Fiscal 2011
Corporate Responsibility Report
Our Shared Journey
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As a leading professional services organization, the Deloitte U.S. Firms have much to contribute to the political, economic, and social structures in our communities and throughout the world. As such, we will promote human dignity and ethical behavior, advance learning and culture, and advocate the sustainable use of natural resources and the environment.

We will demonstrate this through:

• Investments in our people

• The advice and services we provide to our clients

• The way we run our internal operations

• Commitment to our communities

_Deloitte LLP Board of Directors, August 29, 2007_
Corporate Responsibility at Deloitte — Our Shared Journey

The Four Shared Values of Deloitte
Deloitte LLP is the largest member firm of Deloitte Touche Tohmatsu Limited (DTTL). DTTL and its global network of member firms have approximately 182,000 professionals in more than 150 countries. DTTL member firms reflect a rich variety of cultures from around the world; and they are subject to individual local laws and regulations. But there is a paramount commonality that makes the member firms more alike than different — their Shared Values.

The four Shared Values are:
• Integrity
• Outstanding value to markets and clients
• Commitment to each other
• Strength from cultural diversity

Shared Value through Corporate Responsibility
While the Shared Values of Deloitte provide a framework for our relationships and how we conduct business; the term “shared value” has recently acquired special meaning within the corporate responsibility community that we also embrace. It is the view that actions and initiatives benefiting the economic growth of an organization, the well-being of communities, and the health of the environment need not be mutually exclusive but are, rather, mutually reinforcing. When all three areas — financial, societal, and environmental — share in the creation of value, the result is magnified and truly sustainable in every sense of the word.
We recognize that the long-term vitality of Deloitte is connected to the viability of the marketplace and the wider society within which our colleagues, clients, and stakeholders work and live. The breadth of our reach is matched by the extent to which we are touched by the world around us. Just as we face shared challenges, we also acknowledge shared responsibilities and are determined to do our part.

This understanding magnifies sensitivity to our impact and leads to an awareness of the possibilities for far-reaching, sustainable value. It influences how we look at the world and how we look at ourselves as we propel ourselves toward a culture of collaboration and common purpose.

Over the years, investments in our people have provided the means to build competency, accelerate growth, deliver value to our clients, serve the investing public, and protect the capital markets. Many significant initiatives are highlighted in this report, such as innovative use of technology to not only increase effectiveness but also be more sustainable and programs and training to increase our capabilities and promote informed, responsible conduct. Perhaps the one initiative with the most enduring impact is the opening of Deloitte University, a $300 million learning facility that is LEED (Leadership in Energy and Environmental Design) certified at the Gold level and demonstrates our aim to make Deloitte a sustainable organization where leaders thrive.

With an outside-in perspective, we seek to engage external stakeholders in a shared journey to benefit from their insight and, together, be a more powerful force for better outcomes. As much as we have achieved, there is so much more to do, together, in a world we share.

Shared Values

Integrity
Outstanding value to markets and clients
Commitment to each other
Strength from cultural diversity
Message from the CEO: Joe Echevarria

Passionately Owning Our Responsibilities
We’re passionate about the responsibilities at the heart of our business — whether they are to our clients, the investing public, capital markets, government, or our people. It’s simple: we want Deloitte to be recognized as the most respected and influential professional services organization in the world and the standard of excellence and quality across all of our practices.

To get there, we all have a responsibility to act as owners. For us, ownership isn’t a legal term, it’s a mind-set. Every day, in every aspect of what we do, our people are encouraged to view everything through an ownership lens — to consider how their actions, decisions, and the resulting consequences will affect clients, the public interest, and Deloitte.

Passion often separates those who succeed from those who don’t. And I know that we have a collective passion for being responsible business citizens. As individuals, and as an organization, our people actively engage with our communities and the larger world in which we live and work.

I’m proud of what we do. Many aspects of our leadership are detailed throughout this year’s Corporate Responsibility Report. Highlights include our innovative $50 million pro bono program, our continuing work to incorporate LEED (Leadership in Energy and Environmental Design) standards into our workspaces, and the opening of Deloitte University (DU), our world-class leadership development center. DU is our home and represents our commitment to preparing our people to earn the respect and trust of all of our stakeholders.

The accomplishments mentioned in this report are part of our journey. I look forward to continuing this journey as we turn our focus to the future.

Joe Echevarria
Chief Executive Officer
Deloitte LLP
Interview with the CRO: Mary Ellen Rodgers
Year Four: Interview with the Corporate Responsibility Officer

Q: Both the founding corporate responsibility officer (CRO) and the CEO associated with the formal launch of corporate responsibility (CR) at Deloitte four years ago have now moved on. How does it feel to follow in their footsteps?

Mary Ellen: First of all, changes in leadership are anticipated at Deloitte, so succession went smoothly. While there is certainly a learning curve with any change, the CR team remains intact; and as the leader of Workplace Services — an important component of CR at Deloitte — I am very familiar with and have been a part of the progress we have made in CR since the beginning.

Also, there are benefits attached to changes in leadership that reflect fresh perspective — this is where I focus. While building on what has been achieved, we have an opportunity to review, reset, and explore areas of relevant promise.

Q: How different will the CR challenges that Deloitte faces in the immediate future be than in previous years?

Mary Ellen: The primary challenge remains the same: to integrate CR into the fabric of Deloitte. What is different is the context, in terms of the expectations of the marketplace and the current state of CR at Deloitte.

There is no question that, unlike the early days of CR when high marks were given for intent, the standard now is performance, transparency is the norm, and third-party assurance is desired. From a conceptual standpoint, there appears to be a shift in rationale for supporting CR, from “doing the right thing” justification to treating CR as a business imperative.

For Deloitte, there have been significant changes as well. When the CR Policy was established in 2007, most of its components were leaders in their areas, but there was no formal internal greening initiative. Accordingly, the majority of the CR team’s time was spent creating initiatives and encouraging engagement to generate awareness and inform behavior that would be respectful of the environment. Now that we have created an award-winning program, our attention can shift toward advancing greening from a solid base and getting back to CR integration.
Q: What are your top CR priorities for fiscal 2012?

Mary Ellen: Overall, we want our CR programs to align with and contribute to Deloitte’s strategy and goal achievement. The good news is that a strong foundation is already in place and the business case for CR has never been more compelling.

In terms of CR, our top priorities for fiscal 2012 are to better embed CR into every part of Deloitte. In this regard, we are considering a CR Leadership Steering Committee within Deloitte and more active CR collaboration with the global Deloitte Touche Tohmatsu Limited network of member firms.

From an environmental impact standpoint, we are in the process of analyzing our carbon footprint data and better understanding drivers of activity to allow development of appropriate carbon footprint reduction targets. In this regard, an area of obvious opportunity is to reduce travel through more effective use of our extensive videoconferencing investment, thereby satisfying client and personnel needs in a way that better balances our desire to reduce emissions.

Lastly, we expect to shift from a primarily inward direction toward a more extensive and robust outward engagement of external stakeholders and associations.

Q: Where do you see CR evolving in the future?

Mary Ellen: While the principles that support CR have been with us forever, the formal expression of CR is still in an emerging state. This is exciting since we can all have a hand in shaping its future. CR will grow as a discipline over time, as it benefits from higher expectations, greater transparency, and increased pressure to conform in the marketplace. A more accelerated pace for environmental action could occur depending on regulatory requirements.

As CR evolves, we anticipate that its connection to business performance and the overall health of an organization will be more directly evident. As leadership appreciation for its impact grows, more resources will be deployed to increase effectiveness.

Mary Ellen Rodgers
Corporate Responsibility Officer
Deloitte LLP
The Right Thing

Our Values: Ethics & Compliance

Ethics & Compliance Vision/Strategy

Our goal is to provide our people with the tools, processes, and resources to make sound decisions that consider the greater good of our clients, colleagues, and organization. We recognize as individuals that any one of us can impact Deloitte’s reputation and ability to sustain the public trust. Through a variety of communications and programs, we strive to reinforce the importance of ethical leadership and meeting compliance requirements across all of our business operations and levels of leadership.

Last year, one of the many ways we brought focus to our culture of ethics and compliance was through a new communications campaign; highlighting inspiring personal stories about real-life situations. These Defining Moments stories depict how our people define their personal values and live out their shared values at Deloitte by demonstrating personal integrity, responsibility, honesty, values-based decision-making, and concern for the greater good.

And in our popular Dr. Dilemma communications series — a bi-monthly Q&A column addressing ethical issues that may not, at first, seem to have a clear cut answer — we explore ethics in a down-to-earth way that reflects the types of situations our people face on a daily basis.

Mandatory training is also important. Over the last year, four training programs were launched to the appropriate audiences within our organization, addressing independence, insider trading, confidentiality, ethics, social media and certain compliance matters such as privacy, and the reporting of time and expenses.

In addition, we have armed the leaders in each of our businesses with the tools they need to discuss independence, compliance, and ethics with their people. This initiative has proven effective because, as our studies reveal, supervisors within the chain of command have a significant influence on their people’s behavior.

Finally, the Compliance HelpDesk is available to provide support to our people and their spouses on independence topics, while the Integrity Helpline provides a confidential communication link for anyone seeking ethics and compliance counsel or wanting to report an incident that warrants attention.
Major Ethics & Compliance accomplishments
Over the course of fiscal 2011, we expanded our scope and added resources to better achieve our objectives:

• We established the Independence Compliance Integration program with the client-service Function Specific Subsidiaries (FSSs) — Audit, Tax, Consulting, and Financial Advisory Services — and the Federal practice.
• Recognizing the added challenges facing our partners, principals, and directors (P/P/Ds), such as more restrictive independence rulesets, the Compliance HelpDesk launched a Priority Plus line to provide them with premium support. This service includes reduced telephone wait times and more focused follow-up.
• We launched the list of Financial Interest Alternatives to help our people identify financial institutions that are less likely to cause independence conflicts.
• To aid our professionals in avoiding areas that often cause problems, we rolled out a 13-point independence campaign with tips to help meet requirements.
• We implemented semi-annual representations for managers and senior managers.
• From a resource standpoint, we doubled our Compliance Helpdesk staffing to handle the increase in call volume and maintain quality customer service.
• Lastly, we increased enrollment in the Broker Data Import Program (BDIP) to more than 19,000 brokerage accounts, with all P/P/Ds participating. This increase in participation is simplifying the compliance process for our professionals as well as positively influencing a year-over-year trend of declining independence violations.

Independence Compliance Integration
As a professional services organization where clients rely on our advice, our professionals must be vigilant about maintaining objectivity and integrity. Accordingly, our people are obligated to meet personal and professional independence requirements that are essential to the performance of services and to maintain the trust of the marketplace, our clients, and our regulators.

Because supervisors can significantly influence a direct report’s behavior, we launched the Independence Compliance Integration program that engages leaders throughout the organization to help reinforce the need for careful, ethical decisions and meeting compliance requirements from a voice that’s “close to home.”

“Being a part of Deloitte LLP and its businesses offers each of us great benefits. Along with these benefits, we must individually and collectively honor our obligations to live by our Code of Ethics and Professional Conduct and adhere to our compliance policies. Meeting these obligations is essential to maintaining the trust of the marketplace, our clients, and our regulators.”

Michael Zychinski
Chief Ethics & Compliance Officer
Deloitte LLP
Thousands of our professionals have chosen to participate in optional educational events, such as independence webcasts, demonstrating that they understand they have a responsibility to comply with the independence policies of Deloitte LLP and take this responsibility seriously.

University Relationships
As part of our ongoing commitment to support and develop ethical leaders of the future, Deloitte LLP is expanding its relationship with academia, which allow us to enhance the teaching of ethics in business schools. We have formed new relationships with two schools in addition to the ongoing sponsorship of the University of Illinois Center for Professional Responsibility in Business and Society.

With financial support from the Deloitte Foundation, the University of Texas at Austin McCombs School of Business is creating the McCombs Ethics in Action video series, with a mission is to expand the global societal impact of ethics education. The videos will encourage students to move away from short-term thinking by teaching the value of focusing on the longer-term impact of the business decisions they will make.

In addition to inspirational ethics lectures, the Ethics in Action program will create a library of teaching and learning tools about new ethics concepts and best-in-class resources, all of which will be available through the University of Texas website. Deloitte is serving as an advisor on this initiative.

How many Dr. Dilemma and Defining Moments responses were received over the course of the fiscal year?

50,000+
In fiscal 2011, Deloitte also established the Notre Dame/Deloitte Center for Ethical Leadership at the University of Notre Dame. The center’s objective is to advance the generation and dissemination of knowledge about character ethics and ethical leadership, demonstrating Deloitte’s commitment to its Shared Value of integrity.

Additional ethics and compliance-related learning opportunities will be provided to our people during 2012. Then, in fiscal 2013, we plan to provide a new organization-wide ethics and compliance e-learning course that will keep our professionals up to date on issues of ethics, client confidentiality, privacy, time and expenses, and for our client-service professionals, personal independence.

Finally, when life events happen, they frequently present independence considerations for our people. A Significant Personal and Career Events checklist will be made available to help them understand how career and life milestones may affect their independence.

