The DTT
2008 annual review
Looking back is important but the future beckons

Looking back at the year’s accomplishments is as important as looking in your rearview mirror. An essential exercise, of course, but it’s critical to focus on the road ahead.

For Deloitte member firms around the world, there are many accomplishments from fiscal year 2008 to celebrate, including the sixth consecutive year of double-digit growth. But even as we pause to appreciate the achievements, we’re looking beyond the horizon to see what’s next.

So, we’ll brake just long enough to give you a snapshot of 2008 for the Deloitte member firms—both the nuts-and-bolts data and some fun facts. When you’ve had your fill of 2008, we invite you to see how we’re Thinking ahead to get ready for tomorrow.
Letter from the CEO and Chairman

We are delighted to introduce the Deloitte Touche Tohmatsu 2008 annual review, Looking back, Thinking ahead. This year’s review embodies the proud but never satisfied spirit that is fundamental to Deloitte member firms’ success around the world. At Deloitte, we look back to hold ourselves accountable and proudly celebrate our accomplishments. We look forward to embrace the challenges ahead and achieve our vision to be the Standard of Excellence.

Fiscal year 2008 was outstanding for Deloitte member firms, particularly in light of the economic turbulence that defined the marketplace. In this climate of heightened financial uncertainty, Deloitte member firms achieved their sixth consecutive year of double-digit growth, with aggregate member firm revenue increasing 18.6 percent (13 percent growth in local currencies) to US$27.4 billion.

The Deloitte global network operates in 140 countries. Our commitment to clients and ability to team across borders continue to set our member firms apart in the marketplace. Deloitte member firms believe that to be called global advisers, it isn’t enough to have a presence everywhere around the world and clients in every city; what’s crucial is having a culture of collaboration that draws upon our strengths, regardless of location. Our culture is the strength of Deloitte.

At the core of our operations is the key to our success: Deloitte member firms’ network of 165,000 professionals. The world’s most sought-after talent choose Deloitte because of our culture and the opportunities for growth and success. They stay at Deloitte for the same reasons.

We see a future for Deloitte that is every bit as exciting and dynamic as the global marketplace in which our member firms operate. Early investments in emerging economies such as the BRIC countries (Brazil, Russia, India, and China) have produced outstanding results and position Deloitte well for continued success. Deloitte’s ongoing commitment to corporate responsibility will take bold new forms as we harness the full power of our organization to make a difference in the communities where we live and work.

We are making significant investments in innovation, with our best ideas coming from the bottom up, not from the top down. Innovation takes many forms at Deloitte, from helping clients adopt the latest social networking tools to firmwide incentives that encourage innovative ways to serve clients, such as Deloitte United States’ Innovation Quest program and Deloitte Australia’s Innovation Zone program. Our commitment to innovation was evident at this year’s DTT Annual World Meeting in Silicon Valley, where delegates visited 35 leading companies to discuss their innovative practices. The World Meeting also launched our 2009 Young Partner Advisory Council, which is developing implementable recommendations to further drive innovation throughout our network of member firms.

Deloitte Research’s thought leadership consistently distinguishes Deloitte in the marketplace. Each piece of research reflects a deep understanding of clients’ industries. Topics range from cross-industry and strategic themes, such as the significant effect each generation has on business, to emerging markets and industry-specific pieces, such as the annual Global Powers of Retailing. continued on next page...
Looking back

Letter from the CEO and Chairman

Continuing momentum

Financial information

Deloitte by the numbers

Thinking ahead

Life at Deloitte

Life with clients

Life on this planet

Deloitte in motion

“Our commitment to clients and ability to team across borders continues to set our member firms apart in the marketplace.”

James H. Quigley, DTT CEO, John P. Connolly, DTT Chairman

Deloitte by the numbers

Member firm people by function

Revenue growth

Member firm network grows.

Where we are

Find a Deloitte member firm.

Related links

Excellence is our promise

Letter from the CEO and Chairman continued...

Everything we do is guided by our deeply embedded Shared Values: integrity, commitment to each other, outstanding value to markets and clients, and strength from cultural diversity. These are the hallmarks of our culture and the foundation for every decision we make. Deloitte takes client service very seriously. The decisions we make and the value delivered influence the capital markets and ultimately the public trust. We see every Deloitte member firm professional as a steward for our Shared Values and an ambassador for our brand.

Excellence is our promise. Thank you for taking the time to read our story. Our goal is to help you understand more about the Deloitte culture—who we are, the value provided to clients, and the passion we share for our brand. You will see that the people in our member firms are never satisfied with the status quo. We are always looking for opportunities to make things better—for clients, communities, and each other. We hope you enjoy this unique look inside Deloitte.

James H. Quigley
Chief Executive Officer
Deloitte Touche Tohmatsu

John P. Connolly
Chairman of the Board
Deloitte Touche Tohmatsu

DTT CEO Jim Quigley (left) and DTT Chairman John Connolly have set their sights on several key initiatives, including a focus on talent management and corporate responsibility.
Continuing momentum

Deloitte member firms around the world are involved in a wide variety of initiatives. The timeline below showcases some highlights from the past fiscal year.

View an interactive version of the continuing momentum timeline.

