the same proportion of cost to activity that was reflected in the original travel system reservation.

Not every DTTL member firm has the capacity to report activity data for GHG emissions, and some member firms report on some, but not all, of the activities within the report boundaries. Ratios of emissions per FTE (average full-time equivalent for FY2013) by emission source were calculated for the member firms that reported, and averages of these ratios were calculated based on clusters of geographic location and size. Using the appropriate cluster ratio, missing data was extrapolated based on the known FTE data.

Consistent with other GRI indicators, emissions intensity per FTE was calculated using the FTE total at the reporting year-end (31 May 2013).

While the above description is intended to be as accurate as possible, invariably the inventory will contain some exceptions to this reporting basis. None of the known exceptions are considered to materially change the total emissions reported.

Emission factors

The table below shows emission factors that were used in the inventory.

Note: Some values below may differ slightly from the published reference source due to the use of the IPCC AR4 GWPs rather than the GWPs of the Second Assessment Report of the IPCC. Where factors are used in specific countries only, these are listed after the emission source.

Emission source	Emission factor	Unit kg CO <sub>2</sub> e/unit	Reference
Air Travel – Various lengths and seat classes	0.087 - 0.350	Passenger km	DEFRA/DECC’s 2013 Guidelines to GHG Conversion Factors for Company Reporting (June 20) – with 9% uplift and AR4 GWP; various factors used depending on class and distance
Air Travel – Various lengths (Belgium)	0.22 - 0.66	Passenger km	Agence de l’Environnement et de la Maîtrise de l’Energie (ADEME)
Air Travel – Various lengths (Finland, Germany)	0.131 - 0.213	Passenger km	Travel agency records
Air Travel – Various lengths (Japan)	0.98	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2011
Bus (Europe)	0.149	Passenger km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Bus (Japan)	0.051	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2011
Bus (Outside Europe)	0.067	Passenger km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Bus (U.S.)	0.107	Passenger miles	WRI – GHG protocol emission factors from cross sector tool set v 1.1 (June 2011)
District Cooling	0.887	Ton-hour (Short ton)	U.S. DOE EIA-1605 (18 November 2010) Appendix N
District Cooling (Japan)	57	GJ	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
District Heat	88.56	MMBtu	U.S. DOE EIA-1605 (18 November 2010) Appendix N
District Heat/Steam (Germany)	0.257	kWh	Deloitte Germany emission factor based on DEFRA
District Heat/Steam (Japan)	57	GJ	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Electricity (Australia)	260 - 1190	MWh	Australian Government Department of Climate Change National Greenhouse Energy Reporting System (NGERs) Technical Guidelines (July 2012). Table 7.2 Indirect (scope 2) emission factors for consumption of purchased electricity from a grid. Page 425

