

Sustainability

One of Deloitte's core values is a commitment to sustainability. We have an ambitious sustainability programme with measurable objectives in place. Our goal, which we intend to achieve by 2011, is as follows:

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

Sustainable activities should run through every part of an organisation and we try to practise what we preach by taking a holistic approach to our own sustainability programmes.

With this in mind, our sustainability commitments involve:

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

Deloitte's Corporate Responsibility Council, which was formed in the autumn of 2007, has global oversight for our sustainability agenda. We work closely with global colleagues and are actively involved in the Deloitte's Global Corporate Responsibility & Sustainability Council.

We have solid sustainability activities in place; our goal now is to improve on these activities and develop authenticity and authority.

Our clients

Deloitte's holistic approach to sustainability from an internal perspective is aligned with our market approach. We encourage clients to integrate sustainable practices into their overall business strategy. This is based on our belief that sustainability must provide economic as well as social and ecological value.

We offer clients a variety of CR&S services including Sustainability Reporting Consultancy and Assurance, Green Building Consultancy, Green IT and Climate Change Risk Management Services.

The tools we offer include the Sustainability Assessment Framework, Maturity Assessment, Sustainability Strategy Benchmarks and the Sustainability Value Map. These tools help clients be more responsible, while at the same time revealing opportunities for value creation and protection. Good sustainability practices can lead to innovative ideas as well as enhanced reputations.

Our people

We place a great deal of emphasis on our people and continually focus on their needs, training and development. The year under review was the first of our three-year strategy of People Leadership, which involves three key initiatives. For more information, refer to page 37.

There were various challenges presented by the global economic downturn and, during the year under review, it was necessary to undertake two rounds of lay-offs. Despite this, the focus on key talent remains a key value at Deloitte.

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We have a strong commitment to diversity. In 2008/2009 our focus was on the advancement of women. We have set a target of 8% female representation at partner and director level by 2011. 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.

In 2008/2009 of the 969 new hires recruited, 736 were graduates and 233 were experienced hires.

Integrity

It is critically important that Deloitte maintains the highest standard of integrity and we have various processes in place to ensure this.

It is a regulatory duty of care to stakeholders to implement stringent “know your client” procedures before agreeing to undertake work on their behalf. We made several improvements in the year under review, to our formal client acceptance procedure. A specified escalation procedure is

in place for cases where conflicts arise between Business Management and the Acceptance Centre as well as a Complaints and Whistleblower procedure.

In addition, we have a dedicated Ethical Officer and a Complaints Committee. The Committee deals with complaints from staff, clients and third parties. In the year under review it received five complaints. Of these, all have been addressed.

Our role in society

At Deloitte, it is very important that we engage with and contribute to the communities in which we work. We are aware that our people benefit greatly from being able to give something back to society.

The Deloitte Foundation in the Netherlands is one way we will seek to harness our skills and potential in a cohesive way. The foundation is a non-profit umbrella organisation, which invests time and expertise of Deloitte and its people in the areas of education and skills building.

Deloitte encourages volunteering via its annual IMPACT day, when Deloitte employees can contribute knowledge and expertise to local organisations. In addition, Deloitte continually matches leaders with external CR&S roles through our ‘Insidership’ programme, which was launched in 2008. Approximately 500 Deloitte professionals serve as lecturers, board members and officers of foundations and non-profit organisations.

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Our ecological footprint

We recognise the impact our operations have on the environment and we take steps to minimise these. As a global organisation, Deloitte plays an important role in environmental stewardship and has established a set of environmental principles:

- Advance professional knowledge and capabilities along business issues of environmental sustainability and climate change
- Play a role in developing innovative solutions and in responding to market needs
- Conduct activities in full knowledge of and in compliance with, local environmental laws and regulations
- Integrate environmental sustainability and climate change considerations into business decisions across the value chain
- Promote awareness among our people of the effect their work has on the environment and provide resources and incentives to minimise those impacts
- Pursue a programme of performance measurement and management

A core component of our ecological commitment is our desire to significantly reduce our harmful emissions. We have set a target to cut carbon emissions by 40% by 2011 from the 2006/2007 baseline.

Our emissions reduction activities comprise:

'Green' construction; we are reducing the amount of office space we use and we strive to use environmentally friendly energy in our buildings

'Green' travel; More and more of our clients request us to be carbon neutral when working on their behalf. By introducing we are improving our car-lease programme to offer reduced rates to employees on a range of hybrid and fuel-efficient cars. We are encouraging our employees to use public transport with our subsidised NS Businesscard. This works towards our goal of exchanging 10% of car journeys to railways by 2010.

'Green' procurement; we carefully examine the sustainability credentials of our suppliers and ensure the majority of our office paper is sourced sustainably. We are carrying out a trial on a recycling initiative in our Maastricht office.

Green IT; we have set ourselves the challenge of reducing IT energy consumption by 10% per year.

For more information about sustainability refer to Deloitte's sustainability report 2008/2009.