2007

With the goal of creating a new generation of business journalists in China, DTT sponsored China’s first Global Business Journalism Program, launched by the International Center for Journalists and Tsinghua University.

Mass Career Customization, a book authored by Deloitte U.S. professionals Cathleen Benko and Anne Weisberg, signals the end of the one-size-fits-all corporate ladder in favor of the “corporate lattice” career path—a model with upward progression but more options in getting there.

After only four years with Deloitte Central Europe’s office in Hungary, country leader Péter Oszkó was named “Young manager of the year 2007” by Hungarian Manager Association, in conjunction with several other leading Hungarian organizations and newspapers.

Corporate Responsibility Council formed with Deloitte Touche Tohmatsu (DTT) with Chairman John Connolly as chairman.

Deloitte Australia launched The Deloitte Leadership Academy, a unique online learning and networking initiative for senior executives.

The Deloitte Research Fellows Program announced the class of 2007, with representatives selected from Australia, Canada, Denmark, Netherlands, the United Kingdom, and the United States. The program, run by Deloitte Research in the United States and the Global Public Sector industry group, is designed to enhance thought leadership capabilities of member firm professionals.

The Deloitte Student Business Forum gathered 66 students from over 20 countries at the International Institute for Management Development in Lausanne, Switzerland. In between networking and team-building events, the students tackled a real-world business challenge, led by partners from Deloitte member firms.

For the sixth year, Deloitte France and the Invest in France Agency cosponsored an event at the World Economic Forum in Davos, Switzerland, with international business executives and French government leaders. The discussion on European and French economic policy and markets encouraged global companies and organizations to share their experiences investing in the European Union, particularly in France.

continued on next page...
Continuing momentum  continued...

**Deloitte Germany established a foundation** focused on helping children and young adults become valuable contributors to an increasingly knowledgebased society. In one of its first projects, the foundation presented an award to German universities for the best career services effectively linking education and business.

Deloitte Germany CEO Prof. Dr. Wolfgang Grewe (far left) and Allianz SE Chairman Henning Schulte-Noelle (far right) with representatives of the winning universities.

DTT signed the **World Economic Forum “CEO Climate Policy Statement to G8 leaders,”** delivered to G8 leaders at their meeting in Japan.

Deloitte Denmark collaborated with nine other Danish companies, including Microsoft, on the joint **“School of the future” program,** which has enabled six Danish schools with funding for innovative and creative learning projects around the topic of sustainability.

Deloitte United States began work on a **state-of-the-art learning and leadership development center,** expected to open in 2011 in Texas.

**2008**

For 22 years, Deloitte Portugal has hosted the **Investor Relations and Governance Awards,** an initiative that recognizes high-level work in investor relations. Over 250 people attended the 2008 event, including many CEOs of companies listed with Euronext Lisbon.

Team members from Deloitte United Kingdom and Deloitte United States joined over 8,500 cyclists for **L’etape du Tour** (“the stage of the tour”) amateur race held each year in conjunction with the Tour de France. Beginning in Pau, France, this year’s event tackled the same unforgiving mountains as the professionals, including the legendary 2,115-meter Col du Tourmalet.

Launched last year, **Deloitte UK’s Well Now program** introduced an office gym and regular campaigns to keep professionals healthy. Plans for the coming year include opening a health suite, complete with an on-site doctor and dentist, in the London office.

...continued on next page...
When it comes to collaborating with investors, external stakeholders, and the global economy, Deloitte member firms are involved at all levels—from working with the Organization for Economic Cooperation and Development and its Business and Industry Advisory Committee, to hosting the fourth annual Global Public Policy Symposium.

Deloitte Canada’s new Analytic & Forensic Technology lab opened in Toronto. This is the largest private forensic lab in Canada and incorporates state-of-the-art technology for conducting forensic investigations and analysis for clients.

Deloitte United States launched a new pro bono program—with formal policies, procedures, and a budget of up to US$50 million—that will support cross-functional pro bono engagements over the next three years. The program’s aim is to strengthen nonprofits’ operating capacity and help them deliver on their social missions.

The United States, Southern Africa, and CIS member firms reeled in employees with Deloitte film festivals.

Deloitte Australia—a member firm proud to say that it has the highest percentage of female partners out of the Big Four in Australia—uses the Inspiring Women Initiative to recruit, recognize, develop, and retain talented women.

Suggestions from employees are fueling Deloitte Belgium’s “Greening the Green Dot” initiative, which aims to reduce the firm’s CO2 emissions 25 percent by 2012.

Delegates of the Deloitte Touche Tohmatsu Annual World Meeting saw firsthand how Cisco’s advanced teleconferencing technology is saving money and keeping employees closer to home. Cisco was one of 35 Silicon Valley companies that opened its doors to discuss innovative practices with meeting delegates.

The Global Athletes Network was formed, made up of a group of Deloitte member firm people who share not only a common interest in sports, but also knowledge and experience about how to train at the highest levels and maintain a work/life balance. The network has over 350 members to date, including men’s field hockey competitor and 2004 Olympic gold medal winner Travis Brooks from Deloitte Australia, who also received an Olympic bronze medal in Beijing, and Paralympic gold medalist swimmer Clare Bishop from Deloitte United Kingdom.