Where Ethics & Compliance is Heading in Fiscal 2012

We will continue the work we are doing to provide our people with the tools and resources they need to be able to make ethical business decisions and comply with our policies and regulatory requirements. Two specific examples are:

• A new ethics-related email campaign will roll out to all professionals. The messages will encourage our professionals to exercise moral courage and are intended to serve as regular reminders of our Code of Ethics and Professional Conduct and our Integrity Helpline.

• Based on the success of our communications campaign reminding colleagues of potential independence-impairing situations that can arise with their personal financial holdings, we plan to develop campaigns focused on issues related to scope of services and business relationships.
The Right Thing

Our People: Talent

While DU is certainly a major demonstration of our commitment to our people and our organization — certainly one of the most significant in our history — it wasn’t our only notable achievement. Fiscal 2011 also saw us bring on board nearly 18,000 new colleagues and continue to make significant investments in our current professionals through compensation increases, annual incentives, and expanded benefit offerings. And our people took notice, responding with decade-level bests in staff engagement on our most recent annual Talent Survey.

But our people weren’t the only ones to recognize our commitment to talent. FORTUNE® Magazine once again included Deloitte among its “100 Best Companies to Work For.” DiversityInc magazine named us as one of the “Top 50 Companies for Diversity,” honoring us with a top 10 spot in 2011. And Working Mother Magazine not only named us to its 2011 list of “100 Best Companies” but identified Deloitte as one of the “Seven Wonders of the Work-Life World.”

Where Leaders Thrive

Deloitte is a place where leaders thrive. We offer our people the right deployment opportunities, targeted training, and critical one-on-one mentorship to grow and develop into leaders. We understand that, as one of the largest professional services organizations in the U.S., and as part of one of the largest networks of professional organizations in the world, we have a unique opportunity to become the standard for world-class talent — to define how to best grow and develop future generations of leaders. It’s a responsibility and a commitment we take very seriously.

In 2011, we took a giant leap forward with the opening of our $300 million learning and leadership center, Deloitte University (DU). Set on 107 acres in Westlake, Texas, and comprising more than 712,000 square feet of building space, DU features leading-edge classrooms where our people gain the capabilities they need to succeed, along with space for leadership forums, industry conferences, and networking events — all designed to help our talent develop and grow.

Investing in Continuous Learning

With the opening ribbon cut, up to 800 learners per day are benefitting from DU’s leading-edge classrooms, meeting spaces, and many social venues that allow our people to gather and share their unique experiences. And the reach of these experiences is expanded through our 20 high-tech TeleClassrooms in offices throughout Deloitte, which connect seamlessly to our physical classrooms at DU.
However, the story of DU is about much more than physical and virtual space. Even prior to its opening, we introduced an innovative and refreshed approach to Talent Development, which included a redesign of curricula across our businesses to better enable world-class development opportunities. Instead of traditional Powerpoint slides, the new model relies on Deloitte leaders serving as facilitators who use real-life case studies and simulations of on-the-job experiences to teach and inspire our professionals.

For example, in our recently revamped “milestone schools,” which our people attend when they advance to the manager or senior manager (or equivalent) level, participants from across Deloitte spend three days working in small cross-functional teams, acting as a fictional client account team to engage in a complex business simulation. These programs also provide a great opportunity to interact with senior leadership — everyone from the CEOs of our businesses to industry leaders and our top Talent leaders.

As mentioned, the success of this new approach is highly dependent on facilitators with real-world experiences and engaging delivery styles needed to make learning most meaningful to our people. Through our Deloitte Faculty Excellence (DFX) program, we exercise rigorous standards for the selection and preparation of facilitators for all our learning programs, which include certifying our high-performing professionals in the use of leading-edge techniques. Since the start of fiscal 2011, we have offered more than 140 DFX training sessions across three tracks — Classroom Facilitation, Coaching Simulations, and Virtual Classroom.

Talent Development also served as a major focus of external recognitions this year. In addition to being a member of Training Magazine’s Top Ten Hall of Fame, Chief Learning Officer Magazine selected Deloitte as the #2 recipient of its 2011 LearningElite award, which recognizes “industry leaders that use exemplary learning and development to deliver significant business results.” And DU has garnered significant media attention from The Wall Street Journal, Forbes, Dallas Morning News, Dallas Business Journal, and Fort Worth Star-Telegram, along with feature stories in Chief Learning Officer, Training & Development, and Workforce Management magazines.

“Our investment in tomorrow’s leaders isn’t simply the right thing to do, it’s critical to the success of our organization and the communities we serve. We expect our young colleagues to take up the reins and lead us into the future, fostering an environment where leaders thrive.”

Jennifer Steinmann
Chief Talent Officer
Deloitte LLP
Driving Strength from Diversity

Deloitte’s Diversity & Inclusion program and the Initiative for the Retention and Advancement of Women (WIN) have long provided opportunities to grow and develop our people; attract new talent with the broadest range of backgrounds, perspectives, and experiences; and gain recognition from the marketplace and clients. This year was no different.

Over the past year, Diversity & Inclusion continued to provide Deloitte professionals with unique opportunities to grow and develop. For example, the Emerging Leaders Development Program (ELDP) and a number of formal and informal coaching programs helped prepare high-performing senior managers and managers for the next stage in their careers. And our Business Resource Groups (BRGs), WIN, and Special Interest Communities — networks of Deloitte talent with similar interests — continued to flourish by strengthening their online presence, building to more than 36,000 members in total.

WIN similarly provided opportunities for professionals across the organization to grow their careers through initiatives such as the Ellen P. Gabriel Fellows Program, which enables both women and men senior managers to strengthen their leadership skills. Programs like the Women’s Initiative Senior Manager Advisory Council (WISMAC) and Manager Advisory Council (WIMAC), enabled men and women to undertake key projects to advance WIN’s and the organization’s priorities. Plus, we offered a number of development programs to prepare our high-potential women for the next level of their careers. For example, our Navigation to Excellence (N2E) program is designed primarily for women of color to help them prepare for greater levels of responsibility.
Now, while the attraction, retention, development, and advancement of Deloitte talent is a primary goal for our Diversity & Inclusion and WIN efforts, we also strive to be recognized in the marketplace as thought leaders. This year, Deloitte published a groundbreaking report on “The Gender Dividend: Making the Business Case for Investing in Women,” a discussion of the significant return possible from acknowledging and investing in women and fully integrating them into decision-making at all levels. Deloitte also sponsored a large amount of research, such as Working Mother’s “What Really Works: Women’s Representation & Advancement” and “Professional Women in India: Changing Social Expectations and Best Practices for Global Corporations,” as well as innovative studies on lesbian, gay, bisexual, transgender (LGBT) professionals in the workforce and Asians in America.

Fostering a Flexible Work Environment
We continually evaluate our programs, gathering internal and marketplace feedback, and upgrade our offerings to evolve and align with the needs of our talent.

For example, this year we launched and integrated a new wellness curriculum into our Deloitte meetings and events. MOVE! EAT! CHILL! LEARN! helps our people combat the nation’s newest health epidemic — obesity — with offerings such as healthier food options and early-morning walks. A new ergonomics program provided our people with an online tool to assess a professional’s need, gave recommendations on how to resolve identified issues, and followed-up with new equipment where needed.

This year also marked our second annual 20 Ton Challenge in which participants had access to fitness specialists and an online collaboration community to share leading practices and were encouraged to make healthy changes with prizes for weight loss. It was for programs like these that we were again honored by the American Heart Association, which named Deloitte as a Platinum level recipient of their Start! Fit Friendly companies and celebrated our leadership in promoting health and wellness for all of our professionals.

In addition to our people’s physical health and well-being, we are also committed to our professionals’ financial health. To promote financial education, we conducted monthly webinars on such topics as college savings, Roth 401(k) and making the most of your 401(k) plan. And for those in unexpected economic crises, the Deloitte Disaster Relief Fund, which has paid out nearly $600,000 to Deloitte professionals in need since 2001, again came to the rescue.

Another area where we worked to enhance the experience of our people was career-life fit — a critical component of an environment where leaders thrive. Building on the solid foundation provided by Mass Career CustomizationR (MCC) and offerings such as our Voluntary Sabbatical Programs, we continue to examine new ways to provide both formal and informal flexibility for our people.
Growing the World’s Best Leaders

Our efforts at Deloitte focus not only on developing today’s leaders, but in developing the leaders who are yet to come. Through a number of innovative programs, we look to attract new, high-caliber talent to Deloitte and to professional services in general.

For example, leveraging Deloitte’s sponsorship of and commitment to the ideals of the U.S. Olympic Committee, we joined with some notable Olympians who made presentations at our campus recruiting events. During energetic and inspirational sessions, Olympic greats, such as speed skater Apolo Anton Ohno and Paralympic triathlete Melissa Stockwell, spread messages of personal drive and the importance of community leadership.

Other programs this year included Deloitte’s fourth annual Alternative Spring Break (ASB), which combined our search for new talent with our passion for community service. Through ASB, students from around the country worked side by side with Deloitte professionals to make an impact on underserved communities. Our eighth annual Deloitte National Leadership Conference (DNLC) also provided an opportunity for high-performing students from more than 140 U.S. colleges and universities to hone their leadership skills and meet Deloitte’s senior leaders while having a chance to volunteer in the local Phoenix community.

To identify and develop talent even further down the pipeline, we again offered the Future Leaders Apprenticeship Program (FLAP) and participated in the Leadership Education and Development Program for Business (LEAD) — both of which focus on high-performing high school juniors and seniors.

But our efforts to develop great leaders aren’t restricted to just individuals. Instead, we aim to enhance the experience of future generations by contributing to the field of education as a whole. For example, our innovative University Relations program provides students with a stronger academic experience by offering educators our highly regarded tools and programs, executive speaking opportunities, and seminars.

How many development hours are scheduled to be delivered every year at Deloitte University?

1 million
The Deloitte Foundation, a nonprofit organization funded by Deloitte LLP and retired partners and principals of Deloitte, has been a strong supporter of education for more than 80 years, giving nearly $50 million over the past decade. For example, more than $5 million in matching gifts was awarded to more than 300 colleges and universities in fiscal 2011 alone. Its matching program has supplemented the establishment of more than 60 university faculty fellowships, professorships, and chairs, among other educational support initiatives.

We are also helping to provide faculty with hands-on practice through our sponsorship of key programs like the Trueblood Seminars for Professors. These seminars have enabled more than 2,000 accounting faculty to learn from the real-life experiences of Deloitte professionals and to bring the Trueblood case study materials back to their classrooms. The Deloitte Foundation has also helped more than 500,000 U.S. middle school and high school students since 2007 envision their future careers through its sponsorship of the LIFE, Inc. career resource program.

As demonstrated by our achievement in fiscal 2011 and aims for the years ahead, Deloitte is truly committed to growing future generations of leaders and to strengthening our position as an organization where leaders thrive.
The Right Thing

Our Clients:
Sustainability & Climate Change Services — advancing global sustainable development

Sustainability as a Business Imperative — to Affect Positive Societal Change and Benefit the Bottom-line

Clients are facing increasing pressure to address the issues of resource depletion, energy efficiency, and corporate responsibility — all while maintaining a laser focus on costs, profitability, and the bottom line. The Sustainability & Climate Change (S&CC) Integrated Market Offering (IMO) is comprised of cross-functional offerings that practitioners in the subsidiary firms of Deloitte provide to help clients enhance stakeholder value through improved environmental and social performance.

Over the last year, Deloitte has focused its sustainability resources in major strategic areas of sustainability need by leveraging experience, funding, and thought leadership.

Four Major Priorities

Four areas have emerged as priority initiatives for the S&CC IMO in fiscal 2011. Each priority reflects the business imperatives of our clients as well as the global realities surrounding resource management. They include:

- The High-Profit Supply Chain
- Energy Management Strategy
- Water Management Strategy
- Sustainability Reporting

How many major priority areas are addressed by S&CC services?

4
The High-Profit Supply Chain

Many businesses may have a corporate responsibility or environmental goal of, for example, reducing their carbon footprint. However, they may not recognize the significant cost savings related to such a goal until they look at the dollar impact of reducing carbon output in their supply chain.

Reducing costs to release cash to the business is an ongoing pursuit of organizations. Many organizations have long recognized the opportunity to reduce supply chain costs, and some leading organizations are going even further to pursue untapped savings by re-looking at their supply chain and focusing on reducing use and production of five metrics that are ubiquitous within it — energy, carbon, water, materials and waste.

A resource-focused approach includes a high-level assessment of the broad areas that represent the biggest potential resource savings in the supply chain, followed by a drill down on “hot spot” areas. From there, S&CC practitioners help clients look at existing options in the marketplace and engage with suppliers to realize and monetize possible savings.

S&CC practitioners strive to assist the management of organizations in creating better opportunities to capitalize on the supply chain’s potential to yield financial and competitive benefits for the business. They often go far beyond the traditional view of supply chain optimization by helping clients in their efforts to reduce risk, improve morale, and enhance reputation through stronger environmental and social performance.

Energy Management Strategy

In the past, the cost of energy and resources were considered by most organizations to be inevitable costs of operations and left largely unchecked, while traditional levers — people, technology, and supply chain expenses — were aggressively managed. Today, an enterprise can create even greater value, reduce risk, and address sustainability initiatives through the active management of energy and resources.

