

# Our sustainability strategy

At the heart of everything Deloitte does, stands a thorough commitment to behave ethically and responsibly. We demonstrate this commitment through:

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

In 2008, Deloitte developed a new three-year strategy: LEAP. This stands for Leadership in the marketplace, Eminence and quality, Accelerated growth by innovation and People leadership. One of the key initiatives under the heading of Eminence and quality is our objective to be a sustainability leader. To put it plainly; without a proper internal and market-focused sustainability strategy, we wouldn't be able to achieve LEAP as a whole. In addition, clients and business partners wouldn't reward us with the same level of trust that Deloitte currently enjoys.

Our goal, which we aim to achieve by 2011, is as follows:

*"Within our profession, we want to be a front runner on sustainability. This involves our strategy, how we integrate sustainability in our governance processes and external reporting on concrete internal sustainability targets. In addition, we will also integrate sustainability more and more in our external service offerings."*

Firstly, however, we believe we should practise what we preach. With this in mind, Deloitte has established an ambitious internal sustainability programme with measurable goals and targets.

During the year under review, we implemented a variety of internal sustainability activities and started to integrate our (key) performance indicators in the management information system. Our goals are to fully embed sustainability into all of Deloitte's service offerings, deliver HR service excellence, maintain high standards of integrity and client evaluation, increase our contribution to society and reduce our ecological footprint. We also work closely with global colleagues and are actively involved in the Deloitte's Global Corporate Responsibility & Sustainability Council.

The framework for our internal and external sustainability services is what we call SWITCH. This is our acknowledgement that sustainability practices have to be Systemic, Worldwide, Integrated, Transparent, Collective and Holistic.

In essence, SWITCH recognises that sustainability has to be part of the 'genes' of an organisation and that means being embedded within the whole value chain and in all infrastructural areas.

With this in mind, Deloitte offers a variety of sustainability services, including Strategic Consultancy, Sustainability Value Mapping, Sustainability Reporting Consultancy, Green Building Consultancy, Green IT and Climate Change Risk Management Services. We aim to be the partner of choice for organisations seeking assurance services for their sustainability reporting process or reports.

The Deloitte firms of Denmark, Belgium, Germany, Central Europe and the Netherlands work together internationally within the context of Deloitte Soci t  Europ enne (DSE), a regional cooperation that is focused on serving clients seamlessly across borders. We are in discussion with our colleagues in DSE and Deloitte Touche Tohmatsu about providing cross-border services, which multinational clients expect us to deliver.

We continually develop and improve our sustainability strategy to meet evolving conditions and are confident that our flexible, holistic approach is the right way to balance the complex demands, needs and responsibilities of Deloitte and of our clients.

### Adhering to international standards

We believe in the positive effects of having transparent sustainability standards. Globally, Deloitte has made significant commitments including signing the World Economic Forum's Global Corporate Citizenship Initiative, joining the World Business Council for Sustainable Development and joining the United Nations Global Compact. Deloitte also complies with the GRI – the globally accepted standard for sustainability reporting. These initiatives and organisations influence and shape the debate on corporate responsibility issues.

Deloitte Netherlands joined the UN Global Compact in 2008. The Compact is a voluntary international network of corporations, United Nations agencies, trade unions and nongovernmental organisations that support ten universal principles. We want to conduct our business in line with these ten principles in a sustainable way.

As a signatory to the United Nations Global Compact, Deloitte has made a public pledge to promote corporate responsibility in the areas of human rights, labour, the environment and anti-corruption. Deloitte delivered last year's sustainability report as the yearly communiqué on our UN Global Compact progress.

The UN Global Compact is also an important forum for Deloitte to meet with like-minded companies. The Netherlands Network of the UN Global Compact is an initiative of Dutch business leaders to further the contribution of private business – within its sphere of influence – to sustainable development. We actively participate in the steering committee of the Netherlands Network.

### Sustainability policy of Deloitte on global level

The Global Corporate Responsibility Council is presided over by John Connolly. Jan Dalhuisen, member of the Deloitte Netherlands Executive Board, is a member of the Council. The Council meets twice a year.