Deloitte Southern Africa’s Tip-offs Anonymous® program continued to be a leader of independent and anonymous hotlines and disclosure services in Southern Africa, with approximately 320 clients as subscribers to the service.
Sixth consecutive year of double-digit revenue growth

Sustainable growth in revenue and earnings enables Deloitte member firms to provide superior services to their clients and exciting career opportunities for their people.

Aggregate revenue of Deloitte member firms for the year ended 31 May 2008 was US$27.4 billion, an increase of 18.6 percent in U.S. dollars over the previous year. It was the highest in six consecutive years of double-digit revenue growth from continuing operations. Revenue growth was 13 percent when measured in local currencies.

Strong regional growth

Each region reported double-digit revenue growth, reflecting the Deloitte network’s balanced financial strength. Member firms in the Americas region grew by 12.9 percent to US$13 billion, or 47 percent of the total. Member firms in Central and South America grew by 14 percent.

In Asia Pacific, the fastest growing region, member firm revenues increased by 30.3 percent to US$3.2 billion, or 12 percent of the total. Revenue from the Deloitte China practice grew by 28 percent, driven by the country’s economic growth and the Deloitte organization’s strategic interest in that country. Revenues from member firms in the Europe/Middle East/Africa region increased by 22.6 percent to $11.3 billion, or 41 percent of the total.

Balanced growth across all four businesses

Each of the four businesses—audit, tax, consulting, and financial advisory—all achieved double-digit revenue growth across the member firms. This balanced growth reflects the unique value of a multidisciplinary approach to client service. Financial advisory, consulting, and tax all grew in aggregate by greater than 20 percent, while audit—the largest functional area, representing 46 percent of the total—grew by 14.8 percent.

Life Sciences and Health Care industry group leads growth

Member firms reported strong revenue growth in each industry group. The Life Sciences and Health Care group in aggregate across the member firms grew by 22 percent to US$1.8 billion, and Real Estate grew by 19 percent to US$1.5 billion. The Financial Services industry group, the largest in the Deloitte network, had aggregate revenues of US$6.1 billion.

continued on next page...
Looking back
Letter from the CEO and Chairman
Continuing momentum
Financial information
Deloitte by the numbers

Thinking ahead
Life at Deloitte
Life with clients
Life on this planet
Deloitte in motion

Financial information
“Fiscal year 2008 was outstanding for Deloitte member firms, particularly in light of the economic turbulence that defined the marketplace.”

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John P. Connolly, DTT Chairman

About the financial results

The annual review financial summary reflects the aggregate of selected operating and financial data of the member firms and their subsidiaries and affiliates. This information is prepared as a basis for measuring the change in aggregate results of the member firms over time, and is not represented or considered to be the actual or pro forma financial results of any single member firm or entity, or group of member firms or entities, prepared on a consolidated basis. Such a consolidation would generally not be appropriate or permissible under international or local generally accepted accounting principles.

Revenues include reimbursed expenses. Revenues related to transactions between member firms have been eliminated from the Financial information presented in conjunction with Deloitte Touche Tohmatsu 2008 annual review, Looking back, Thinking ahead.

Each member firm is a separate and independent legal entity, operating under the names “Deloitte,” “Deloitte & Touche,” “Deloitte Touche Tohmatsu,” or other related names, in accordance with the policies of the Verein and the regulatory, statutory, and financial standards and requirements in their respective countries. The member firms operate in their respective countries through different legal forms: as partnerships, limited liability companies, corporations, and other forms. Accordingly, although the member firms use a similar structure of financial accounts, certain items may be classified and reported differently by different member firms as a result of the varying accounting practices in their countries. Aggregate results do not attempt to reconcile or restate certain transactions that are reported differently among the member firms. Member firm financial and operating data include the results of all entities and practices that are majority-owned by the partners of the member firm. In addition, some member firms have minority interests in other practices, joint ventures, strategic alliances, and other business investments whose results are not included in the information presented in this review.

Related links

By the numbers: A world of statistics
Facts and figures about Deloitte.
Looking back

Letter from the CEO and Chairman
Continuing momentum
Financial information
Deloitte by the numbers

Thinking ahead

Life at Deloitte
Life with clients
Life on this planet
Deloitte in motion

Financial information

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Deloitte by the numbers

While people in the member firms speak for themselves about the Deloitte experience, so do the numbers. Did you know that a Google search for Deloitte yields nearly 13 million results? Or that Deloitte people participated in e-learning courses more than 900,000 times in fiscal year 2008? See how the rest of the numbers break down and add up here.

As of June 2008

500 number of user-created Deloitte groups on Facebook and Deloitte videos on YouTube

4,239 number of Deloitte professionals on LinkedIn

12,900,000 number of results if you search for Deloitte on Google

Deloitte provides 24/7 global access to over 60,000 e-learning courses available for all Deloitte member firms.
In FY08, Deloitte professionals around the world participated in these courses more than 900,000 times.