From federal agencies to multinational manufacturers, S&CC IMO practitioners help clients take a strategic view of energy and resources to enable them to create a more effective and sustainable organization. Setting a strategy for energy and resource use calls for a deep understanding of the whole enterprise and the many factors and areas that can both be impacted by and have an impact on energy management. With the quantity and quality of data now available from both internal and external sources, entities can analyze these factors and the risks and rewards of alternative plans to determine their course of action.

“We have identified the sustainability services market as a key growth area for Deloitte and for our clients.”

Jessica Blume
National Managing Principal
Research and Innovation, Deloitte LLP
Deloitte is rapidly becoming renowned as a world leader in water management strategy. With S&CC IMO thoughtware and tools, S&CC practitioners are assisting companies in developing water stewardship strategies to help them identify potential risk and to uncover potential business opportunities in the form of new products and services.

The former DOMANI team, now at Deloitte Consulting LLP, provides integrated solutions around water management to businesses all over the world, as well as the development of cutting-edge thought leadership, and active involvement in industry initiatives, including support of the Carbon Disclosure Project Water Disclosure (CDP Water Disclosure).

Prominent thought leadership pieces regarding water management from S&CC practitioners during 2011 include:

- Corporate Water Strategies, a book by Will Sarni, Director and Practice Leader, Enterprise Water Strategy, Deloitte Consulting LLP.

- “Putting Water Stewardship in Perspective: It’s a Matter of Business Value and Risk,” a Deloitte Dbriefs webcast.

- The Mission Critical Water Virtual Summit, a free, online conference. The conference covered actionable strategies, solutions, and leading practices on minimizing water footprints; determine the sustainability of water supply; and understanding the impact of business operations on available water resources.
Commitment to Sustainability Reporting
Deloitte plays a significant role in the development of a global sustainability reporting framework directed toward helping companies better communicate performance measured in both financial and non-financial terms.

- Deloitte & Touche LLP provides financial support to the Global Reporting Initiative’s (GRI) Focal Point USA.
- Deloitte & Touche LLP deployed a Manager to GRI to assist with the creation of the next version of GRI’s Sustainability Reporting Guidelines (G4).
- Deloitte & Touche LLP deployed a Director to the International Integrated Reporting Committee (IIRC) to assist with the creation of global integrated reporting framework.

Additionally, Deloitte’s prominent thought leadership pieces regarding sustainability reporting during 2011 include:

- “Integrated Reporting: A Better View,” a Deloitte Touche Tohmatsu Limited whitepaper
- “Sustainability Reporting Update: One Big Global Family?,” a Deloitte Dbriefs webcast.

GIIRS (Global Impact Investing Ratings System)
Ratings & Analytics
Deloitte has played an important role in the Impact Investing industry infrastructure development, beginning with the creation of IRIS (Impact Reporting & Investment Standards) — the framework and common definitions for measuring social and environmental performance of impact investments. Deloitte is one of the pioneer funders of the world’s first ratings and analytics platform for impact investing.

GIIRS Impact Ratings provide investors with a comprehensive, comparable, and verified assessment of the social and environmental impact of companies and funds. The Clinton Global Initiative (CGI) annual meeting in New York on September 20, 2011, was the setting for the launch of GIIRS. The announcement at CGI also recognized Deloitte as a GIIRS Pioneer Funder (Prudential and the Rockefeller Foundation are also funders) having pledged $4 million in philanthropic funding to accelerate industry adoption of the GIIRS Ratings & Analytics platform.

Providing our services to help shape the standards of social and environmental aspects of investing aligns directly with Deloitte’s experience in sustainability and leadership in advancing financial and nonfinancial reporting.
The Right Thing

Our Community: Community Involvement

• **Think** — We use innovative thinking and public-private partnerships to help nonprofits surmount strategic, operational, and financial challenges so they can do even more to support people and communities in need. We showcase our professional talents through pro bono work, nonprofit board participation, skills-based volunteerism, and IMPACT Day, Deloitte’s annual celebration of service.

• **Invest** — We complement our innovative thinking with strategic investments to help people and communities grow and thrive. We provide grants through our Future Fund, as well as through our local offices, and focus our efforts on programs aimed at increasing high school graduation rates and college access for low-income students.

• **Advance** — We help others benefit from our innovative thinking and encourage further endeavors in community support and skills-based volunteerism through advocacy, awareness, influence, and example. We aim for our research, content, and insights to spark advances in the field of corporate community involvement.

**More Than Money — Giving What Matters**

Deloitte professionals use experience, skills, and collaborative problem-solving abilities to achieve long-term impact in local communities. Our award-winning, outcomes-focused community involvement and education programs have redefined how stakeholders think about corporate philanthropy. Cutting-edge research and outstanding teamwork have enabled Deloitte to strengthen our communities and drive social progress.
Deloitte Community Involvement Review

Our commitment to helping others achieve has delivered value for our communities, our people, and our business. Here are highlights from this past year:

Skills-based volunteerism

The Deloitte Center for Leadership and Community, an intensive nonprofit executive training program, welcomed more than 700 nonprofit executives. We provided valuable insights and guidance on critical topics such as strategic planning, talent management, board governance, succession planning, and managing effective teams. These free workshops helped hundreds of nonprofits nationwide maximize their social impact.

- IMPACT Day 2010 - The 11th annual IMPACT Day saw 33,000 volunteers committed to some 800 projects in 246 communities on two continents. More than 36 percent of these opportunities were skills based. From interacting with students at the Helen Keller School in Hyderabad, India; to participating in an education forum in Chicago with U.S. Senator Dick Durbin, to holding a strategic marketing session in New York for the Hudson River Museum’s Andrus Planetarium, Deloitte volunteers showcased their exceptional talents on IMPACT Day.

How many students has Deloitte supported through College Summit since 1994?

100,000
“Nonprofits are not in business to turn a profit, but they are in business. Our contributions of pro bono work and skilled volunteerism help individual nonprofits function more effectively.”

Evan Hochberg
National Director, Community Involvement
Deloitte Services LP

Pro bono service

In 2008, Deloitte responded to the Corporation for National and Community Service’s A Billion + Change Initiative with a strategic, organization-wide pledge to deliver $50 million in pro bono services by 2011. Deloitte professionals met that goal and surpassed it. We showed our commitment to pro bono work by supporting volunteerism during business hours and crediting volunteers as they would be for commercial engagements. These efforts provide Deloitte’s pro bono clients with full access to our outstanding business teams and specialists.

Examples of successful pro bono projects completed in fiscal 2011 are:

• Deloitte professionals helped City Year design a nationwide School Relationship Map and Center for Excellence to strengthen their school relationships, enabling 14 sites to achieve an increase in public education funding in one year, even as overall education funding decreased.

• Deloitte professionals built an enterprise risk management system with 30 of Goodwill Industries International’s community-based affiliate members, which enabled each organization to improve its risk management practices. We also facilitated self-assessments for the 22 member groups’ boards of directors, helping each strengthen governance practices and enhance the Goodwill brand.
Strategic philanthropy
Skills-based volunteerism is the core of our community involvement program, but we also make an impact through strategic financial investments. Recent highlights include:

- Deloitte’s United Way Campaign —
  Our people have continued to demonstrate their commitment to United Way’s success in helping others achieve. Deloitte professionals contributed a record $20.7 million last year, with $1.7 million raised in education collaboratives. Currently, 24 of our people serve on United Way boards, and, for the eighth year in a row, we received United Way’s Special Recognition Fleur-de-Lis Award for Excellence for having the most United Way Tocqueville Society members (donors of $10,000 or more) than any company in America.

- The 9/11 Memorial Deloitte Pledge –
  Deloitte pledged a $1 million philanthropic gift to the National September 11 Memorial & Museum to build and sustain the 9/11 Memorial and to commemorate and honor all who suffered and sacrificed.

Their Future is Our Future
Deloitte’s national community involvement program supports the aim of Deloitte Touche Tohmatsu Limited’s Deloitte21, a global initiative to create a college-going culture in low-income schools and increasing college attendance. Deloitte’s Their Future is Our Future program seeks to achieve these goals through three pillars of change:

- Multifaceted national investments in leading nonprofits dedicated to improving college enrollment and success, such as College Summit, City Year, and United Way.

- Integrated outreach to smooth the path to college for young people in local areas — from targeted donations to skilled volunteer projects to awareness and outreach campaigns. These efforts are supported by Deloitte’s Future Fund, which provides grants to encourage college attendance.

The Future Fund, established in June 2010 in 11 local areas, is a yearly multimillion-dollar community involvement initiative dedicated to increasing college attendance and retaining U.S. competitiveness through workforce development. More than 195,000 high school students through 65 nonprofits participated in Their Future is Our Future-sponsored programs/activities in fiscal 2011, guided by some 2,400 Deloitte professionals. The Fund provides large-scale grants that can be used to develop skills-based volunteerism opportunities, create strategic communications campaigns, and make monetary donations. This initiative positions Deloitte as the leading corporate voice on increasing college-going and supports today’s students in becoming tomorrow’s leaders.

**Thought leadership**

In addition to delivering world-class service to pro bono clients, Deloitte is committed to advancing the field of corporate community involvement. Our research is among the most cited in the field, our leaders are regularly invited to share insights and perspective across sectors and to be on non-profit boards, and our program model inspires organizations nationwide to expand their community support programs. Our leadership in pro bono work and skills-based volunteerism has earned us widespread acclaim:

- Deloitte was honored with a 2010 Jefferson Award for Public Service, known as the “Nobel Prize for public service,” with special recognition from Vice President Joe Biden.
- Deloitte and College Summit won the 2010 Partnership Award, given by the U.S. Chamber of Commerce’s Business Civic Leadership Center for our corporate-nonprofit collaboration on creating a college-going culture.
- Deloitte was a featured participant in the United Way National Education Town Hall, a special forum on financial aid with U.S. Secretary of Education Arne Duncan.
- Deloitte received media coverage in local markets, including Atlanta, Austin, Boston, Charlotte, Chicago, Columbus, Dallas, Denver, Detroit, Harrisburg, Houston, Los Angeles, Milwaukee, New York, Philadelphia, Pittsburgh, Phoenix, Sacramento, San Antonio, San Diego, San Francisco, San Jose, St. Louis, Stamford, and Washington, D.C.
- National Director, Community Involvement, Deloitte Services LP, Evan Hochberg’s biography page is among the top 10 most clicked on of all biography pages on Deloitte.com.
- The Volunteer IMPACT Survey is the 25th most downloaded content on Deloitte.com (out of more than 4,200 downloads).
Looking Ahead
In the coming year, Deloitte will continue to lead in corporate community involvement across the United States and in our offices in India. Our plans are to explore compelling new research, increase the breadth and depth of our programs, deepen our nonprofit relationships, capitalize on opportunities to share our story, and deliver greater return on our investment by more closely aligning our efforts with Deloitte Talent and Client strategies.

Education will remain a Deloitte priority. Building on our current collaborations with more than 60 education-focused programs, we plan to deepen our alliances with City Year, College Summit, and United Way to further improve graduation rates, college access and enrollment, and career readiness, and expand our educational work in India by teaming with Pratham USA. With education now in the nation’s spotlight, our accelerated efforts around these issues will help affirm Deloitte as a leader in this field while supporting the national goal of having the highest percentage of college graduates in the world by 2020.

We look forward to another great year of innovation and achievement in community involvement as Deloitte and its people continue to have an extraordinary impact on the communities we serve.
Our Sustainability Journey

Whether it’s to reduce cost, create value, or prolong viability, everything can (and should) be made more sustainable. A healthy organization, a healthy community, a healthy marketplace, and a healthy environment are all necessary for long-term growth and prosperity.

How does sustainability manifest itself at Deloitte? First and foremost, through the choices our people make every day; whether reflecting learning and development programs, in response to a supportive culture, or fueled by personal beliefs and values.

Our sustainability mindset is aided by workplace tools and protocols as well as technology advances and is evident as we consider our actions through a sustainability lens. It is also evident in the professional advice our Sustainability & Climate Change (S&CC) practitioners provide to clients.

Over the last fiscal year, we have made progress on all fronts with our people, our tools and processes, the buildings we occupy, and within the communities we work and live.

Participation

There are few activities that have such far-reaching ripples — for our world and into the future — as the often unnoticed individual decisions we make on a daily basis that impact the quality of our environment. The primary objective of our greening efforts is to create awareness and educate so our people can make informed choices. Among those decisions is whether to support sustainability through participation or to just stand by. We are proud that so many have demonstrated their active support.
On the ground, there are Green Champions in every office who lead hundreds of green team members throughout Deloitte. And evidence of colleague engagement is measured by the number who have taken the office footprint survey (“How green is your footprint?”) at 31,000, the home footprint survey (“How green is your other footprint?”) at 15,000, and the number who have had PlanetSaver software (to reduce energy consumption) installed on their computers at 55,000.

Established in fall 2009, the internal GreenShare site provides a venue to share insights and activities. Everyone can access GreenShare to stay current with the latest news on greening events, ideas, and collaboration opportunities.

Greening the next generation
The Greening the next generation (GNG) initiative, now in its second year, is an external forum for leaders of tomorrow. In addition to a robust website (including the “How green is your world?” survey), which is available to all, GNG features an annual YouthEco event that brings young people together from around the world. In fiscal 2011, the event took place in conjunction with Take Our Daughters and Sons to Work Day, just after Earth Day. Approximately 600 young people shared ideas with each other via videoconferencing from Hawaii, across the Continental United States, Canada, among U.S. Army Garrisons in Europe, and in India. The GNG program was awarded the PR News CSR Workplace Innovation award.

