

# Our people

People are our most important asset and we strive to attract, engage and retain our talent. Deloitte's overall firm objective is to be a market leader, through our LEAP strategy. In order to achieve this, we have to lead in the area of people, which means becoming a best place to work.

## People Leadership

The year under review was the first of our three-year strategy of People Leadership. During this time, we broadened awareness and heightened the importance of our people. Our People Leadership strategy involves three key initiatives:

### Significantly increase our commitment to each other

We focused on increasing the engagement of our people at all levels. Via research, including our people survey, we identified the areas of importance to our people. These are; value my contribution, enhance my career, give me an opportunity to excel and connect with me. We developed programmes aimed at improving each of these areas and launched Performance Coaching, Mass Career Customisation (see box on page 39), Leadership Development, the Women Partner Director programme and Straight Talk.

We continued to invest in core training, implemented an automated learning management system, improved learning support and renewed the Business Skill Programme. We worked closely with our colleagues in DSE providing international development and training opportunities for our people. In 2009/2010 we will implement a new management training programme; the Milestone Programme.

In the previous year under review, retention was our critical challenge. By the end of 2008/2009, however, people turnover dropped from 22% to 18%. Despite this, long-term retention remains a key objective.

### Recruit effectively to achieve our LEAP strategy

We launched a national recruiting campaign aimed

at high-quality graduates, increased the quality of our recruiting processes and resources, appointed a recruiting partner, worked to encourage collaborative sourcing throughout the firm and increased our focus on e-recruiting. Looking forward, despite the economic downturn, we will continue with selective and strategic new hires to ensure the continued renewal and progress of our firm. We will roll out additional targeted campaigns and will continue to increase our ability and methods in attracting the best possible people.

### Integrated HR service excellence

We reorganised HR, improving resources and focus and hired specialists in certain areas. We also enhanced day to day support of our people in areas such as health, pension, onboarding and lease administration. We successfully launched a vitality programme, which encourages a proactive and shared approach to health.

## Navigating the downturn

During the year under review there were challenges presented by the global economic downturn and it was necessary to undertake two rounds of lay-offs; one, market-driven, in Consulting (in December 2008) and the other to rationalise our Support Group (in February 2009) given reduced activity. However, the financial pressures meant the focus on key talent was even more critical. Thus the decisions we have taken in preparation for 2009/2010 are aimed at retaining our talent. In April 2009 we communicated our key initiatives for 2009/2010 as follows:

- Revise the compensation and benefits package. Salary increases are focused on performance excellence and promotions and we will offer profit-dependent

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## “People are our most important asset.”

bonuses. We aim to manage our capacity in low periods with employees taking 13 additional leave days of which they will “buy” 10 and the firm will give 3. We are also offering three types of long leave at a percentage of salary - for Deloitte-related education, corporate social responsibility activities, or personal reasons.

- Increase the focus on performance and formation management.
- Continue with our strategic people investments and programmes and selective, strategic recruiting.

### People data for 2008/2009

During the year under review we recruited 969 new hires, of which 736 were graduates and 233 experienced hires. Due to attrition and disposition of certain businesses at the end of last year, our average headcount dropped 163 to 5489.

An appreciation of diversity is a core value at Deloitte and we continue to focus on encouraging a wide range of talents to join and stay at the firm, at all levels. The advancement of women was our diversity focus for the year under review. With this in mind, in March 2009 we initiated the Women Partner Director Programme, which is aimed at increasing the number of women in leadership positions.

We have set a target of 8% female representation at partner and director level by 2011. For the year under review we achieved 5% for partner level and 10% for director level.

Regarding new appointees for 2009/2010 – we will exceed our target for new partners with women constituting 30% but we will not achieve our target regarding director nominations.

### People commitment survey

One of our key tools for measuring the commitment of our people is the people survey. For the first time, during the year under review the survey also measured engagement.

The results from the June 2008 survey show we made a 1 point improvement in overall commitment over the prior year. The results also indicate we have a lot of work to do to better engage our people. Our strategic initiatives are aimed at achieving this.