Over 25,000 Deloitte U.S. professionals have registered their footprint to gauge their level of “green.”

continued on next page...
Annual review

Looking back
Letter from the CEO and Chairman
Continuing momentum
Financial information
Deloitte by the numbers

Thinking ahead
Life at Deloitte
Life with clients
Life on this planet
Deloitte in motion

Financial information
“Fiscal year 2008 was outstanding for Deloitte member firms, particularly in light of the economic turbulence that defined the marketplace.”
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Deloitte by the numbers

The member firm in the Commonwealth of Independent States grew by 38.6 percent in FY08.

With over 8,000 professionals now part of Deloitte China, the member firm has risen to the fourth-largest member firm by head count, behind only the United States, United Kingdom, and Canada in the Deloitte global network.

The Global Careers website has over 7 million visits per year and posts more than 10,000 jobs around the world.

In FY08, Deloitte member firms collectively hired more than 41,000 people.

Related links

Financial information
Double digit growth continues.

Where we are
Locate a Deloitte office.
"Peering around the corner"

There’s a reason movers and shakers are the ones that get things done. It’s because they are always in motion, looking beyond the obvious.

Perpetual motion takes many forms at Deloitte. For the 165,000 people of the member firms, it takes the form of opportunities that keep people always moving ahead, in a direction that feels comfortable yet challenging. In this review, you’ll find a few profiles of movers and shakers who give us a glimpse into their fast-moving lives and careers.

In work with clients, always moving means anticipating their needs and helping them reach their goals. While we are only sharing a few client stories here, we hope you will find the common thread: a passion for client service excellence.

And when we take a broader view of the world around us, we see our communities constantly evolving. While their needs change, our commitment to serve them remains the same.

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**Deloitte member firm people**

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**Americas**

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**EMEA**

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**Asia Pacific**

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**Life at Deloitte**

Profiles of movers and shakers at Deloitte.

**Life with clients**

Stories from the field.

**Life on this planet**

Working for a sustainable future.

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David Hill, Partner, Deloitte Australia

“I love that every day when I come into the office, I have no idea what I might end up doing. That might seem bizarre, but I embrace it.”

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[Image]
Life at Deloitte

You can learn a lot about a person by listening to his or her story. Here, a few people in the member firms share the stories of their lives, their work experiences, and everything in between. A former intern describes his transition into a consultant. A world-traveler explains how he makes time for family. A community activist shows how Deloitte engages its community. So while we can’t tell the stories of all 165,000 people in the member firms, these few provide a brief glimpse into life at Deloitte.

Former intern on the fast track

Ramon Ferraz finds a world of opportunities at Deloitte.

Japanese roots to Indian dreams

Originally from Japan, Tomoko Miyahara now serves clients in India.

Following a sustainable path

Kathryn Pavlovsky turns a passion for the environment into a career.

Life on the road

David Hill finds time for family, despite a demanding travel schedule.

Translating the world

Carla Schirmacher works with girls at the Meyalli school.
Former intern on the fast track

For Spanish-born Ramon Ferraz, former intern extraordinaire of Deloitte Spain and Deloitte United States, living and working in other countries is a way of life. Although he admits to missing big Spanish lunches, Ramon is feeling nourished in his new life as a Deloitte UK consultant.

How would you describe your internship experience?
I was given an incredible opportunity as a young person who had yet to demonstrate anything. They trusted me, and that created a link from me to the organization that has never disappeared.

Where do you think your interest in working in other countries came from?
When I was young, I’d go to different countries to learn languages and experience other cultures. My parents were not able to travel when they were young, so they wanted to give these kinds of opportunities to their children.

Favorite place?
I love New York, especially the culture in the New York office—everyone on my team from intern to principal would go to happy hour every Friday.

Have you had mentors in your career?
Yes, several. One of the things I’ve experienced at Deloitte is that it’s very easy to have a personal relationship with someone who is really senior—someone who helps you think about your career and can give you advice.

When’s lunch?
London and Madrid may be only a thousand miles apart, but Ramon Ferraz found a world of difference between the two.

Ramon on...time in the office
At Deloitte Spain’s Madrid office, we worked longer hours—usually until 9:00 p.m.—but spent more time getting to know clients personally and going out to lunch. At Deloitte UK’s London office, we work fewer hours, but with less socializing during working hours.

Ramon on...working lunches
I was surprised to find that people in England eat lunch as early as 12:00 p.m.—and that it’s typically only a sandwich eaten at their laptops! That’s difficult to cope with when you’re used to healthy Mediterranean food. Fortunately, the respect and flexibility of English people allow you to make an exception from time to time to go for a “proper” lunch.

Ramon on...late-night dining
It’s been difficult to adjust—everyone here in the UK eats dinner at 6:00 p.m., but I still eat at 9:30 p.m. every day.

continued on next page...
Ramon's travels in 2008

Brussels, Belgium
Amsterdam, The Netherlands
Budapest, Hungary
Madrid, Spain
Ibiza, Spain
Marrakesh, Morocco
Kyoto, Japan
Tokyo, Japan
Bangkok, Thailand
Phuket, Thailand

Since November 2007, there have been 60 Deloitte-branded cabs on London streets in the United Kingdom. The cabs will keep moving until November 2008.

Related links

Ramon’s reel life
View the video.