Green Leadership Council
Established in mid-2008 during the Greening the dot launch, the Green Leadership Council (GLC) is composed of regional representatives as well as specialists in Talent, Community Involvement, Internal Operations, Technology, and S&CC services. As a counselor to leadership, and a forum for the voice of the people to be heard, the GLC is the lynchpin of our internal sustainability program. Since its formation, the impact of the GLC has grown, as it has taken a direct role in determining and leading the top sustainability priorities, including greening rewards and recognition and enhancing sustainability understanding during the on-boarding process. Finally, as has been the case since its inception, regional representatives within the GLC sponsor our internal GreenShare feedback site on a rotating, monthly basis.
LEED (Leadership in Energy and Environmental Design)

Striving to green all of Deloitte, our goal is to have 30 percent of our square footage in the United States LEED certified by the end of 2012. Accordingly, as a matter of strategic direction, we intend to pursue LEED certification for all major new construction and remodeling projects. We are off to a good start.

During fiscal 2011, the Charlotte, Columbus, and Portland offices joined the Boston and San Diego offices in attaining Gold certification; and the Miami office received Silver certification. Importantly, we are proud to have achieved Gold certification for the recently opened Deloitte University, which serves as the “face” of Deloitte.

Carbon Footprint

Essential for assessing and addressing our overall sustainability performance, we have been conducting greenhouse gas emissions inventory for the last few years in preparation for determining reduction goals. More details can be found in the Reporting section of this report, but we would note that during the last fiscal year we invested in software to improve collection and reporting processes. Further, we are focusing on more effective use of our videoconferencing facilities to provide a viable alternative to travel, the major source of emissions (scope 3/other indirect) associated with our carbon footprint.

Greening the next generation

Flat World Photo

“The power of the sun is everywhere”
In the marketplace

Deloitte’s award-winning internal sustainability program seeks to “walk the talk” at home among our own people. We are gratified that, among the many forms of third-party recognition, our Greening the dot campaign was recently inducted into the PR News Platinum Hall of Fame. While internal greening provides credibility as well a testing ground for innovative initiatives, S&CC practitioners are a valuable source of advice and counsel to grow our own programs within Deloitte.

Similarly, Deloitte’s sustainability initiative has a mutually beneficial relationship with the Deloitte Touche Tohmatsu Limited (DTTL) network. For example, we are associated with notable organizations, such as the United Nations Global Compact and the World Economic Forum, through DTTL.

Lastly, Deloitte is a member of Business Roundtable’s Climate RESOLVE (Responsible Environmental Steps, Opportunities to Lead by Voluntary Efforts). We expect to increase our involvement within the sustainability community in the years ahead.

“Sustainability is a business imperative for Deloitte, but our people take it personally.”

Judy Vick
Green Leadership Council Chairman
Director, Deloitte Tax LLP
The Right Way

Internal Operations

Workplace Services
At Deloitte, Workplace Services provides sustainability leadership in positions such as office Green Champions and members of the Green Leadership Council, takes a sustainability view to influence all aspects of our operations, and drives initiatives to make the buildings we occupy a more positive work environment.

LEED Certification
By designing greener office interiors, our physical surroundings are healthier as well as more productive, with a reduced environmental footprint. During fiscal 2011, we have achieved LEED (Leadership in Energy and Environmental Design) Gold certification for commercial interiors in three offices — Charlotte, Columbus, and Portland. Most recently, the Miami office received Silver certification; bringing the total number of LEED-certified offices to six. Additionally, Deloitte University (DU) has recently achieved LEED Gold certification. With a number of other offices under review, we expect to have more than 30 percent of Deloitte’s square footage LEED certified by the end of 2012.

It’s not so much greening what we do whenever possible, but rather making what we do green from the start. More and more, sustainability has become embedded in our operations as technology advances and appreciation of its benefits gain exposure and are evident in all that we do. Our Workplaces Services and Information Technology Services (ITS) groups contribute to sustainability through their people and the impact they have on Deloitte processes and property.
Next Generation Workplace
Fiscal 2011 continued the progress made in the previous year in implementing Next Generation Workplace (NGW) designs in our offices nationwide. The NGW strategy has been designed from the ground, while adapting to changing demographics, technology, and generational preferences. With an emphasis on collaboration, the new design leverages enhanced technologies to foster teaming, by offering a greater number of conference spaces and team rooms, resulting in a modern, open workplace that promotes visibility to colleagues and leadership. The new innovative design provides greater access to natural light and incorporates other important green aspects, including the use of low-flow fixtures, energy-efficient lighting and appliances, and low-VOC (volatile organic compounds) building materials. In May 2011, Grand Rapids became the first office to open with the new NGW model, followed closely by San Francisco and Raleigh, with several other locations opening in fiscal 2012.

Deloitte University
Thoughtful planning in all aspects of DU — including construction, design, landscaping, and operations — reflects sustainability as a top priority. For example, 20 percent of the materials used in DU’s construction was comprised of recycled content, and 20 percent was regionally extracted, processed, and manufactured. Approximately 50 percent of DU’s construction waste was recycled, and the DU “gathering” barn is made of reclaimed wood. DU’s roof is coated with a reflective, cooling material, which reduces heat transfer into the building, and its windows are made of an energy-efficient glass treatment that blocks direct sunlight. DU’s learning spaces also have been carefully planned in a sustainable way. Classrooms have ample natural light and are equipped with reusable whiteboards and cameras that photograph whiteboard content and distribute it electronically. DU’s operations — from food and beverage to waste management — show Deloitte’s commitment to an energy-efficient, sustainable, and operationally economical environment. In addition, DU guests are encouraged and instructed about how to make their stay a green one.

“As part of the Finance & Administration organization, Workplace Services understands it makes good business sense to pursue our commitment to sustainability with the same enthusiasm and effectiveness we bring to providing excellence in our customer service delivery. In today’s environmentally conscious world, being a respected business leader means also being a responsible corporate citizen.”

Mary Ellen Rodgers
Corporate Responsibility Officer
Deloitte LLP
**National Meeting Services**

Deloitte’s National Meeting Services (NMS) is now collaborating with Clean the World, a not-for-profit organization that distributes bathroom amenities left over in hotel guest rooms to impoverished countries and domestic homeless shelters. NMS and Strategic Procurement Services worked together to update the meeting-sourcing process to now request and encourage hotels to participate in Clean the World before we enter into contracts. Additionally, DU is being operated as a full Clean the World facility. Based on estimates of fiscal 2012 attendee days, the DU amenities collected will provide enough soap for nearly 5,000 children to use for one month. Further, NMS continued its push toward encouraging videoconferencing for Deloitte meetings. During fiscal 2011, NMS helped to schedule approximately 7,800 videoconferences, driving cost savings and reducing the environmental impact through less travel.

**Continuing green growth**

A new initiative undertaken in fiscal 2011 was an innovative delivery model for Print Services. By consolidating print services with an outside vendor that specializes in print and by streamlining the process, the Print Services team is enabling users with a better way to cut out excess and decreasing the number of pages that are printed.

In its new organizational structure, Workplace Services will be better able to demonstrate its commitment to sustainability principles while also increasing effectiveness and being more economical. Going forward, Deloitte benefits from the commitment of Workplace Services to search for more sustainable ways of doing business while continuing to provide the best-in-class customer service that is the hallmark of its team.
Information Technology Services: Green IT
Technology offers an ideal means to reach business objectives with greater efficiency and effectiveness, coupled with the potential for reduced impact on the environment.

During fiscal 2011, our Green IT focus has been to continue programs to improve our technology infrastructure, provide printing options to reduce waste, recycle electronic devices, and make computer usage more energy efficient. Progress is as follows:

• Currently, more than 75 percent of our servers are virtualized; which leaves less than 900 physical servers.
• Over the fiscal year, more than 2,000 individual printing, scanning, or faxing machines have been replaced with 179 multi-functional devices.
• We estimate that our duplexing and multifunctional printing solutions have saved approximately 15,000 trees during the fiscal year.
• Since we started our program in 2008, we’ve recycled nearly 20,700 PDAs. We estimate this initiative has resulted in enough energy savings to power nearly 900 homes for a month.
• Earth Day, April 22, 2011, marked the first anniversary of the launch of PlanetSaver — a computer program to reduce screensaver energy usage. By the end of fiscal 2011, we were fast approaching 100,000 kWh energy saved.

In the years ahead, we will continue to leverage technology to enhance existing operations, while seeking innovative approaches that promise to provide better, more sustainable outcomes.

“Advances in green technologies not only make us better, they also reduce expense and environmental waste. This jump in effectiveness makes green technology an irresistible bottom-line imperative.”

Larry Quinlan
Chief Information Officer
Deloitte LLP
DTTL member firms are separate and distinct locally formed legal entities. They benefit from their participation within DTTL through access to cross-border skills, knowledge, and resources within the network, and the benefit of the network’s market recognition and reputation. Further, the network fosters a sense of responsibility among member firm professionals through standards, shared values, methodologies, governance, and systems of quality control and risk management.

Vision/Values/Corporate Responsibility
DTTL member firms enjoy far-reaching involvement in the business world, leveraging extensive access to marketplace stakeholders and unique vantage points; all the while being aware of their responsibility to uphold the public trust.

Across the DTTL network of member firms, there is an understanding that personal, business, and societal successes are inseparable and that truly sustainable prosperity occurs when business and society flourish together. With a focus on quality, the member firms of DTTL work to serve clients, protect confidence in the capital markets, and build public trust; which in turn creates value for society and sustains growth.
Along with diverse perspectives that contribute toward better outcomes and a stronger network are common values and principles that guide the people of the DTTL member firms, reinforce a virtuous culture, and inform responsible conduct. Specifically, the four Shared Values and Nine Ethical Principles have been adopted by all of the member firms of DTTL.

The policies, practices, and day-to-day decisions of the leadership of DTTL and its member firms reflect a commitment to corporate responsibility and sustainability. Currently, there are approximately 800 member firm partners and professionals who are practitioners within the global Sustainability & Climate Change network. Finally, we note that seven member firms have set carbon emission reduction targets thus far.

"The DTTL member firm network’s commitment to driving societal change is a defining characteristic of Deloitte’s culture and an integral part of the way member firms do business."

Barry Salzberg
Global Chief Executive Officer
Deloitte Touche Tohmatsu Limited

Deloitte21
Inspiring young minds to achieve great futures
Areas of Focus/Accomplishments

The DTTL 2011 Corporate Responsibility Report, the third annually, offers a review of achievements by DTTL and its member firms during fiscal 2011. Highlights follow:

• Aggregate member firm community investments were US$162.3 million, including 709,000 hours of pro bono and volunteer work valued at US$72.1 million. Over one-third of community investments went toward education and skills-building initiatives, including Deloitte21, a global initiative to support underserved youth to develop 21st-century skills.

• In the area of environmental sustainability, aggregate DTTL member firm carbon emissions increased 8 percent but stayed constant on a per full-time employee basis. DTTL also issued its first global response to the Carbon Disclosure Project.

• Progress was made in quality and risk management, ethics, and privacy and data security. Specifically, DTTL initiated a comprehensive update of its enterprise risk framework and issued new quality and risk materials, adopted a new anticorruption policy, and passed a comprehensive global privacy policy.
Collective Action
DTTL expects the actions of the member firms to demonstrate commitment to corporate responsibility but recognizes that the challenges of the wider society require a broadly comprehensive response. Accordingly, DTTL welcomes collaboration with like-minded organizations, such as the United Nations Global Compact, the World Business Council for Sustainable Development, and the World Economic Forum.

Nine Ethical Principles

Honesty and Integrity — “We act with honesty and integrity.”

Professional Behavior — “We operate within the letter and the spirit of applicable laws.”

Competence — “We bring appropriate skills and capabilities to every client assignment.”

Objectivity — “We are objective in forming our professional opinions and the advice we give.”

Confidentiality — “We respect the confidentiality of information.”

Fair Business Practices — “We are committed to fair business practices.”

Responsibility to Society — “We recognize and respect the impact we have on the world around us.”

Respect and Fair Treatment — “We treat all our colleagues with respect, courtesy, and fairness.”

Accountability and Decision-making — “We lead by example, using our Shared Values as our foundation.”
Deloitte demonstrates its commitment to internationally accepted reporting frameworks through this report. In doing so we recognize organizations come to corporate responsibility from different places — not so much in terms of worthy values and intentions, but in regard to stakeholder expectations, the regulatory environment within which they operate, and entrenched cultures. Consistent with this report’s overall shared journey theme, we applaud both those who are making steps, no matter how small, as well as those who serve as models to emulate.

Deloitte strives to lead in all that we do. We are building upon the foundation of last year’s initial Global Reporting Initiative (GRI) report. We pledge to continue to stretch ourselves in the years to come.

**Global Reporting Initiative**
This is our second time using the GRI framework. As detailed in the GRI Application Level Check Statement, we applied GRI G3 Guidelines to assess our progress which, as confirmed by GRI, was executed at the B level.