The two most common priorities mentioned by respondents are a desire to improve work/life balance and to have performance recognised in meaningful ways. In response, we are rolling out our Mass Career Customisation and Performance Coaching. The two items rated strongest are firm leadership and our supervision/management. We will run the 2009/2010 survey in October 2009.

### A best place to work

We are pleased with the progress we made during the year while recognising that we still have a lot to do to achieve our goals. Despite the economic downturn, we are committed to continue advancing each year. Together, we will become the best place to work.

### Mass career customisation

Finding more effective and creative ways to attract, engage and retain the best people is central to Deloitte's strategy of People leadership. In doing so, Deloitte is implementing an innovative talent management model that accommodates and leverages the non-linearity of careers, thus changing the workplace to enable the changing workforce.

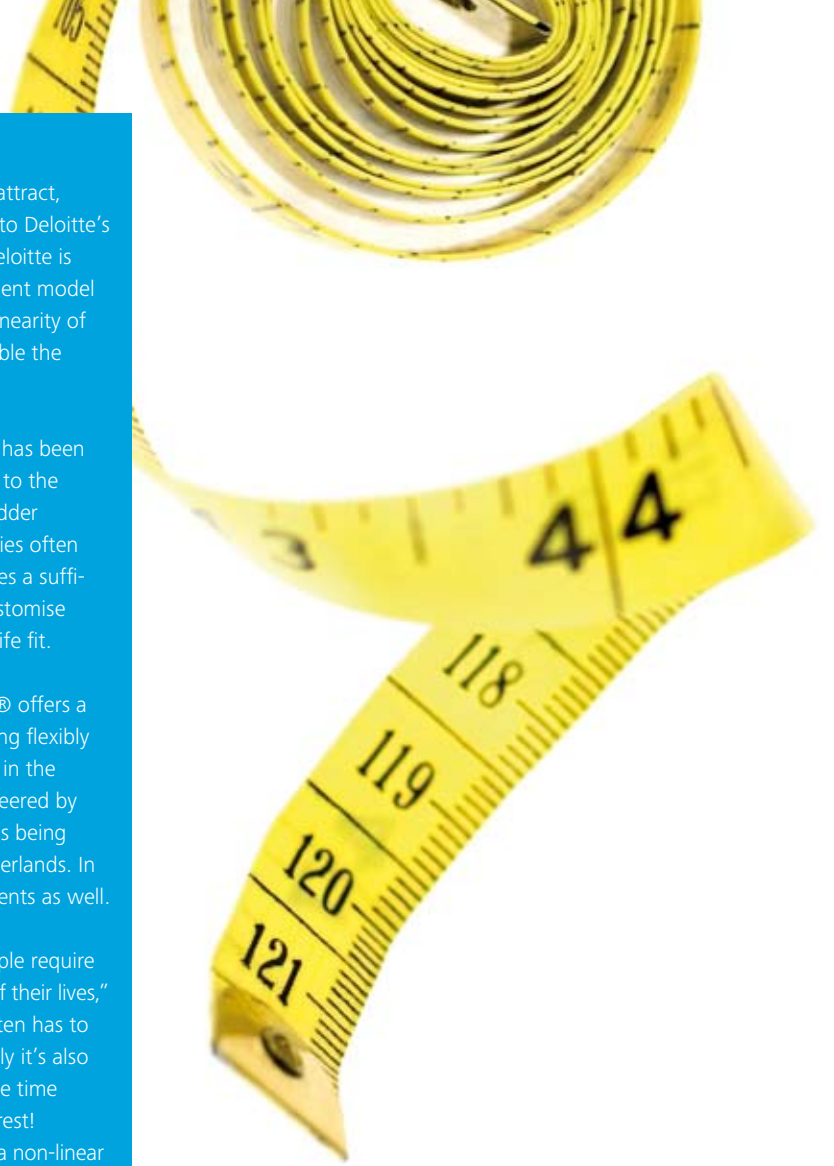
One of the underlying trends of recent years has been the growing demand for greater alternatives to the 'all-or-nothing' approach to the corporate ladder that predominantly exists. However, companies often struggle to offer their highly valued employees a sufficiently wide range of options for them to customise career paths and achieve a workable career-life fit.

