

# GRI-table

GRI-indicator	Chapter or source	Report	Page number
<b>Strategy and Analysis</b>			
1.1	Statement of the CEO	Board Report	AR 5
1.2	Key impacts, risks and opportunities	Board Report and Risk management Scope of the report and Objectives	AR 5 & 14 SR 3 & 7
<b>Organisational Profile</b>			
2.1	Name of the organisation	Cover	
2.2	Primary brands, products, and/or services	Matrix of the organisation, At a glance, Board Report	ARe 4 AR 2 & 5 Website
2.3	Operational structure of the organisation	Matrix of the organization, Board Report	AR 2 & 5
2.4	Location of organisation's headquarters	Colofon/website	Website
2.5	Number of countries	Deloitte international	ARe 47 Website
2.6	Nature of ownership and legal form	Financial statements	AR 25 & 26
2.7	Markets	Board Report Website	AR 5 Website
2.8	Company size	Financial statements	AR 45
2.9	Scale of the reporting organisation	Financial statements	AR 45
2.10	Awards	Website	
<b>Report parameters</b>			
3.1	Reporting period	Cover Letter of the board Scope of the report & letter of the board	AR/ARe/SR 9 ARe 3 & 4 SR
3.2	Date of most recent previous report	Scope of the report	SR 3
3.3	Reporting cycle	Scope of the report	SR 3
3.4	Contact point for questions regarding the report or its contents	Colofon	Website
3.5	Process for defining report content,	Scope of the report & Objectives	SR 3 & 7
3.6	Boundary of the report	Scope of the report	SR 3
3.7	Specific limitations on the scope	Scope of the report	SR 3
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities	Scope of the report	SR 3
3.9	Data measurement techniques	Scope of the report	SR 3
3.10	Re-statements of information provided in earlier reports	Scope of the report	SR 3

AR = Annual Report

ARe = Annual Review

SR = Sustainability Report

GRI-indicator	Chapter or source	Report	Page number
3.11	Significant changes from previous reporting	Scope of the report This year three separate reports are defined: Annual Review, Annual Report & Sustainability Report (last two are audited)	SR 3
3.12	Table identifying the location of the Standard Disclosures in the report	Scope of the report & GRI table GRI index on website	SR Website 3 & 21
3.13	Policy and current practice with regard to seeking external assurance	Assurance Report	AR SR 63 20

### Governance, Commitments, and Engagement

4.1	Governance structure	Report of the Supervisory Board & Corporate governance	AR 18 & 23
4.2	Chair of highest governance structure	Corporate governance	AR 18
4.3	Independence	Report of the Supervisory Board	AR 23
4.4	Mechanisms for shareholders and employees	Corporate governance Integrity	AR SR 18 & 19 14
4.5	Compensation members highest governance body	Financial statements	AR 62
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Corporate governance	AR 18
4.7	The qualifications and expertise of the members of the highest governance body	Corporate governance	AR 18
4.8	Internally developed statements of mission or values, codes of conduct, and principles	Matrix of the organisation At a glance Integrity Website	AR ARe SR Website 2 4 14
4.9	Procedures of the highest governance body	Risk management	AR 14
4.10	Highest governance body's own performance	Corporate governance & Supervisory Board	AR 18 & 23
4.11	The precautionary approach or principle	Risk management	AR 14
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	Adhering to global standards	SR 6
4.13	Memberships in associations and/or national/international advocacy organisations	Adhering to global standards	SR 6
4.14	Stakeholders	Scope of the report	SR 3
4.15	Identification of stakeholders	Scope of the report	SR 3
4.16	Stakeholder engagement	Scope of the report & Our people	SR 3
4.17	Key topics and concerns	Scope of the report & Our people	SR 3

GRI-indicator		Chapter or source	Report	Page number
<b>Economic Performance indicators</b>				
EC 1	Direct economic value	Financial highlights	AR Website	4
EC 2	Financial implications due to climate change	Not included: Although on the agenda of DTT CR council		
EC 3	Coverage of the organisation's defined benefit plan obligations	Financial statements	AR	41
EC 4	Significant financial assistance received from government	Not relevant: No such transactions between Deloitte and government		
EC 6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Not relevant: Deloitte has no locally based suppliers		
EC 7	Procedures for local hiring	Not relevant: Deloitte does not operate in local communities as meant in EC 7		
EC 8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind or pro-bono engagement	Our role in society website	SR Website	15
<b>Environmental Performance Indicators</b>				
EN 1	Materials used by weight or volume	Ecological Footprint	SR	17 & 19
EN 2	Percentage of materials used that are recycled input materials	Not relevant: Deloitte is not a manufacturer		
EN 3	Direct energy consumption by primary energy source	Ecological Footprint	SR	17 & 19
EN 4	Indirect energy consumption	Not included: Deloitte focuses on direct energy consumption first		
EN 6 (add.)	Initiatives to provide energy-efficient or renewable energy	Ecological Footprint	SR	17 & 18
EN 7 (add.)	Initiatives to reduce indirect energy consumption and reductions achieved	Ecological Footprint	SR	17 & 18
EN 8	Total water withdrawal by source	Not relevant: See report 2006-2007		
EN 11	Location and size of land of high biodiversity value outside protected areas	Not relevant: Deloitte does not own or lease land of high biodiversity value		
EN 12	Habitats protected or restored	Not relevant		
EN 16	Total direct and indirect greenhouse gas emissions by weight	Ecological Footprint	SR	19
EN 17	Other relevant indirect greenhouse gas emissions by weight	Not relevant		
EN 18	Initiatives to reduce greenhouse gas (add.) achieved	Initiatives to reduce greenhouse gas (add.) achieved ecological footprint	SR	17 & 18
EN 19	Emissions of ozone-depleting substances by weight	Not relevant		