Careers at Deloitte
Search opportunities.
Translating the world

In a career path that has taken many turns, Carla Schirmacher, Deloitte Touche Tohmatsu Web and e-marketing manager, thrives in a role where she brings Deloitte member firm colleagues from around the world a little closer together, and a volunteer position where she brings the world a little closer to students.

Your career has taken many turns—what’s the common thread?
I’m always working on projects that involve people from other countries. It’s not just that I can speak both English and Spanish, because many people can do that. It’s that I understand other cultures.

Where did you get your diplomacy skills?
I come from a mixed background—my father’s family is European and my mother’s is Mexican—so I have insight into a range of cultures, which has always been helpful in my career.

What are you most passionate about?
My country. I feel strongly about being able to give back. I volunteer with the Meyalli school for underprivileged girls. I run an extracurricular program on Saturdays with activities that help build the girls’ self-confidence.

What advice would you give to someone entering the workforce?
First, be empathetic. Listen to people. Find out where they come from and understand how they think. This is how you build relationships. Second, be assertive. If you want to do great things, have a plan to get there. Be pragmatic.

A passion for education

Inspired by the Meyalli school

Carla Schirmacher’s work with the Meyalli school for underprivileged girls—which Deloitte Mexico has supported since 1999—is a cause very close to her heart.

What motivates your work with the Meyalli school?
Deloitte has given me a lot of opportunities and I want to pass that on to others. At the Meyalli school, I can make that dream come true by helping the girls become a productive part of society.

Why is the empowerment and education of women important?
Women are natural teachers. If you educate women, they will educate their children and, in turn, raise the standard of living in the community. That’s what we’ve seen with the community surrounding the Meyalli school.

What has been your proudest moment?
Deloitte Mexico recently received a curriculum vitae (CV) from a Meyalli alumna for a trainee program, and is in the process of interviewing her. It makes me proud to see these girls grow up to become the talent we look for at Deloitte.


Related links

**Carla’s reel life**
View the video.

**Careers at Deloitte**
Search opportunities.
Following a sustainable path

For Deloitte United States principal Kathryn Pavlovsky, a passion for the environment follows her at every turn.

How did you first become interested in environmental issues?
I spent many of my formative years in Europe, and when I returned to the United States, I was keenly aware of the differences between the United States and Europe regarding sustainability. I later pursued a degree in environmental economics, learning about environmental, social, and economic trade-offs, and the value of natural resources.

How did you turn enterprise sustainability into a formal service for clients in the United States?
I started my career valuing environmental liabilities and supporting Deloitte U.S. audit clients with environmental disclosures and liabilities. I realized that the organization’s four business functions and industry focus create a unique opportunity to address clients’ growing sustainability challenges, from strategy to operational integration to governance needs. So I submitted the idea for a cross-functional service offering related to sustainability through “Innovation Quest,” an internal Deloitte U.S. contest aimed at gathering innovative ideas on how to better serve clients.

What advice would you give to a recent graduate?
It’s really important to do what you love because your interest and passion are going to be reflected in your work. And anything’s possible—I think my story applies to anybody in the organization.

Points of view

Kathryn on...lessons learned
It is alright to ask for help. During various times of my life, I was exposed to environments where a “survival of the fittest” mentality was rewarded. When I joined Deloitte, I was very pleased to find that the culture is so diverse and consultative and have realized that through teamwork, I have been able to accomplish so much more than what I could do alone.

Kathryn on...Deloitte
I was certainly able to bring my previous work experience, educational experience, and personal interests together at Deloitte—that’s really unique. You have very few opportunities like that in other organizations.

Kathryn on...heroes
My mother and father were very inspiring educationally, professionally, and civically. They impressed the importance of legacy and contribution to mankind at a very young age. My father says he knew I was different when I did a report on Amelia Earhart in kindergarten, while my classmates focused on television characters like Mr. Rogers. Earhart always fascinated me because she was pushing the envelope—certainly as a woman, but really across both genders—and she did it at the greatest cost, her life. She left a legacy.

continued on next page...
Related links

**Careers at Deloitte**
Search opportunities.

**Climate Change & Sustainable Resources**
Addressing issues that demand a global response.

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In FY08, more than 2,800 Deloitte UK professionals donated a total of 36,000 hours to community organizations across the United Kingdom.
Japanese roots to Indian dreams

Although her career has spanned many countries, Tomoko Miyahara, a tax senior manager on international assignment, has always had her eye on India.

When did you first fall in love with India?
During a backpacking trip through India while in college. I stayed with the family of an Indian professor in Calcutta, and I was very well taken care of.

How did your journey to Deloitte India begin?
I had almost given up the idea of working in India when Deloitte United States opened its Hyderabad, India, office. I began working with that office and traveling to Hyderabad regularly. At the same time, many Japanese companies were doing business in India, and the Japanese Services Group, which has a presence in New York, Tokyo, and India, needed someone with an accounting and taxation background to communicate in both Japanese and English—a perfect fit for me.

Was there a moment you knew it was meant to be?
Twenty years ago, I visited the Mecca Masjid, a famous mosque in Hyderabad. There’s a saying that once you sit on the mosque’s seats, you’ll come back to Hyderabad. My friend made me sit on a chair and said, “You will be back.” Twenty years forward, I was traveling to Hyderabad and my friend said, “I told you.”