The Council has global oversight and responsibility for our broad Corporate Responsibility agenda, which includes:

- **Community investment:** "Putting something back" by encouraging and supporting member firm actions with clear priorities and goals, sharing best practices and establishing selected global activities.
- **Operational sustainability:** Amending our own working practices in member firms to be more sustainable.
- **Helping our clients to be responsible:** Influencing, aligning and challenging the global development of services relevant to responsibility.
- **Engaging with the wider agenda:** Influencing the wider agenda (policy and action) on major issues with emphasis on climate change and education. Ensuring these vital issues are key features in all four major elements of our programme.

### Internal policies

UNGC Principle	Governance Instruments	Compliance Monitoring Apparatus
Human Rights	Shared Values	Policy Manual
Labour	Ethical Principles	Annual Member Firm Compliance Representations
Anti-corruption	Code of Conduct	Practice Reviews
	Health & Safety	Ethics Programme Effectiveness Survey
	Global People Engagement Survey	
	Diversity	
	Global Excellence Model (gEm)	
Environment	Employee Relations Policies	

### Value chain policies

UNGC Principle	Suppliers	Clients
Human Rights	Service Level Agreement	Client Risk
Labour		Client Acceptance
Anti-corruption		
Environment		

### Objectives and priorities

Wherever possible, Deloitte's sustainability efforts are quantifiable. We try to set ourselves clear targets by which we can measure our progress year-on-year.

For the coming years, we will further improve the processes and systems for gathering qualitative and quantitative data used in this sustainability report.

### Key objectives

2008/2009	Internal and external network is functional and Deloitte's sustainability strategy is known to major clients
2009/2010	Deloitte is active in the market and is recognised as a sustainability integrated service provider
2010/2011	Sustainability is embedded in Deloitte's service offerings

### Our strategic goals

#### External focus

Roll-out a visible and comprehensive set of sustainability service components that are built on SWITCH into a holistic set of sustainability principles, linked with Deloitte's brand positioning "always one step ahead" and based upon:

- A generic set of solutions that covers all components of a comprehensive sustainability management system
- The use of existing functional expertise and methodologies to strengthen sustainability key services
- Embedding sustainability in existing service offerings

### Internal focus

“Practising what we preach” by continuing to develop Deloitte’s sustainability approach in terms of:

- Our own sustainability programme and targets
- Our internal community building – awareness, learning, project collaboration
- Our internal collaboration with Deloitte Global Network (to maximise synergies) and the Global CR&S Council
- Our external relationships (e.g. UN Global Compact Netherlands, GRI, other philanthropic relationships)

### Summary

- Develop ‘authenticity’ and ‘authority’ to be accepted as a serious business partner in sustainability
- Balance an integrated approach on both sides: sustainability portfolio and integration in existing methodologies

### Our performance goals

We are implementing ambitious and effective sustainability activities in the following ways:

#### Strengthening our internal sustainability reporting according to GRI G3

- Setting up a feasible stakeholder engagement process
- Defining materiality with stakeholders, including the Board
- Assessing reporting boundaries
- Improving disclosure about our management approach
- Continuing work on required policies, for example community investment and pro-bono work
- Continuing to report on indicators to reach at least a GRI G3 ‘B+’ level (see scope of the report for performance)

#### Responding to growing demands to include sustainability in client requests for proposals

- Sustainability requirements in our supply chain will increase in number and in the depth of requirements (see ‘Our clients’ chapter)

#### Delivering HR service excellence by:

- Enhancing diversity – 8% female representation at partner and director level by 2011
- Making staff retention a strategic priority – reduce attrition of top performers to 18% by 2011
- Recruiting effectively but given the economic downturn our recruitment targets will be revised (see ‘Our people’ chapter)

Bringing more coherence to all philanthropic activities by rolling out the Deloitte Foundation (see ‘Our role in society’ chapter)

Reducing Deloitte’s ecological footprint; focus on building, energy, travel and procurement; the aim by 2011 is to reduce carbon emissions by 40% from the 2006/2007 baseline (see ‘Our ecological footprint’ chapter)