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Emission source	Emission factor	Unit kg CO <sub>2</sub> e/unit	Reference
Electricity (Belgium)	0	MWh	Electrabel Alp Energy – Hydro energy
Electricity (Belgium)	227	MWh	Estimation based on Luminus energy mix and EF for energy production by energy source (Source Manicore) (20%)
Electricity (Canada)	2 - 840	MWh	Environment Canada National Inventory Report 1990-2010
Electricity (Chile)	391 - 806	MWh	Ministry of Energy of Chile Reporte de Emisiones para el SING 2012
Electricity (Finland)	250	MWh	Finnish Electricity Company
Electricity (Germany)	562	MWh	Umweltbundesamt, Strommix Deutschland, UBA 2010
Electricity (India)	838 - 943	MWh	India Environmental Portal CO2 Baseline Database for the Indian Power Sector – User Guide – v 8.0 January 2013
Electricity (Japan)	514 - 932	MWh	Various Japanese Power Companies
Electricity (New Zealand)	120 - 210	MWh	New Zealand Ministry of Economic Development – Quarterly Energy Update
Electricity (Norway)	307	MWh	Norwegian Water Resources and Energy Directorate (NVE) Residual Mix (nve.no)
Electricity (South Africa)	1027	MWh	Eskom’s 2012/2013 data
Electricity (UK)	445.4	MWh	DEFRA/DECC’s 2013 Guidelines to GHG Conversion Factors for Company Reporting (June 20)
Electricity (U.S.)	226 - 828	MWh	USEPA eGRID 2012 Version 1.0 Subregion Data (Year 2009)
Electricity (Various countries)	2.7 - 761.0	MWh	IEA Statistics, “CO2 Emissions from Fuel Combustion Highlights.” 2011 Edition
Hotel Stays	31.93 - 33.45	Nights	Carbon Neutral Company (legacy source)
Hotel Stays (China, Australia, U.S.)	40.91	Nights	Private study based on IEA 2005, DEFRA 2005, DTI 2004, and DOE 1997.
Hotel Stays (Japan)	7	Nights	Carbon Offset Japan
Hotel Stays (New Zealand)	2.56 - 7.97	Nights	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting, 2011 Calendar Year
Hotel Stays (South Africa)	19	Nights	Deloitte 2008 “Qualified Greenhouse Gas Inventory” Report: Emissions factor provided by UNEP World Meteorological Organisation Climate Change And Tourism Report; A2.2.3 Accommodation; 9 July 2008
Mobile Combustion – Black Car/Limo	0.157	Vehicle km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Bus (Europe)	0.112	Passenger km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (Average) (Diesel) (Finland)	0.139	km	Actual information from the fleet company
Mobile Combustion – Car (Average) (Diesel) (Europe)	0.187	km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (Diesel)	2.668	Liter	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (Diesel) (Belgium)	2.947	Liter	Agence de l’Environnement et de la Maîtrise de l’Energie (ADEME)
Mobile Combustion – Car (Hybrid)	0.135	km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (Luxury) (unknown fuel)	0.313	km	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (Petrol) (Belgium)	2.835	Liter	Agence de l’Environnement et de la Maîtrise de l’Energie (ADEME)
Mobile Combustion – Car (unknown fuel) (Germany)	0.135 - 0.207	km	Rental company
Mobile Combustion – Car (Petrol) (Japan)	2.322	Liter	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Mobile Combustion – Car (Petrol) (New Zealand)	2.31 - 2.33	Liter	Landcare – CarbonZero emissions factor database
Mobile Combustion – Car (Petrol) (Outside Europe)	0.237	km	WRI (2011) GHG Protocol Tool for Mobile Combustion v 2.3
Mobile Combustion – Car (Petrol/Gasoline)	2.314	Liter	DEFRA/DECC’s 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Car (unknown fuel)	0.248	km	DTTL estimated using data from WRI (2011) GHG Protocol Tool for Mobile Combustion v 2.3
Mobile Combustion – Car (unknown fuel) (Australia)	2.289	Liter	Australian Government Department of Climate Change (July 2011) National Greenhouse Accounts (NGA) Factors. Table 4
Mobile Combustion – Car (unknown fuel) (Australia)	2.289	Liter	Australian Government Department of Climate Change (July 2011) National Greenhouse Accounts (NGA) Factors. Table 4
Mobile Combustion – Car (unknown fuel) (New Zealand)	0.235 - 0.237	km	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting, 2011 Calendar Year
Mobile Combustion – Car average (unknown fuel) (U.S.)	0.392	Mile	WRI – GHG protocol emission factors from cross sector tool set v 1.1 (June 2011). US Environmental Protection Agency default fuel economy for generic car transport
Mobile Combustion – Car or Van (Diesel) (France)	2.4	Liter	Government of France