**Greenhouse Gas Emissions Inventory**
While only the first step, determining its carbon footprint is, on judgment, essential for any organization to maintain a viable sustainability program. The process is arduous, but rewarding in terms of learning and as a basis for evaluation. Importantly, measuring our emissions inventory provides information and insight necessary to set credible reduction targets.

**Approach**
With fiscal 2011 data in hand, we now know our carbon footprint for the last three fiscal years. Using a fiscal (versus calendar) time frame allows reporting periods to align with how we record our financial performance. The primary standard applied was the Greenhouse Gas (GHG) Protocol from the World Business Council for Sustainable Development and the World Resources Institute. Also examined for guidance were ISO 14064-1 and The Climate Registry’s General Reporting Protocol. Direction for our efforts aligned with the principles of relevance, completeness, consistency, transparency, and accuracy. Since we want to know the full spectrum of our impact, both direct and indirect emissions were aggregated as follows:

- **Scope 1** — direct emissions owned or controlled by Deloitte, primarily natural gas combustion
- **Scope 2** — primarily electricity, but also district cooling and purchased steam
- **Scope 3** — primarily transportation and lodging, but also paper
Insight Highlights
Overall fiscal 2011 greenhouse gas emissions were measured at 380,129 metric tonnes (MT) of carbon dioxide equivalents (MT CO₂e), which translates to 7.66 metric tonnes per person. Compared to a year ago, both total and per-person (full-time equivalent) emissions were higher at +16.2% and +6.7%, respectively. Emissions by scope were as follows:

- **Direct emissions:** Scope 1 — 8,021 MT CO₂e
- **Indirect emissions from purchased electricity and district heating and cooling:** Scope 2 — 89,319 MT CO₂e
- **Other types of indirect emissions:** Scope 3 — 282,788 MT CO₂e

Activities in Scope 3 tabulation include air travel, lodging, taxis, car rentals, car services, employee car use when driven for business (exclusive of commuting); rail, bus, and subway travel for business (exclusive of commuting); employee commuting in India provided by the organization; and paper. During fiscal 2011, the areas mostly responsible for the emissions increase were air travel and hotel lodging, both large in the absolute and up more than 27% from a year ago.

As a professional services organization, it is not surprising that most emissions during fiscal 2011 were in the Scope 3 (other indirect) category (282,788 MT or 74 percent of total), and most of that reflects air travel, the largest portion of our overall carbon footprint (179,926 MT or 47 percent of total). For our organization, travel is to a large extent unavoidable and is often associated with headcount and revenue growth as experienced in fiscal 2011. However, we intend to take a closer look at alternatives to travel that will meet both our client needs and our desire to reduce travel-related emissions. The other major element of our carbon footprint is our use of electricity (at 85,173 MT or 22 percent of total GHG emissions). This is a continued area of focus for our Greening the dot programs.

Our goal is to reduce emissions, not just slow their increase. Accordingly, we believe that a commitment to reduction targets and, to an extent, culture change is required to alter behavior in the areas of non-essential travel and lodging. These two areas are related as Deloitte’s performance-based culture responds well to self-imposed targets. Accordingly, a major ambition for fiscal 2012 is to establish appropriate carbon emissions reduction targets.
About this Report

Background
This is our fourth annual Corporate Responsibility Report. It covers the past fiscal year from June 2010 - May 2011. However, items worthy of note from the second half of calendar 2011 are also included, particularly in the Deloitte-in-Review section (online at http://public.deloitte.com/media/0146/2011_cr_annual_report/cr_yir.html).

Each year, we have chosen a theme for the annual report that we believe has particular meaning as to where Deloitte is along the path toward responsibility and sustainability. Although each theme was determined at a specific stage of understanding and expectation, looking back on the themes an evolution is evident.

First Report (fiscal 2008) — “We are defined by our responsibilities.”
Following the approval of the Corporate Responsibility Policy by the Board of Directors of Deloitte LLP on August 29, 2007, we acknowledged that the responsibilities by which we hold ourselves accountable do indeed define who we are. This applies not only to how we see ourselves and what we aspire to be, but also how we are viewed by others.

Second Report (fiscal 2009) — “…through the actions of many.”
After our first full fiscal year under the Corporate Responsibility Policy as well as our Greening the dot sustainability program, we paid tribute to all at Deloitte who make responsible decisions every day. Further, we wanted to recognize both collaboration among the components of corporate responsibility (CR) within Deloitte and the many passionate volunteers who stepped forward to make our national greening initiatives a reality at the ground level.

Third Report (fiscal 2010) — “Responsibility is our business.”
The rationale that supports investment in CR is and will likely always be a combination of “doing the right thing” and “doing what’s good for the business.” Consistent with the naming of our Corporate Responsibility Policy (rather than CSR or Corporate Social Responsibility Policy), we believe CR, and consideration of the wider society, is a business imperative with bottom-line impact. In short, we believe that responsibility is our business.

The Corporate Responsibility at Deloitte section of this report provides a full explanation of this year’s theme, but, briefly, it focuses on the “shared” nature of value and values within the CR community and specifically within Deloitte.

Coverage: Scope and Boundaries
This report covers the activities of Deloitte, including the four major function-specific subsidiaries through which we deliver client services — Deloitte & Touche LLP, Deloitte Consulting LLP, Deloitte Financial Advisory Services LLP, and Deloitte Tax LLP. It also includes the activities of our internal support services subsidiary, Deloitte Services LP. These subsidiaries operate in the United States and four cities in India. The quantitative and qualitative information in this report cover Deloitte LLP and the activities of its subsidiaries in both countries. Data pertaining to facilities (environmental indicators on energy and emissions) are reported on the basis of operational control.
As described in the About Deloitte and Global Collaboration sections of this report, Deloitte LLP is the U.S. member firm of the Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. Because of how the DTTL member firms interact, this report references DTTL insights, initiatives, and policies that are applicable to Deloitte. Note that a separate corporate responsibility report is issued by DTTL, which addresses global activities, including those of Deloitte.

Stakeholder Engagement
This report aims at both an internal and external audience. Internally, this report helps our people to understand and celebrate the contributions of CR–related initiatives throughout the organization and to encourage their continued engagement. Externally, this report is a demonstration of the breadth of our commitment to CR in its many forms.

The Corporate Responsibility Policy and the DTTL materiality analysis provide overall identification and direction regarding stakeholder considerations. Because the specific content of the sections of this report was determined by those who are directly accountable, what is written is informed through interaction with stakeholders in their respective areas within Deloitte and beyond. Engagement with stakeholder groups occurs on a continual basis, whether daily or through periodic formal and informal surveys, presentations, and forums. A comprehensive summary demonstrating the broad scope of Deloitte relationships can be found in the Stakeholder Engagement table.

Although the annual Talent Survey is most notable, there are numerous opportunities for the voice of our people to be heard at the highest leadership levels. Further, periodic satisfaction studies determine the strength of the client relationship and means for improvement. Deloitte’s extensive community involvement program fosters connections with our neighbors and worthy organizations that benefit from our participation. Deloitte supports productive industry associations and professional bodies where appropriate.

Lastly, we would note that the increasing volume of surveys and requests for proposals (RFPs) from current and prospective clients requesting CR and sustainability information sends a clear message that good intentions are not enough. More and more, the expectation is that formal programs and policies be in place to manage sustainable actions.

An example from each of the sections within this report highlights regarding how we have responded to stakeholder interests and concerns over the past fiscal year follows:

Our Values: Ethics & Compliance — We recognize that it is important to prepare our people to make sound, ethical decisions. Therefore, we launched four mandatory training programs in fiscal 2011 that cover independence, insider trading, confidentiality, ethics, social media and certain compliance matters such as privacy, and the reporting of time and expenses.

Our People: Talent — We recognize that leadership qualities are important at all levels of our operation. Therefore, we have sought to create an environment where leaders thrive, with the recent opening of Deloitte University as the keystone of our development programs.
Our Clients: Sustainability & Climate Change (S&CC) services — We recognize that the marketplace demands responses to strategic sustainability issues. Therefore, we are focusing our S&CC resources in the areas of supply chain, energy management, water, and reporting.

Our Community: Community Involvement — We recognize that the most impact we can have in supporting communities is to share our skills and talents. Therefore, we have deployed skills-based giving and executed a robust pro bono program.

Our World: Sustainability — We recognize that without knowing the impact of our actions on the environment, there can be little progress in altering behavior. Therefore, we have improved our efforts to measure our carbon footprint, and are determined to establish reduction targets.

Internal Operations: Workplace Services and Technology — We recognize that sustainability applies not just to actions and processes, but also to our physical surroundings. Therefore, we are continually increasing the amount of office space that is LEED (Leadership in Energy & Environmental Design) certified at a high level.

Global Collaboration — We recognize that about half of the world’s young people don’t have the necessary skills to succeed in the 21st century. Therefore, we contribute to DTTL’s Deloitte21 program which seeks to support the underserved with an educational opportunity to acquire relevant marketplace skills.

Content: Materiality and Execution
Like previous reports, content selection and execution strive to be relevant, informative, viewer friendly, and to respect the environment.

Materiality
The focus of this report is corporate responsibility and sustainability. The sections about the various components of CR are told by those who lead and serve in those areas, in their own words. Accordingly, the topics mentioned represent what leaders view, through interaction with stakeholders, as being most meaningful in their areas of responsibility. We believe this process results in a digestible message that clearly and succinctly informs, and also exemplifies aspirations and accomplishments within the scope of corporate responsibility. We do note, however, that the larger context of our operations is referred to in the About Deloitte and in the Global Reporting Initiative (GRI) Index sections.

In determining the composition of this report to best communicate the commitment of Deloitte to corporate responsibility, we are guided by both formal policy and ongoing stakeholder engagement.
Specifically, after comprehensive internal consideration and leadership review, the Corporate Responsibility Policy was approved by the Board in 2007. The policy formally proclaims that “we will promote human dignity and ethical behavior, advance learning and culture, and advocate the sustainable use of natural resources and the environment.” The policy then states that these actions will be demonstrated through investments in our people, the value we provide clients, our internal operations, and community involvement — each of which is covered under its own major section within this report.

DTTL, of which Deloitte LLP is a member firm, determined key areas of materiality for their annual Corporate Responsibility Report, aided by stakeholder interaction over the last few years. We acknowledge the relevance of those materiality areas to Deloitte. Based on consideration of two key variables — concern to stakeholders and impact on Deloitte — the issues we judged to be of high materiality for Deloitte that are covered in this report are:

- Ethics & integrity
- Employee development
- Client satisfaction
- Diversity & fair treatment
- Education for underserved
- Governance, risk & compliance
- CR commitment from leadership
- Carbon emissions and energy use

Execution
In harmony with our desire to be sustainable in everything we do, this report is meant to be viewed online. There is an abbreviated PDF version available that could be printed, but unless necessary we’d rather you not. Instead, enjoy the benefits that electronic communication offers to convey a message that moves, talks, and links — with minimal effect on the environment. Lastly, in regard to execution, we note that, as with previous reports, only existing images and videos have been used.

Navigation
Our preferred online format aligns with the way most people read annual reports — in bite-size segments rather than at one sitting. Accordingly, each slice of CR conveys a mixture of unique perspectives coupled with recurring themes, accomplishments, and activities (such as Deloitte University) relevant to all of the components of corporate responsibility at Deloitte. Further, since we believe viewers will typically not read from beginning to end, each section sometimes repeats necessary definitions (such as for Deloitte Touche Tohmatsu Limited).
Our CR policy, the message from our CEO, the interview with our corporate responsibility officer, and a view of corporate responsibility at Deloitte frames our strategic approach, highlights our accomplishments, and recognizes both the opportunities and challenges that lie ahead.

Among the sections representing the expressions of CR, in addition to the perspectives and insights of the leaders responsible, you’ll also find a Want to Know More? segment, which contains links to additional information and/or videos.

We strongly recommend browsing through Deloitte-in-Review which references approximately 125 events that have been selected to discern the pulse and personality of CR at Deloitte over the course of the last 18 months, including fiscal 2011. The featured quotes within the DIR section express views on the wide spectrum of corporate responsibility at Deloitte.

The About Deloitte section provides details regarding organization and governance; and there is also an Awards/Recognition section, which we use as a benchmark of how we are doing based on third-party assessments.

The Reporting section and Performance Data table contain performance metrics; followed by a robust GRI Index.

As mentioned previously, a Stakeholder Engagement table summarizes the breath of Deloitte’s relationships.

Year after year we have strived to increase the transparency and relevance of our Corporate Responsibility Report. As part of that progression, we anticipate seeking external assurance for future reports.

Feedback
In a sense, this report is a conversation between the leaders who are part of CR at Deloitte and you. We’d like to continue the dialogue. Your comments and feedback are most welcome. Please let us know what you think by contacting us at U.S. Corporate Responsibility.
Organization
For more than 100 years, clients have relied on Deloitte and its predecessor organizations for services to meet their ever-changing needs. We are a leader today because throughout our history we have strived to not only sustain our clients’ trust and exceed their expectations, but more broadly serve the investing public and protect the capital markets. Our performance reflects both value and values. Deloitte delivers value within the context of the marketplace and capital markets; and our long-held Shared Values are demonstrated in our relationships with our people, clients, suppliers, and the wider communities where we live and work.