Tomoko Miyahara on . . . her international assignment experience

After years of longing to work in India, Tomoko Miyahara finally began her three-year international assignment to Deloitte India’s Delhi office in February 2008.

Why was this position right for you?
The Indian member firm needed better communication with Japanese clients. It was right for me because of my English-speaking background—and because I haven’t seen a Japanese accountant who likes India as much as I do!

What have you learned?
I’ve learned a lot more about the different areas of the business since I’m so frequently explaining Deloitte’s services to clients.

continued on next page...
Exploring Bollywood
Tomoko Miyahara steps onto the dance floor

Before moving to India, Tomoko Miyahara stayed connected to her passion for Indian culture by taking Bollywood dance classes in New York—which she continues today in Delhi.

Unfamiliar with Bollywood? The term—a play on Hollywood and Bombay—is used to describe Mumbai’s Hindi-language film industry, which is the world’s largest film producer in terms of the quantity of films produced per year. Each film features several musical numbers, with the actors dancing a fusion of modern and classical Indian dance known as Bollywood-style dancing.

In recent years, Bollywood dance has leapt off the silver screen and into local dance studios and gyms, which offer beginner and advanced dance lessons, as well as Bollywood-inspired exercise classes. In addition to her morning yoga class, Bollywood dance is keeping Miyahara on her toes in India.

Related links

Tomoko’s reel life
View the video.

Careers at Deloitte
Search opportunities.
**Life on the road**

Somewhere between making partner at 28, constant traveling, closing deals, and eating snakes, Deloitte Australia partner David Hill still finds time to watch “Thomas the Tank Engine” on television with his two sons.

**How has traveling changed you?**

It’s humbling. Traveling helps you realize your place in the world. You form a much different view when you see the many challenges going on around the globe.

Coming back to Adelaide after traveling through parts of Africa, I’ll never forget the time I saw someone kicking a photocopier in frustration over a paper jam. I remember thinking that in the scheme of what’s going on in the world, a paper jam isn’t worth getting wound up over.

**Did you ever eat anything you never thought you would?**

When I was in China I thought I was eating some sort of sausage, and found out later it was snake. And it didn’t taste like chicken.

With two young sons, how do you balance your schedule so that you can spend time with them?

I’m pretty ruthless when it comes to that. Unless it’s critical, I minimize weekend work time. Almost every weekend we’ll do something special with the kids.

**It must be hard to leave them behind each morning. What makes you look forward to coming to work every day?**

That’s a really easy question. I love that every day when I come into the office, I have no idea what I might end up doing. That might seem bizarre, but I embrace it.

**Global mobility**

Right people, right place, right time—anywhere in the world

David Hill’s career journey began with an international assignment to London—and took off from there. By the age of 28, he was a partner in Deloitte Australia.

Global mobility is a priority for Deloitte member firm leadership—it’s directly linked to both the demands of the business and leadership goals. Deloitte member firm clients also expect that the organization can deploy talent wherever it is needed—quickly and efficiently.

Deloitte professionals want international work experience, and short- and long-term assignments abroad are increasingly a requirement for advancing to a leadership role in Deloitte member firms.

Early in his career, an international assignment landed Deloitte Canada professional Christian Jacques in the San Francisco office of Deloitte United States. There, he gained invaluable experience on the impact of Sarbanes-Oxley, which would later benefit him upon his return to Canada.
For Jacques, the decision to go abroad was an easy one. “Based on my discussions with colleagues who had completed international assignments, it became clear that going to San Francisco was an amazing opportunity to get the kind of experience that would support my career development in my home office,” he said.

Targeting talent
David Hill reflects on the Young Partner Advisory Council (YPAC) to present ideas on talent at this year’s World Meeting. How did it feel to be selected?
It was a career highlight. Through this experience, I’ve met so many people around the world, and it has really made me appreciate the Deloitte culture.

What did you take away from the experience?
Talent is the only way for an organization to achieve growth targets. You can never rest on your laurels and think that you’ve got the talent equation right because it’s changing with every new generation.

What talent strategy do you think organizations should follow?
Spend your time wisely—with the people who make up the organization. Understand them, understand their needs, and tailor your approach accordingly. Instead of thinking you have a tried and true pattern, you always have to keep working at it.
Life with clients

It’s not every day that you get to peek inside the relationships between Deloitte member firm practitioners and their clients, but here’s your chance. How did a Deloitte member firm help one retailer become Britain’s largest bakery brand? How did traveling to Japan and South Korea change a Canadian client’s perspective? Find out here.

The road ahead

Exploring public-private partnerships (PPPs) in Central Europe.

Looking beyond your own backyard

A Canadian company takes a broader perspective on health care systems.

Kneading your way to the top

Deloitte helps a rising star in the UK bakery industry.

Maintaining a strong foundation

Baosteel is poised for growth as the China steel industry consolidates.
Central Europe faces significant, immediate infrastructure needs—from new roads and bridges to public utilities, to name a few. Modern infrastructure is essential for economic growth, but it comes with a large—and sometimes daunting—price tag. For assistance, many countries are turning to public-private partnerships (PPPs).