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Emission source	Emission factor	Unit kg CO <sub>2</sub> e/unit	Reference
Mobile Combustion – Car or Van (Petrol) (France)	2.7	Liter	Government of France
Mobile Combustion – Car or Van (various fuels) (Europe)	0.141 - 0.207	km	Specific fleet and rental car information
Mobile Combustion – Europe Car (Average) (Petrol)	0.209	km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Europe/Car (Average) (unknown fuel)	0.194	km	DEFRA/DECC's 2013 Guidelines to GHG Conversion Factors for Company Reporting (June 20)
Mobile Combustion – Europe/Car (Average) (unknown fuel)	0.195	km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Motorcycle	0.119	km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Outside Europe Car (Average) (Diesel)	0.280	km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Mobile Combustion – Outside Europe/Car (Average) (Petrol)	0.237	km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Mobile Combustion – Outside Europe/Car-Average (Unknown fuel) (Japan)	0.152 - 0.193	km	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Mobile Combustion – Outside Europe/Car-Average (Unknown fuel) (South Africa)	0.187	km	DEFRA/DECC's 2013 Guidelines to GHG Conversion Factors for Company Reporting (June 20)
Mobile Combustion – Taxi	0.147	Vehicle km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Mobile Combustion – Taxi (Australia)	0.235	Vehicle km	Australian Government Department of Climate Change (July 2012) National Greenhouse Accounts (NGA) Factors. Schedule 1
Mobile Combustion – Taxi (Japan)	0.170	Vehicle km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2011
Mobile Combustion – Taxi (New Zealand)	0.308	Vehicle km	Landcare – CarboNZero emissions factor database. June 2013
Mobile Combustion – Taxi / Car service (U.S.)	0.143 - 0.252	Passenger km	Specific information from service providers
Mobile Combustion – Taxi / Car service (U.S.)	0.230 - 0.406	Passenger miles	Specific information from service providers
Mobile Combustion – Taxi/Car service (UK)	0.176 - 0.234	Vehicle km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Van (Diesel)	0.226	km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Van (Petrol)	0.212	km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Mobile Combustion – Van (UK)	0.269	km	DEFRA/DECC's 2013 Guidelines to GHG Conversion Factors for Company Reporting (June 20)
Paper resources	1.688 - 3.012	kg	Environmental Paper Network Paper Calculator v 3.1 ( <a href="http://www.papercalculator.org">www.papercalculator.org</a> )
Paper resources (Belgium, France)	1.32	kg	Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME) 2010
Paper resources (Germany)	1.06	kg	German initiative for paper production. Source: <a href="http://www.initiative-papier.de">www.initiative-papier.de</a>
Paper resources (Japan)	1.52	kg	Japan Paper Association LCA Inventory (published in FY2011)
Paper resources (South Africa)	1.58 - 1.72	kg	Average factors provided by Mondi and Sappi Paper
Rail – Average (Light Rail or Tram)	0.072	Passenger km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Rail – Average (Light Rail or Tram)	0.102	Passenger km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Rail – National Rail	0.115	Passenger km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Rail – Subway	0.102	Passenger km	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Rail – Subway (U.S.)	0.164	Passenger mile	Derived from the U.S. EPA
Rail (Belgium)	0.01	Passenger km	ADEME (Train en France, Moyenne)
Rail (Eurostar)	0.015	Passenger km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Rail (Germany)	0.038 - 0.075	Passenger km	Direct information from Deutsche Bahn
Rail (Japan)	0.021	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2011
Rail (National Rail)	0.056	Passenger km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Rail (Netherlands)	0.03	Passenger km	National Rail
Rail (Subway)	0.074	Passenger km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting, Version 1.0
Rail (UK)	0.015 - 0.058	Passenger km	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting (Annex 6, Table 6k), Version 1.0
Rail (U.S.)	0.185	Passenger mile	Derived from the U.S. EPA
Refrigerant – HFC-134a	1430	GWP	Fourth Assessment Report (2007) of the Intergovernmental Panel on Climate Change (IPCC)

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Emission source	Emission factor	Unit kg CO <sub>2</sub> e/unit	Reference
Refrigerant – HFC-143a	4470	GWP	Fourth Assessment Report (2007) of the Intergovernmental Panel on Climate Change (IPCC)
Refrigerant – R-403a	1400	GWP	American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 (WRI)
Refrigerant – R-404a	3260	GWP	American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 (WRI)
Refrigerant – R-407c (Australia)	1526	GWP	Australian Government Department of Climate Change National Greenhouse Energy Reporting System (NGERs) Technical Guidelines (June 2010). Appendix C.
Refrigerant – R-407c	1774	GWP	American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 (WRI)
Refrigerant – R-410a	2088	GWP	American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 (WRI)
Refrigerant – R-427a	1800	GWP	American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 34 (WRI)
Stationary Combustion – Diesel	2.676	Liter	WRI GHG Protocol Tool for Mobile Combustion V 2.3 (October 2011)
Stationary Combustion – Diesel or Heating Oil (Low Heating Value)	74.53	GJ	WRI (October 2010) GHG Protocol Tool for Stationary Combustion
Stationary Combustion – Heating Oil (Japan)	2.71	Liter	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Stationary Combustion – LP Gas (Mexico)	0.002	Liter	National GHG Inventory
Stationary Combustion – Natural Gas (High Heating Value) (U.S.)	5.342	Therms	WRI GHG Protocol (September 2011) Emission Factors from Cross-Sector Tools
Stationary Combustion – Natural Gas (Japan)	2.149 - 3.132	Cubic meters	HV-gas company
Stationary Combustion – Natural Gas (Low Heating Value)	1.89	Cubic meters	WRI (October 2010) GHG Protocol Tool for Stationary Combustion
Stationary Combustion – Natural Gas (Low Heating Value)	56.26	GJ	WRI (October 2010) GHG Protocol Tool for Stationary Combustion
Stationary Combustion – Natural Gas (New Zealand)	0.191	kWh	Landcare – CarboNZero emissions factor database (ending 30 June 2013)
Stationary Combustion – Natural Gas (Switzerland)	0.198	kWh	Swiss department of Environment, Transport, Energy and Communication
Stationary Combustion – Natural Gas (UK)	0.185	kWh	DEFRA/DECC's 2012 Guidelines to GHG Conversion Factors for Company Reporting (Annex 6)

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