Deloitte LLP is the U.S. member firm of Deloitte Touche Tohmatsu Limited (DTTL). Like DTTL, Deloitte LLP does not provide services to clients. Instead, services in the U.S. are provided by the subsidiaries of Deloitte LLP.

Deloitte LLP’s subsidiaries rank among the nation’s leading professional services firms in audit, consulting, financial advisory services, risk management, and tax in six core industries, which comprise 20 priority sectors. Deloitte has a workforce of 51,262 professionals, including 4,419 partners, principals and directors (P/P/Ds), in more than 100 offices, including four in India; and six regions. Deloitte’s headquarters is located in New York, New York. Deloitte recorded $11.939 billion in U.S. revenues for the fiscal year ended May 31, 2011 (i.e. fiscal 2011).

Noteworthy from a resources standpoint, during fiscal 2011 a major new office, in Gurgaon (New Delhi), was added in India. Further, at the end of fiscal 2011, Deloitte regions within the United States were consolidated from seven to five, in order to strengthen our performance, improve our strategic positioning, and drive growth.

Deloitte LLP helps coordinate the activities of its subsidiaries. Deloitte LLP and its subsidiaries are separate and distinct legal entities. Each of these subsidiaries is organized under Delaware law, is separately capitalized, has its own chairman and CEO and board of directors, and provides a distinct array of services.

Known as an employer of choice for innovative human resources programs, Deloitte is dedicated to helping clients and people excel. Within the context of overall organization performance, P/P/Ds and professionals are compensated as determined through an annual evaluation of achievement of key objectives and goals and the demonstration of aligned competencies.

About Deloitte
Goverance

The Board of Directors of Deloitte LLP (the “Board”) provides oversight and guidance to the management of Deloitte LLP toward the goal of sustaining the culture and achieving the vision and strategic priorities of Deloitte. Led by Chairman Punit Renjen, the Board is composed of 21 senior Deloitte partners and principals, including Deloitte LLP CEO Joe Echevarria and DTTL CEO Barry Salzberg. Board members are knowledgeable about key areas affecting Deloitte performance and long-term vitality. As partners and principals of the organization, board members are held to the same rigorous standards and policies regarding independence, ethics and compliance that all personnel are required to adhere to at Deloitte.

The Board’s performance evaluation process is robust, including an annual pulse survey among P/P/Ds as well as a thorough year-end assessment. There are also self-assessments, peer assessments, and committee assessments. Board member development benefits from new member orientation and outside specialists.

Board focus during fiscal 2011 included investment in Deloitte Audit, an enhanced, transformational audit platform, which demonstrates the Board’s continued commitment to the public interest in high-quality audit services.

Quality, risk management, and independence

At Deloitte, we strive to provide “outstanding value to markets and clients.” This Shared Value aligns with a strong culture of quality in all that we do. Further, we act in compliance with the highest standards of professional conduct, industry standards, and independence requirements. To aid independence checks and compliance, systems and controls, including an up-to-date website, are used to facilitate adherence. Deloitte’s Internal Audit (IA) function identifies opportunities and develops recommendations to improve internal controls and operating efficiencies. The scope of IA’s work is to assist Deloitte leadership with monitoring our operational risk management, and governance processes and controls.

Along with targeted checks and balances, Deloitte’s commitment to managing its impacts with stakeholders and its surroundings is demonstrated in the Board-approved Corporate Responsibility Policy, established on August 29, 2007, which proclaims in part that Deloitte will “advocate the sustainable use of natural resources and the environment.”

We note that Deloitte LLP voluntarily publishes a report, Advancing Quality through Transparency, which provides the investing public and other interested parties with information about our leadership, structure and governance processes, ethical and independence standards, quality controls and external oversight, and financial information.
Deloitte Touche Tohmatsu Limited

Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee, and its network of member firms, are legally separate and independent entities. Please see www.deloitte.com/about for a detailed description of the legal structure of DTTL and its member firms.

Member firms are not subsidiaries or branch offices of DTTL and do not act as agents for DTTL or other member firms. Rather, they are locally formed entities with their own ownership structure, independent of DTTL, that have voluntarily become members of the DTTL network with a primary purpose to coordinate their approach to client service, professional standards, shared values, methodologies, and systems of quality control and risk management. To best understand DTTL fiscal 2011 performance and direction going forward, see the DTTL 2011 Annual Review.

With a globally connected network of member firms in more than 150 countries, member firms of DTTL bring strong capabilities and deep local understanding to help clients succeed wherever they operate. The approximately 182,000 professionals among the member firms of DTTL are committed to becoming the standard of excellence.
## Stakeholder Engagement Summary

### Clients

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
</table>
| **Ongoing**                                             | • Publicly traded company clients, including their audit committees and boards of directors  
• Closely held company clients  
• Government clients  
• Nonprofit clients  
• Past and potential clients | • Service needs of clients  
• Independence  
• Ethics  
• Security and privacy concerns  
• Value of trusted-advisor relationship  
• Need for industry understanding  
• Sustainability reporting | • New service offerings  
• Organizing client service around industries  
• Lead client service roles and responsibility  
• Adoption of policy regarding privacy programs and leadership  
• Information technology security policies  
• Voluntary sustainability reporting  
• Supply chain standards | • Ethics and integrity  
• Protection of investors and market  
• Anticorruption  
• Client satisfaction  
• Governance, risk, and compliance  
• CR commitment from leadership  
• Privacy and data security  
• GHG emissions and energy use |
| **Multiple times a year**                               | • Current, former, retired, and prospective partners and principals, and employees  
• Spouses/partners, children, and family members of Deloitte employees | • Job satisfaction elements  
• Work-life balance  
• Career advancement  
• Fair treatment  
• Privacy  
• Security  
• Contributions to society  
• Environmentally sustainable operations  
• Access to technology  
• Diversity  
• Ethics | • Flexible work arrangements  
• Benefits package changes  
• Extension of certain services to family members  
• Mentoring programs  
• Coaching programs  
• Opportunities for global deployments  
• Opportunities to join internal sustainability teams and competitions  
• Industry training  
• Wellness programs  
• Updates to software and hardware | • Employee, partner, and principal development  
• Retention  
• Diversity and fair treatment  
• Ethics and integrity  
• Client satisfaction  
• Privacy and data security  
• Governance, risk, and compliance  
• CR commitment from leadership  
• Protection of investors and market |
| **Annual or regular, recurring basis**                  | People survey  
Partner, principal, and director meetings | | | |

### Deloitte people and their families

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
</table>
| **Ongoing**                                             | • Internal discussions  
• Alumni network  
• Social media  
• Recruiting events  
• Exit interviews  
• Confidential ethics helpline  
• Training sessions | • Job satisfaction elements  
• Work-life balance  
• Career advancement  
• Fair treatment  
• Privacy  
• Security  
• Contributions to society  
• Environmentally sustainable operations  
• Access to technology  
• Diversity  
• Ethics | • Flexible work arrangements  
• Benefits package changes  
• Extension of certain services to family members  
• Mentoring programs  
• Coaching programs  
• Opportunities for global deployments  
• Opportunities to join internal sustainability teams and competitions  
• Industry training  
• Wellness programs  
• Updates to software and hardware | • Employee, partner, and principal development  
• Retention  
• Diversity and fair treatment  
• Ethics and integrity  
• Client satisfaction  
• Privacy and data security  
• Governance, risk, and compliance  
• CR commitment from leadership  
• Protection of investors and market |
| **Multiple times a year**                               | • Performance reviews  
• Advisory councils  
• Town-hall meetings  
• Affinity groups | | | |
| **Annual or regular, recurring basis**                  | People survey  
Partner, principal, and director meetings | | | |
### Governments, regulators, and broader society

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
</table>
| **Ongoing and/or ad hoc**                               | • National financial market regulators  
• Audit oversight bodies  
• Investing public | • Service needs of clients  
• Independence  
• Ethics  
• Security and privacy concerns  
• Value of trusted-advisor relationship  
• Need for industry understanding  
• Sustainability reporting | • Participation in advisory and advocacy groups  
• Independence policies and monitoring  
• Audit standards  
• Responses to reviews  
• Employee diversity programs  
• Supplier diversity programs  
• Issuance of transparency reports | • Protection of investors and market  
• Anticorruption  
• Public policy  
• Ethics and integrity  
• Diversity and fair treatment  
• Governance, risk, and compliance  
• Privacy and data security  
• GHG emissions and energy use |
| **Annual or regular, recurring basis**                  | • Quality/performance reviews | | | |

### Professional associations

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
</table>
| **Ongoing**                                              | • Associations of certified[chartered] accountants  
• Associations of tax professionals  
• Management consulting professional associations  
• Financial advisory professional associations | • Governance  
• Sustainable development  
• Adherence to professional performance standards  
• Standards for auditing of nonfinancial information | • Standards for engagement acceptance and performance  
• Peer reviews  
• Commentaries on proposed standards  
• Training  
• Thoughtware  
• Strategy formulation | • Public policy positions  
• Ethics and integrity  
• Governance, risk, and compliance  
• Protection of investors and market  
• Anticorruption  
• CR commitment from leadership  
• GHG emissions and energy use  
• Diversity and fair treatment |
| **Ad hoc**                                                | • Collaboration on industry white papers  
• Speaking engagements  
• Participation in development of standards | | | |
### Nonprofit organizations and community organizations

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Board representation</td>
<td>• United Way</td>
<td>• Training</td>
<td>• Skills-based volunteering</td>
<td>• Education for underserved young people</td>
</tr>
<tr>
<td>• Pro bono engagements</td>
<td>• College Summit</td>
<td>• Performance improvement</td>
<td>• Community volunteerism</td>
<td>• Diversity and fair treatment</td>
</tr>
<tr>
<td>• Collaborations</td>
<td>• Carbon Disclosure Project</td>
<td>• Funding</td>
<td>• IMPACT day</td>
<td>• Ethics and integrity</td>
</tr>
<tr>
<td>• Volunteerism</td>
<td>• Local business organizations</td>
<td>• Marketing</td>
<td>• Pro bono engagements</td>
<td>• Employee development</td>
</tr>
<tr>
<td>• Social media</td>
<td></td>
<td>• Specific agendas</td>
<td>• Foundation and firm</td>
<td>• Anti-corruption</td>
</tr>
<tr>
<td>• Electronic mail</td>
<td></td>
<td>germane to their cause (e.g., sustainability, education, water, diversity etc.)</td>
<td>monetary and in-kind gifts</td>
<td>• CR commitment from leadership</td>
</tr>
<tr>
<td>• Meetings and conferences</td>
<td></td>
<td>• Local business promotion</td>
<td>• Voluntary sustainability reporting</td>
<td>• Privacy and data security</td>
</tr>
<tr>
<td>• Speaking engagements</td>
<td></td>
<td>• Transparency in reporting</td>
<td></td>
<td>• GHG emissions and energy use</td>
</tr>
</tbody>
</table>

### Multi-stakeholder organizations

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Steering committee memberships</td>
<td>• United Nations</td>
<td>• Establishment of and adherence to national norms</td>
<td>• Ethics and integrity</td>
<td>• Anticorruption</td>
</tr>
<tr>
<td>• Organizational stakeholder meetings</td>
<td>• World Business Council for Sustainable Development</td>
<td>• Understanding of frameworks and initiatives</td>
<td>• Public policy</td>
<td>• Protection of investors and market</td>
</tr>
<tr>
<td>• International Integrated Reporting Committee</td>
<td>• Global Reporting Initiative</td>
<td>• Economic, social, and humanitarian development</td>
<td>• Diversity and fair treatment</td>
<td>• GHG emissions and energy use</td>
</tr>
<tr>
<td>• Cross-industry business alliances</td>
<td>• Climate RESOLVE</td>
<td>• Working toward integrated reporting for Deloitte</td>
<td>• Education for underserved young people</td>
<td>• Water use</td>
</tr>
<tr>
<td>• Business Roundtable</td>
<td>• College Summit</td>
<td>• Voluntary reporting on sustainability</td>
<td>• Governance, risk, and compliance</td>
<td>• Biodiversity</td>
</tr>
<tr>
<td>• Cross-industry business alliances</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Suppliers

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td>Software suppliers</td>
<td>Purchase volumes</td>
<td>Establishment of alliances</td>
<td>Ethics and integrity</td>
</tr>
<tr>
<td></td>
<td>Hardware suppliers</td>
<td>Purchase projections</td>
<td>Establishment of preferred vendors</td>
<td>Diversity and fair treatment</td>
</tr>
<tr>
<td></td>
<td>Travel service suppliers</td>
<td>Pricing</td>
<td>Establishment of green purchasing practices</td>
<td>Privacy and data security</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Certainty</td>
<td>Contracts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opportunities for (mutual) sustainable solutions</td>
<td>Supply chain audits</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Opportunities for collaboration</td>
<td></td>
<td></td>
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</tbody>
</table>

### Analysts

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td>Forrester</td>
<td>Capabilities</td>
<td>Improved performance</td>
<td>Client satisfaction</td>
</tr>
<tr>
<td></td>
<td>Gartner</td>
<td>Growth</td>
<td>New service lines</td>
<td>Ethics and integrity</td>
</tr>
<tr>
<td></td>
<td>IDC</td>
<td>Leadership</td>
<td>Strategy refresh</td>
<td>Governance, risk, and compliance</td>
</tr>
<tr>
<td></td>
<td>Kennedy Information</td>
<td>Innovation</td>
<td>Innovation programs</td>
<td>Anticorruption</td>
</tr>
<tr>
<td></td>
<td>Verabantix</td>
<td></td>
<td></td>
<td>CR commitment from leadership</td>
</tr>
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</table>

### Educational institutions/academia

<table>
<thead>
<tr>
<th>Engagement approach and typical frequency of interaction</th>
<th>Sample of representative members</th>
<th>Sample topics</th>
<th>Types of response</th>
<th>Areas of high concern</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ongoing</strong></td>
<td>Prospective new hires</td>
<td>Subject matter knowledge</td>
<td>Their Future is Our Future</td>
<td>Education for underserved young people</td>
</tr>
<tr>
<td></td>
<td>Faculty</td>
<td>New knowledge</td>
<td>Matching gifts</td>
<td>Ethics and integrity</td>
</tr>
<tr>
<td></td>
<td>Researchers</td>
<td>New perspectives</td>
<td>Guest lecturers</td>
<td>Diversity and fair treatment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Leading research</td>
<td>Funding</td>
<td>Employee development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Career placement</td>
<td></td>
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</tr>
</tbody>
</table>
Performance Data

Please see previous reports for fiscal 2010 and fiscal 2009 performance data.