“PPPs are relatively new in Central Europe, and many government officials lack the specialized expertise to manage them,” says Deloitte Central Europe partner John Nicholson. “It’s difficult for them to set proper goals, ask the right questions, and make informed decisions that keep these projects on time and on budget.”

To help governments with PPPs, a team of Deloitte practitioners from several member firms developed a PPP toolkit, manual, and four-day workshop to provide public sector officials with the knowledge and capabilities to plan, roll out, and manage PPP projects. Training modules allow civil servants to engage in simulated events, where they think through hypothetical situations typical of infrastructure projects and make management decisions usually required of governments.

“In Romania, we have identified around 50 infrastructure projects both at the central and local levels, at different stages of preparation, procurement, or implementation,” says Livia Stan of the Romanian PPP Central Unit within the Ministry of Economy and Finance. “The Deloitte team educated our officials to manage these PPP projects effectively. We now have the tools to be able to put these large-scale plans into motion.”

Are wikis the key to improving government communication and collaboration?

Government—it’s synonymous with red tape and bureaucracy. So how can it be transformed to enable large teams to work collaboratively to improve policies, share information, streamline internal operations, and attract top talent? Wikis—and other Web 2.0 tools—might be the answer.

It started as their own online collaborative exercise. A Deloitte Canada public sector group set out to develop a collaborative point-of-view white paper to demonstrate how governments could use “Web 2.0” tools—wikis, blogs, etc.—to improve communication. Deloitte member firms in the United States, United Kingdom, and Australia began contributing. People worked on their own time, adding to the wiki or revising each other’s comments informally.

“We added a structured framework, perhaps going against the organic nature of Web 2.0 collaboration, but which is essential for these tools to work in a business environment,” says Peter Hughes of Deloitte Canada, a coauthor of the project. “In the end, it enabled a diverse team to collaborate while working independently, regardless of geographies, time zones, or other commitments.”

Today, government departments such as Natural Resources Canada have launched wikis to help improve communication. Cross-agency collaborative policy submissions are likely the next step. “Our goal is to arm the public sector with tools to better serve its citizens,” says Paul Macmillan, Deloitte Canada public sector industry group leader. “Our report positions us to help public sector agencies adapt the technologies and processes that can help improve their departments’ performance.”

continued on next page...
The road ahead continued...

Wikis are also being used within member firms and across business units, an effort facilitated by Knowledge Management teams, to help practitioners and other users to directly input and share knowledge, thus forming collaboration-based knowledge communities.

Read more about Deloitte Canada's wiki project in the team's white paper.

Related links

iGovernment perspectives
Empowering citizens through technology.

Web 2.0 in the Public Sector
Collaborating online.

“"We now have the tools to be able to put these large-scale plans into motion."

Livia Stan, PPP Central Unit, Romanian Ministry of Economy and Finance

Revenue from private companies

Medium-sized and privately owned companies contributed 62% of aggregate member firm revenue in FY08.
Kneading your way to the top

They’re bakers born and bred. Now in its fifth generation of family leaders, Warburtons is not just ubiquitous but has become Britain’s favorite baker through an ambitious growth plan. Behind the counter is Deloitte United Kingdom.

Food retailing in Britain has become increasingly dominated by large supermarkets in recent years. Only the top national brands win shelf space, and Warburtons has moved right alongside the top names. In just a few years, the company has grown from being known as a regional bakery serving northern England to becoming fully national and Britain’s largest bakery brand, opening five new state-of-the-art bread plants in the past five years.

“The challenge for every expanding business in a fast-changing market is to ensure that growth doesn’t come at the expense of quality and value,” says Warburtons CEO Robert Higginson. “Deloitte United Kingdom helped us identify and focus on the value drivers in our company so we could strengthen them as our company evolved.”

The magic ingredient for Warburtons’ successful growth is the Deloitte Value Map. Tailored specifically for Warburtons, the Value Map identifies all of the company’s business activities and illustrates how they should be aligned to grow revenue, improve margins, increase efficiency, and meet other expectations. For a fast-growing company such as Warburtons, the Value Map is an ideal tool for determining how changes to operations, processes, and systems will affect the business.

“SAP systems are complex and have a variety of modules,” explains Lead Client Service Partner Sean Beech, Deloitte United Kingdom. “The Value Map helped us develop an information technology (IT) strategy that enabled Warburtons to schedule the implementation of modules in order to more quickly realize their benefits.”

“Deloitte United Kingdom has helped us achieve our growth targets while retaining the core strengths of quality, a tradition of caring and customer service, and values of a family business that have sustained Warburtons for over 130 years,” Higginson says.

Related links

Mid-market food
Small is beautiful.

Food and beverage 2010
A taste of things to come.
Looking beyond your own backyard

Sometimes it takes a broader, more global perspective to get a client to think about you differently. That’s what Deloitte member firm partners in Canada and the United States were going for with Alberta Health Services - Capital Health, one of Canada’s largest integrated health systems.

Recent work focusing on translational medicine—the practice of extending clinical research into day-to-day patient care—was typical of the work Deloitte United States and Deloitte Canada had performed for Alberta Health Services - Capital Health. But going to the next phase—that was something different.