Deloitte's Mass Career Customisation (MCC)<sup>®</sup> offers a structured and consistent approach to working flexibly that engages employees and their managers in the right way. The initiative, which was first pioneered by Deloitte's talent officer in the United States, is being rolled out successfully at Deloitte in the Netherlands. In the future, MCC will be made available to clients as well.

"There are a wide range of reasons why people require flexibility in the workplace at different times of their lives," explains Vanessa Borchers, HR partner. "It often has to do with family responsibilities, but increasingly it's also about wanting to do an MBA, have more free time for charity work or even to climb Mount Everest! Whatever the reason, employees are seeking a non-linear and diverse approach to their careers, which companies must provide if they wish to remain competitive."

Flexibility offered in a structured way encourages people to give their best, feel loyal to their companies and be highly engaged, says Borchers, so there are benefits for employers who manage the process well. For Willeke Versluis, Deloitte Senior consultant, one of the earliest MCC examples, the programme offered the opportunity to devote more time to her African children's charity - SchoolChild Africa - while remaining engaged in her professional life.

"I enjoy and take pride in my work at Deloitte; however, I also wanted to devote time to my charitable foundation. Through the programme I was able to reach a career/life arrangement that fits both these needs," she explains. "MCC is a vehicle for the right level of conversation I needed to have with my manager, not just about work, but about my career, personal goals and how these fit together. The programme is integrated into our performance management cycle, so it provides complete transparency to me and to Deloitte."



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#### Marlies Wisse

For Marlies Wisse, who joined Deloitte in September 2008, the firm’s professionalism was a key attraction. “I respect the way Deloitte handles its business and its human capital,” she explains. Marlies works as a business analyst in the Human Capital Advisory Services.

Since joining the firm, Marlies has taken part in several training courses. “I have been really impressed at how Deloitte lets you develop in the areas in which you are most interested,” she notes.

She has received a great deal of support from her senior colleagues, including her Deloitte counsellor. “My counsellor helps me formulate goals and develop my career path,” she says. Marlies has taken part in the Mass Career Customisation programme, with the help of her counsellor. The programme helps employees develop their current role, work towards future goals and achieve an optimum work/life balance. “It helps people explore their talent,” comments Marlies.

Deloitte’s Corporate Responsibility & Sustainability programmes have provided development opportunities

for Marlies. Since she joined she has been very involved in an initiative which provides coaching to young people who live in socially deprived areas. The aim is to encourage young people to be more involved in the community in which they live and ultimately deliver a presentation to members of the council and local district on ways in which the community could be improved. “This initiative has been a great way for me to use my skills outside of the office,” comments Marlies.

Looking to the future, Marlies hopes to continue her path of career development at Deloitte and to get more involved in the varied CR&S activities the firm offers.

“What I like about Deloitte is that it offers many different opportunities,” adds Marlies. “There’s a great combination of service lines, multi-disciplinary teams and experts in lots of areas. It’s a great place to build a varied, challenging career.”

## René Moerland

René Moerland has been with Deloitte since September 2001. Currently a staff member in the audit division, he joined the firm as a high-school graduate and has continued his studies while working at Deloitte four days a week.

“While I was still at high school, Deloitte representatives came to give a presentation on career options at the firm. I was really impressed,” comments René. “I knew I wanted to become an auditor so being able to study for that with the support and funding of Deloitte was the perfect option for me.”

René adds that, being able to work with people his own age, who are also studying, has been a source of great support. “It has been very helpful to be able to discuss things with my colleagues,” he notes. “I’ve benefited from the advice of the senior staff, who take the time to help us learn and develop. The people at Deloitte are definitely one of the best aspects for me.”

Since joining Deloitte, René has been involved in a variety of audit and Milestone training courses. “The job of an auditor is surprisingly people-focused so we receive a lot of coaching on people skills,” he says.

René has a dedicated mentor who offers advice on career development. This mentor has helped René shape his goals, which include becoming a manager in the near future. He is looking forward to discussing strategies for achieving a good work/life balance.

“I’m very happy with how my work at Deloitte continues to get more interesting and more challenging,” adds René. In addition to his work and his studies, René manages to find the time to play water polo at national level. “I enjoy keeping busy!” he laughs.



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