- Deloitte (US) Fiscal 2009 Corporate Responsibility Report, published in October 2010

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue ($ in millions)</td>
<td>$11,939</td>
<td>$10,938</td>
<td>$10,722</td>
</tr>
<tr>
<td><strong>Breakdown by function-specific subsidiaries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit &amp; Enterprise Risk Services</td>
<td>32%</td>
<td>34%</td>
<td>37%</td>
</tr>
<tr>
<td>Consulting</td>
<td>44%</td>
<td>41%</td>
<td>34%</td>
</tr>
<tr>
<td>Tax</td>
<td>20%</td>
<td>21%</td>
<td>24%</td>
</tr>
<tr>
<td>Financial Advisory Services</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>Aggregate community investments including donations, in-kind contributions, volunteering, and pro bono services ($ in millions)</td>
<td>$98</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Employee compensation and benefits as a percentage of revenue</td>
<td>45%</td>
<td>44%</td>
<td>43%</td>
</tr>
</tbody>
</table>
## People

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total people (full-time equivalents)</td>
<td>51,262</td>
<td>45,730</td>
<td>42,637</td>
</tr>
<tr>
<td><strong>By level (full time equivalents)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partners, principals, and directors</td>
<td>4,419</td>
<td>4,295</td>
<td>4,246</td>
</tr>
<tr>
<td>Senior managers</td>
<td>4,851</td>
<td>4,476</td>
<td>4,187</td>
</tr>
<tr>
<td>Managers</td>
<td>6,604</td>
<td>5,849</td>
<td>5,511</td>
</tr>
<tr>
<td>Senior staff</td>
<td>10,365</td>
<td>9,017</td>
<td>9,328</td>
</tr>
<tr>
<td>Professional staff</td>
<td>14,948</td>
<td>12,934</td>
<td>10,333</td>
</tr>
<tr>
<td>Administrative professionals (non-client service professionals)</td>
<td>10,075</td>
<td>9,159</td>
<td>8,762</td>
</tr>
<tr>
<td><strong>By region (full time equivalents)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td>39,612</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>India</td>
<td>11,650</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>By employment status (including partners and principals)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td>51,294</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Part time</td>
<td>977</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Non-temporary employees</td>
<td>52,036</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Fixed-term or temporary contract employees</td>
<td>4,161</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>By diversity measures (all Deloitte U.S. Firms / Deloitte LLP Board of Directors)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>59% / 71%</td>
<td>58% / n/a</td>
<td>57% / n/a</td>
</tr>
<tr>
<td>Women</td>
<td>41% / 29%</td>
<td>42% / n/a</td>
<td>43% / n/a</td>
</tr>
<tr>
<td>Minority (Defined as United States-based personnel whose race is not White)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age 30 and younger</td>
<td>46% / 0%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Between 30 and 50 years old</td>
<td>45% / 33%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Age 50 and older</td>
<td>9% / 67%</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Training

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average reported learning hours per person (all levels)</td>
<td>65</td>
<td>55</td>
<td>60</td>
</tr>
</tbody>
</table>

### By level

<table>
<thead>
<tr>
<th>Role</th>
<th>Fiscal 2011</th>
<th>Fiscal 2010</th>
<th>Fiscal 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partners, principals, and directors</td>
<td>46</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Senior managers</td>
<td>53</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Managers</td>
<td>77</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Staff (including administrative staff)</td>
<td>81</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Environmental sustainability

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GHG emissions per full-time employee (FTE)</td>
<td>7.66 MT CO₂e</td>
<td>7.24 MT CO₂e</td>
<td></td>
</tr>
<tr>
<td>Aggregate greenhouse gas emissions</td>
<td>380,129 MT CO₂e</td>
<td>326,879 MT CO₂e</td>
<td></td>
</tr>
</tbody>
</table>

### GHG emissions by scope

- **Scope 1: direct GHG emissions**
  - 2011: 8,021 MT CO₂e
  - 2010: 6,990 MT CO₂e
- **Scope 2: electricity/heating/cooling indirect GHG emissions**
  - 2011: 89,319 MT CO₂e
  - 2010: 89,696 MT CO₂e
- **Scope 3: other indirect GHG emissions**
  - 2011: 282,788 MT CO₂e
  - 2010: 230,194 MT CO₂e

### GHG emissions by major source

- **Buildings: electricity**
  - 2011: 85,173 MT CO₂e
  - 2010: 86,861 MT CO₂e
- **Buildings: other sources**
  - 2011: 12,167 MT CO₂e
  - 2010: 9,819 MT CO₂e
- **Business travel: air travel**
  - 2011: 179,926 MT CO₂e
  - 2010: 141,153 MT CO₂e
- **Business travel: other sources**
  - 2011: 99,154 MT CO₂e
  - 2010: 84,839 MT CO₂e
- **Resources**
  - 2011: 3,708 MT CO₂e
  - 2010: 4,201 MT CO₂e

### Direct energy consumption by primary energy source

- **Source: natural gas**
  - 2011: 30 terajoules
  - 2010: 34 terajoules
- **Source: diesel**
  - 2011: 10 terajoules
  - 2010: 18 terajoules

### Indirect energy consumption by primary source

- **Source: electricity**
  - 2011: 520 terajoules
  - 2010: 523 terajoules
- **Source: district heating and cooling**
  - 2011: 56 terajoules
  - 2010: 55 terajoules

### Material usage

- **Paper used**
  - 2011: 1,394 short tons of copier paper
- **Recycled content of paper used**
  - 2011: 6% of recycled input materials used based on estimate of recycled content in paper

*Note: Numbers may not tally to the total because of rounding.*
We value third-party recognition. Not so much for the eminence — although we do take pride in what we do — but more as a benchmark comparison with our peers that brings learning and motivates improvement.

During fiscal 2011, Deloitte has received many awards among all elements of corporate responsibility. A few are mentioned within the various sections of this report.

The awards that follow are specific to our overall corporate responsibility and sustainability programs.

### Awards/Recognition

<table>
<thead>
<tr>
<th>2011</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2011</td>
<td>March 2011</td>
</tr>
<tr>
<td>PR Hall of Fame for the Greening the dot campaign</td>
<td>Best in Workplace Innovation for the Greening the next generation</td>
</tr>
</tbody>
</table>

Please consider the environment before printing.
2008

March 2009  February 2009  October 2008

Worldwide first runner-up for best first-time corporate responsibility report by CorporateRegister.com

Best Corporate Social Responsibility (CSR) Employee Relations Program (co-winner) by PRNews for Greening the dot

International bronze award for overall web/intranet communication conducted by the League of American Communications Professionals (only category winner focused on CSR)

Named one of the top 50 U.S. companies on the 2008 Corporate Social Responsibility Index (CSRI), a listing that links public perception of corporate responsibility to reputation, by the Boston College Center for Corporate Responsibility and the Reputation Institute
Global Reporting Initiative (GRI) Content Index

This index provides references to the parts of the report where readers can find information relating to Global Reporting Initiative (GRI) performance indicators. As detailed in the online GRI Application Level Check Statement, we applied GRI G3 Guidelines to assess our progress, which, as confirmed by GRI, was executed at the B level.

### 1.0 - Strategy and Analysis

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.</td>
<td>Yes</td>
<td>Message from the CEO: Joe Echevarria</td>
</tr>
<tr>
<td>1.2 Description of key impacts, risks, and opportunities.</td>
<td>Yes</td>
<td>About Deloitte (Organization and Quality, Risk Management, and Independence headings); and DTTL CR Report (p. 23–24)</td>
</tr>
</tbody>
</table>

### 2.0 - Organizational Profile

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Name of the organization.</td>
<td>Yes</td>
<td>About our Organization (Learn More heading)</td>
</tr>
<tr>
<td>2.2 Primary brands, products, and/or services.</td>
<td>Yes</td>
<td>About Deloitte</td>
</tr>
<tr>
<td>2.3 Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.</td>
<td>Yes</td>
<td>About our Organization (Learn More heading)</td>
</tr>
<tr>
<td>2.4 Location of the organization’s headquarters.</td>
<td>Yes</td>
<td>About Deloitte (Organization heading)</td>
</tr>
<tr>
<td>2.5 Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.</td>
<td>Yes</td>
<td>About Deloitte (Organization heading)</td>
</tr>
<tr>
<td>2.6 Nature of ownership and legal form.</td>
<td>Yes</td>
<td>About our Organization (Learn More heading)</td>
</tr>
<tr>
<td>2.7 Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).</td>
<td>Yes</td>
<td>About Deloitte (Organization heading), About our Organization</td>
</tr>
<tr>
<td>2.8 Scale of reporting organization, including: - Number of employees; - Net sales (for private sector organizations) or net revenues (for public sector organizations); - Total capitalization broken down in terms of debt and equity (for private sector organizations); and - Quantity of products or services provided.</td>
<td>Yes</td>
<td>About Deloitte (Organization heading) and Performance data – Financial metrics table</td>
</tr>
<tr>
<td>GRI performance indicator</td>
<td>Inclusion</td>
<td>Location or disclosure</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>2.9 Significant changes during the reporting period regarding its size, structure, or ownership including: - The location of, or changes in operations, including facility openings, closings, and expansions; and - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).</td>
<td>Yes</td>
<td>About Deloitte (Organization heading)</td>
</tr>
<tr>
<td>2.10 Awards received in the reporting period.</td>
<td>Yes</td>
<td>Awards/Recognition and Deloitte Awards</td>
</tr>
</tbody>
</table>

### 3.0 - Report Parameters

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Reporting period (e.g., fiscal/calendar year) for information provided.</td>
<td>Yes</td>
<td>About this Report (Background heading)</td>
</tr>
<tr>
<td>3.2 Date of most recent previous report (if any).</td>
<td>Yes</td>
<td>Performance data (Introductory paragraph)</td>
</tr>
<tr>
<td>3.3 Reporting cycle (annual, biennial, etc.).</td>
<td>Yes</td>
<td>About this Report (Background heading)</td>
</tr>
<tr>
<td>3.4 Contact point for questions regarding the report or its contents.</td>
<td>Yes</td>
<td>About this Report (Feedback heading)</td>
</tr>
</tbody>
</table>

### Report Scope and Boundary

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5 Process for defining report content, including: - Determining materiality; - Prioritizing topics within the report; and - Identifying stakeholders the organization expects to use the report.</td>
<td>Yes</td>
<td>About this Report (Stakeholders Engagement and Materiality headings), and DTTL CR Report (p. 7)</td>
</tr>
<tr>
<td>3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.</td>
<td>Yes</td>
<td>About this Report (Coverage: Scope and Boundaries heading)</td>
</tr>
<tr>
<td>3.7 State any specific limitations on the scope or boundary of the report.</td>
<td>Yes</td>
<td>About this Report (Coverage: Scope and Boundaries heading)</td>
</tr>
<tr>
<td>3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.</td>
<td>Yes</td>
<td>About this Report (Coverage: Scope and Boundaries heading)</td>
</tr>
<tr>
<td>3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.</td>
<td>Yes</td>
<td>About this Report, and Reporting sections</td>
</tr>
<tr>
<td>3.10 Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business measurement methods).</td>
<td>Yes</td>
<td>No material restatements of information from previous years</td>
</tr>
<tr>
<td>GRI performance indicator</td>
<td>Inclusion</td>
<td>Location or disclosure</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.</td>
<td>Yes</td>
<td>About this Report (Coverage: Scope and Boundaries heading)</td>
</tr>
<tr>
<td>3.12 Table identifying the location of the Standard Disclosures in the report.</td>
<td>Yes</td>
<td>Global Reporting Initiative Index</td>
</tr>
<tr>
<td><strong>Assurance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.13 Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).</td>
<td>Yes</td>
<td>About this Report</td>
</tr>
</tbody>
</table>