GRI-indicator	Chapter or source	Report	Page number
EN 20	NO, SO, and other significant air emissions by type and weight	Not relevant	
EN 21	Total water discharge by quality and destination	Not relevant	
EN 22	Total weight of waste by type and disposal method	Ecological Footprint	SR 17
EN 23	Total number and volume of significant spills	Not relevant	
EN 26	Initiatives to mitigate environmental impacts	Ecological Footprint	SR 17
EN 27	Percentage of products sold and their packaging materials that are reclaimed by category	Not relevant	
EN 28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	Not relevant	
EN 29 (add.)	Significant environmental impacts of transport	Ecological Footprint	SR 17 & 18

#### Social Performance Indicators

LA 1	Total workforce by employment type, employment contract, and region	Our people	SR 13
LA 2	Total number and rate of employee turnover by age group, gender, and region	Our people	SR 13
LA 4	Percentage of employees covered by collective bargaining agreements	Not relevant: No collective bargaining agreement applicable	
LA 5	Minimum notice period(s)	Not relevant: Stated in Dutch law	
LA 7	Rates of injury, occupational diseases, lost days and absenteeism	Our people	SR 13
LA 8	Education, training, counseling, prevention, and risk-control programmes in place to assist workforce members	Our people	SR 11
LA 10	Average hours of training per year per employee by employee category	Not included	
LA 11	Programmes for skills management and lifelong learning	Our people	SR 11
LA 13	Composition of governance bodies and breakdown of employees per category according to diversity	Our people	SR 13
LA 14	Ratio of basic salary of men to women by employee category	Not included	
HR 1	Human rights clauses or human rights screening	Not relevant	
HR 2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	Ecological Footprint	SR 17
HR 4	Discrimination	Integrity	SR 14

GRI-indicator		Chapter or source	Report	Page number
HR 5	Freedom of association	Not relevant		
HR 6	Child labour	Not relevant		
HR 7	Forced or compulsory labour	Not relevant		
SO 1	Nature, scope, and effectiveness of any programmes and practices on communities	Society	SR	15
SO 2	Risks related to corruption	Integrity	SR	14
SO 3	Percentage of employees trained in organisation's anti-corruption policies and procedures	Not included: Ethics training is part and parcel of regular training sessions		
SO 4	Actions taken in response to incidents of corruption	Integrity	SR	14
SO 5	Public policy positions	Integrity	SR	14
SO 8	Monetary value of significant fines	Not relevant: Deloitte is in compliance with laws and regulations		
PR 1	Health and safety impacts	Not relevant		
PR 3	Type of product and service information	Website	Website	
PR 6	Marketing communication	Code of conduct	Website	
PR 8 (add.)	Substantiated complaints	<a href="http://www.deloitte.com/dtt/cda/doc/content/Klachten_en_Klokkenluiders-regeling_versie_220107_2).pdf">http://www.deloitte.com/dtt/cda/doc/content/Klachten_en_Klokkenluiders-regeling_versie_220107_2).pdf</a>		
PR 9	Monetary value of significant fines	Not relevant		

Management approach	Responsible	Goals and performance	Policy	Training	Monitoring
Economic	Executive board	Annual report	Annual Report	Business skills training	Annual Report
Environmental	Director Facilities	Ecological Footprint	Ecological Footprint	Not relevant	Management information system SR - ecological footprint
Labour	HR Managing Partner	Our people	Our people	Business skills and personal development training	Management information system SR - Our people
Human right	Ethics & Compliance Officer Risk, Reputation Leader	Integrity Client service standards (www.deloitte.nl)	Integrity Complaints and Whistleblower procedure (www.deloitte.nl)	Independence declaration	Management information system SR - Integrity
Society	Director Marketing Communications and Business Development Director of Sustainability Strategies	Society Objectives and priorities	Deloitte Foundation	Induction day	Management information system SR - Our role in society
Product	Function Leaders and Industry Leaders	Annual Report Operational Plan 2009/2010	Integrity (Deloitte Policy Manual)	Regular training	Annual Report

---

“Leveraging our  
expertise and  
knowledge to further  
the sustainability  
agenda.”

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu and its member firms.

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in 140 countries, Deloitte brings world class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's 165,000 professionals are committed to becoming the standard of excellence.

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

© 2009 Deloitte, Member of Deloitte Touche Tohmatsu

Designed and produced by MCBd at Deloitte, Rotterdam.