“We needed to show them that we could go beyond planning to implementation, even though we’ve never done this type of work before,” says Deloitte U.S. consulting principal and project lead Keith Strier.

Strier knew that when it came to innovations in health care delivery, some of the best practices were in Asia. “So we thought, why not take the client to witness these practices firsthand?”

So they did, in South Korea and Japan, where Strier and his team led Capital Health and collaborators from the University of Alberta through visits with leaders from top translational programs at some of the leading biomedical research institutes and digital hospitals.

“We are always looking for innovation,” says Donna Strating of Alberta Health Services - Capital Health. “Deloitte showed us that sometimes we need to look beyond our borders—even beyond our hemisphere—to find the best solutions.”

Related links

Global biotech conference
Capitalizing on new opportunities.

Life sciences in emerging markets
Exploring challenges and rewards.
Maintaining a strong foundation

As China’s steel industry consolidates, Baosteel—a Fortune Global 500 company—is poised for rapid and healthy growth. As growth accelerates, strong internal controls and risk management procedures are an imperative.

Despite recent consolidations, the steel industry remains less concentrated than many industries, particularly in China. Although it accounts for one-third of the world’s steel market, China’s steel industry is highly fragmented, and many steel companies will need to overcome increasing competitive challenges in the global marketplace.

“Global growth is important, but innovation is how you can differentiate yourself,” says He Wenbo, General Manager of Baosteel Group, “and Deloitte China shares our passion for innovation. The team possesses outstanding knowledge of the steel industry and impressive qualifications on risk management services, and provided Baosteel with high-quality professional services.”

Deloitte China has reviewed internal controls across the company’s major business units to identify strengths and recommend improvements. It is also assisting management in establishing new risk management policies and procedures, including the development of a risk database.

“Baosteel is one of the first state-owned entities to implement controls and risk management processes of this caliber,” says John Hung, leader of Deloitte China’s manufacturing industry sector group. “Its success will serve as a model for similar projects with other state-owned entities.”

Related links

Latest Manufacturing research
Reports from Deloitte.

Innovation in emerging markets
2008 annual study.
In today’s world, it is no longer acceptable for businesses to simply mind their own business—companies must engage with the communities in which their employees live and work.

**Focusing on the environment**

One of strongest messages coming from stakeholders is that Deloitte needs to act as a responsible steward of the environment. Through a network of practitioners, Deloitte member firms provide corporate responsibility and sustainability services to clients, helping organizations measure, improve, and sustain their environmental and social performance. A growing number of Deloitte member firms, including nine of the ten largest, also have internal sustainability programs to administer such changes in their own operations.

For example, Deloitte Netherlands gave all employees the NS Business Card, a device that boosted train travel. The use of the card over the past year resulted in a CO2 emissions reduction of 200 metric tons. Similar efforts are being made at Deloitte China, where the Environmental Management Taskforce, reporting to the firm’s leadership, has begun implementing policies and business practices that seek to lighten the environmental footprints of the 8,000 people of the Chinese firm.

**Commitment to communities**

Deloitte member firms have a long tradition of actively supporting the communities where their professionals live and work. Each year, tens of thousands of people in the member firms participate in activities to support their communities through IMPACT Day, the annual celebration of community investment, and through specific programs designed to meet the needs of their community.

Many of the programs focus on addressing the education achievement gap. Deloitte China, for example, provides scholarships and mentoring in a middle school dedicated to educating students with strong academic potential who fall below the poverty line. The scholarships support students who plan to study accounting and finance at university.

Critical to success in school is a solid understanding of math and reading. In collaboration with Education Business Partnerships, Deloitte United Kingdom developed a literacy and math mentoring program: Deloitte UK professionals go into primary and secondary schools weekly to work with students on literacy and math skills.

A strong commitment to communities and to helping resolve global challenges is an integral part of the Deloitte culture. As John Connolly, DTT Chairman, notes, “People in the member firms demand that commitment to society be a business priority. It’s just the right thing to do.”

*continued on next page...*
As a result of local greening efforts, printer paper purchases declined in Deloitte U.S. offices by 11%.

Related links

**Giving back**
Corporate responsibility at Deloitte focuses on conduct, people and communities.

**Images of IMPACT Day**
Photo gallery of IMPACT Day images from across the member firm network.

**UN Global Compact**
Promoting responsible global citizenship through universal values in business.

**Sustainability reporting scorecard**
Assess the value and quality of your business's corporate responsibility reporting practices.
Deloitte in motion

What does it mean to be always moving? For Deloitte, perpetual motion is a part of everything we do. Listen to the people of Deloitte member firms discuss—in their own words—how they’re on the move and where they’re headed.

Always moving

When is a circle the start of something big?

My Deloitte journey

Learn about the world of opportunities at Deloitte.

Former intern on the fast track

Ramon Ferraz reflects on his journey from intern to consultant at Deloitte UK.

Japanese roots to Indian dreams

Tomoko Miyahara talks about being on an international assignment in India.

Translating the world

Based in Mexico City, Carla Schirmacher talks about opportunities at Deloitte.

Life on the road

Scenes from the life of David Hill, who has traveled the world for Deloitte.
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