### 4.0 - Governance, Commitments, and Engagement

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.</td>
<td>Yes</td>
<td>About Deloitte (Governance heading); and Deloitte LLP 2011 Advancing quality through transparency report (pp. 8-9) There are eight committees responsible for key specific tasks, covering governance, leader succession, evaluation, earnings and benefits, risk, strategic investments, global, and finance and audit</td>
</tr>
<tr>
<td>4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization’s management and the reasons for this arrangement).</td>
<td>Yes</td>
<td>Yes, the chairman of the Board of Directors, Deloitte LLP (the “Board”) is an executive chairman (compensated by the Board) and active partner in the organization, who continues to serve clients.</td>
</tr>
<tr>
<td>4.3 For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.</td>
<td>Yes</td>
<td>Zero. All members of the board are active partners or principals of the organization</td>
</tr>
<tr>
<td>4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.</td>
<td>Yes</td>
<td>About Deloitte (Stakeholders Engagement and Governance heading) To keep employees informed and to encourage feedback and dialogue, Board agendas go out to all partners, principals, and directors prior to each meeting, and meeting summaries are communicated after each meeting. The Board welcomes employee input for consideration.</td>
</tr>
<tr>
<td>4.5 Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization’s performance (including social and environmental performance).</td>
<td>Yes</td>
<td>Deloitte LLP 2011 Advancing quality through transparency report (pp. 9, 42-43) The Board has an Evaluation and Compensation Committee, which evaluates and determines the compensation of the CEO and chairman. A disciplined goal-setting, self-assessment, and performance evaluation process is executed throughout the organization.</td>
</tr>
<tr>
<td>GRI performance indicator</td>
<td>Inclusion</td>
<td>Location or disclosure</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided.</td>
<td>Yes</td>
<td>Deloitte LLP 2011 Advancing quality through transparency report (pp. 12-19) The Board has adopted policies and guidance to identify and resolve potential conflicts of interest, acceptance of client engagements, relationships with third parties, and conflicts relating to independence. The Risk Committee of the Board reviews the risk profiles of our various businesses.</td>
</tr>
<tr>
<td>4.7 Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization’s strategy on economic, environmental, and social topics.</td>
<td>Yes</td>
<td>Deloitte LLP 2011 Advancing quality through transparency report (pp. 12-14) The Nominating Committee of the Board identifies candidates, taking into consideration geographic, functional, and experiential diversity.</td>
</tr>
<tr>
<td>4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.</td>
<td>Yes</td>
<td>Corporate Responsibility at Deloitte, and Values/Ethics; and Deloitte LLP 2011 Advancing quality through transparency report (pp. 15-21)</td>
</tr>
<tr>
<td>4.9 Procedures of the highest governance body for overseeing the organization’s identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.</td>
<td>Yes</td>
<td>About Deloitte (Quality, Risk Management, and Independence heading); and Deloitte LLP 2011 Advancing quality through transparency report (pp. 12-21)</td>
</tr>
<tr>
<td>4.10 Processes for evaluating the highest governance body’s own performance, particularly with respect to economic, environmental, and social performance.</td>
<td>Yes</td>
<td>About Deloitte (Governance heading); and Deloitte LLP 2011 Advancing quality through transparency report (pp. 12-14)</td>
</tr>
</tbody>
</table>

**Commitments to External Initiatives**

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization.</td>
<td>Yes</td>
<td>About Deloitte (Quality, Risk Management, and Independence heading), and Corporate Responsibility Policy</td>
</tr>
<tr>
<td>4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.</td>
<td>Yes</td>
<td>About Deloitte, Our World (In the marketplace heading), and Global Collaboration</td>
</tr>
<tr>
<td>4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: - has positions in governance bodies; - participates in projects or committees; - provides substantive funding beyond routine membership dues; - views membership as strategic.</td>
<td>Yes</td>
<td>About Deloitte, Our World (In the marketplace heading), and DTTL Collaboration</td>
</tr>
</tbody>
</table>
### GRI performance indicator

<table>
<thead>
<tr>
<th></th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholder Engagement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.14 List of stakeholder groups engaged by the organization.</td>
<td>Yes</td>
<td>About this Report (Stakeholders Engagement heading), Our Clients, Our World, and Global Collaboration</td>
</tr>
<tr>
<td>4.15 Basis for identification and selection of stakeholders with whom to engage.</td>
<td>Yes</td>
<td>About this Report (Stakeholders Engagement and Materiality heading), and DTTL 2011 CR Report (p. 33)</td>
</tr>
<tr>
<td>4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. Also please indicate the principles formulated at corporate level that guide your company’s stakeholder engagement at site level. Please attach/provide supporting documents or indicate website.</td>
<td>Yes</td>
<td>About this Report (Stakeholders Engagement and Materiality heading), Our Clients, Our World, and Global Collaboration</td>
</tr>
<tr>
<td>4.17 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.</td>
<td>Yes</td>
<td>About this Report (Stakeholders Engagement heading), Our Clients, Our World, and Global Collaboration</td>
</tr>
</tbody>
</table>

### 5.0 - Management Disclosures

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Performance Indicators</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISCLOSURE ON MANAGEMENT APPROACH Provide a concise disclosure on the Management Approach items outlined below with reference to the following Economic Aspects: Economic Performance; Market Presence; and Indirect Economic Impacts.</td>
<td>Yes</td>
<td>About this Report and About Deloitte; and Deloitte LLP 2011 Advancing quality through transparency report (pp. 44-45)</td>
</tr>
</tbody>
</table>

#### Aspect: Economic Performance

| EC1 | Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments. | Partial | Performance data - Financial metrics table |
| EC2 | Financial implications and other risks and opportunities for the organization’s activities due to climate change. | Partial | |

Risks and opportunities posed to Deloitte by climate change that have potential financial implications include physical risks to facilities in which Deloitte operates due to weather events, regulatory risk, and reputational risk. Through Deloitte’s Sustainability & Climate Change service offerings, as described in the Our Clients section, Deloitte also has opportunities related to serving clients as they respond to climate change risks and opportunities.

Deloitte has quantitatively estimated the financial implications of some of the opportunities but considers this information proprietary. Deloitte has not quantitatively assessed the financial implications of the risks. For a detailed explanation of risks and opportunities, please refer to questions 5 and 6 in the DTTL Carbon Disclosure Project response available at: https://www.cdproject.net/Sites/2011/28/4528/Investor%20CDP%202011/Pages/DisclosureView.aspx.
### GRI performance indicator

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
<th>Inclusion</th>
<th>Location or disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>EC3 Coverage of the organization’s defined benefit plan obligations.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>EC4 Significant financial assistance received from government.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Aspect: Market Presence</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.</td>
<td>Partial</td>
<td>Supplier Diversity</td>
</tr>
<tr>
<td>EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Aspect: Indirect Economic Impacts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.</td>
<td>Yes</td>
<td>Our Community, Performance data-Financial metrics table. Given the geographical breadth of Deloitte, community needs assessments are taken into account in planning events such as IMPACT DAY. In addition, Deloitte aligns its community investment activities with the broader initiatives of DTTL and as such has included activities related to underserved young people as part of the Deloitte21 initiative.</td>
</tr>
<tr>
<td>EC9 Understanding and describing significant indirect economic impacts, including the extent of impacts.</td>
<td>Yes</td>
<td>Our Community, and Global Collaboration</td>
</tr>
<tr>
<td><strong>Environmental Performance Indicators</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISCLOSURE ON MANAGEMENT APPROACH Provide a concise disclosure on the Management Approach items outlined below with reference to the following Environmental Aspects: Materials; Energy; Water; Biodiversity; Emissions, Effluents, and Waste; Products and Services; Compliance; Transport; and Overall.</td>
<td>Yes</td>
<td>About this Report, About Deloitte, Performance Data (Environmental sustainability table), and Reporting</td>
</tr>
<tr>
<td><strong>Aspect: Materials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN1 Materials used by weight or volume.</td>
<td>Yes</td>
<td>Performance Data (Environmental sustainability table)</td>
</tr>
<tr>
<td>EN2 Percentage of materials used that are recycled input materials.</td>
<td>Yes</td>
<td>Performance Data (Environmental sustainability table)</td>
</tr>
<tr>
<td><strong>Aspect: Energy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN3 Direct energy consumption by primary energy source.</td>
<td>Yes</td>
<td>Performance Data - Environmental sustainability table</td>
</tr>
<tr>
<td>EN4 Indirect energy consumption by primary source.</td>
<td>Partial</td>
<td>Performance Data - Environmental sustainability table</td>
</tr>
<tr>
<td>GRI performance indicator</td>
<td>Inclusion</td>
<td>Location or disclosure</td>
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</tr>
<tr>
<td>EN6 Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.</td>
<td>Partial</td>
<td>Internal Operations</td>
</tr>
<tr>
<td>EN7 Initiatives to reduce indirect energy consumption and reductions achieved.</td>
<td>Partial</td>
<td>Internal Operations</td>
</tr>
</tbody>
</table>

**Aspect: Water**

| EN8 Total water withdrawal by source. | No |

**Aspect: Biodiversity**

| EN11 Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. | No |
| EN12 Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas. | No |

**Aspect: Emissions, Effluents, and Waste**

| EN16 Total direct and indirect greenhouse gas emissions by weight. | Yes |
| EN17 Other relevant indirect greenhouse gas emissions by weight. | Yes |
| EN19 Emissions of ozone-depleting substances by weight. | No |
| EN20 NOx, SOx, and other significant air emissions by type and weight. | No |
| EN21 Total water discharge by quality and destination. | No |
| EN22 Total weight of waste by type and disposal method. | No |
| EN23 Total number and volume of significant spills. | Yes |

**Aspect: Products and Services**

| EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation. | Partial |
| EN27 Percentage of products sold and their packaging materials that are reclaimed by category. | No |

*Please consider the environment before printing*
<table>
<thead>
<tr>
<th>GRI performance indicator</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Aspect: Compliance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN28 Monetary value of significant fines and total number of non-monetary sanctions/convictions for non-compliance with environmental laws and regulations.</td>
<td>Yes</td>
<td>No related administrative or judicial cases have been brought against the organization that resulted in significant fines or non-monetary sanctions/convictions for non-compliance with environmental laws and regulations.</td>
</tr>
<tr>
<td><strong>Aspect: Transport</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization’s operations, and transporting members of the workforce.</td>
<td>Yes</td>
<td>Performance Data - Environmental sustainability table</td>
</tr>
<tr>
<td><strong>Labor Practices and Decent Work</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISCLOSURE ON MANAGEMENT APPROACH Provide a concise disclosure on the following Management Approach items with reference to the Labor Aspects listed below. The ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy (in particular the eight core conventions of the ILO) and the Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises, should be the primary reference points. Employment; Labor/Management Relations; Occupational Health and Safety; Training and Education; and Diversity and Equal Opportunity.</td>
<td>Yes</td>
<td>About this Report, About Deloitte, Our People and Reporting; and Advancing quality through transparency, Deloitte LLP 2011 report (pp. 22–29)</td>
</tr>
<tr>
<td><strong>Aspect: Labor/Management Relations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA1 Total workforce by employment type, employment contract, and region.</td>
<td>Yes</td>
<td>Performance Data - People table</td>
</tr>
</tbody>
</table>
### Aspect: Labor/Management Relations

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
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</tr>
</thead>
<tbody>
<tr>
<td>LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.</td>
<td>Yes</td>
<td>All full-time (defined as 20 or more hours per week) salaried and hourly employees (which does not include partners and principals) are eligible to participate in medical, dental, and vision care discount programs. They may also participate in a variety of life insurance programs, including life insurance plans for themselves and dependents, short-term disability, long-term disability, long-term care, business travel accident insurance and personal accident insurance, as well as in a voluntary vision care program, and a group legal plan. Full-time employees are also offered the opportunity to participate in pretax programs, including health and dependent care spending plans and pretax transportation programs. Further, parental leave benefits, personal time off, and a 401(k) plan are also available. Partners and principals of Deloitte receive many of the same benefits as employees, except they are not eligible to participate in pretax programs, the short-term disability program, the 401(k) plan. Part-time employees and temporary employees receive business travel accident insurance and may participate in pretax transportation programs. Salaried part-time workers may also participate in the 401(k) plan. Note that some benefits have a length of service requirement prior to becoming operative.</td>
</tr>
</tbody>
</table>

### Aspect: Occupational Health and Safety

<table>
<thead>
<tr>
<th>GRI performance indicator</th>
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</tr>
</thead>
<tbody>
<tr>
<td>LA4 Percentage of employees covered by collective bargaining agreements</td>
<td>Yes</td>
<td>Deloitte has no such collective agreements.</td>
</tr>
<tr>
<td>LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.</td>
<td>No</td>
<td>Due to the nature of Deloitte’s operations, there are no formal joint management-worker health and safety committees.</td>
</tr>
<tr>
<td>LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.</td>
<td>Yes</td>
<td>Due to the nature of Deloitte’s operations, there are no formal joint management-worker health and safety committees.</td>
</tr>
<tr>
<td>LA7 Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.</td>
<td>Yes</td>
<td>Zero fatalities in fiscal 2011. Given the services nature of Deloitte’s business, the other metrics in this indicator are not material to our reporting.</td>
</tr>
</tbody>
</table>
LA9  Health and safety topics covered in formal agreements with trade unions.  No  Not material to our business given absence of trade unions.

Aspect: Training and Education

LA10  Average hours of training per year per employee by employee category.  Yes  Performance Data - Training table

LA11  Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.  Yes  People; and Deloitte LLP 2011 Advancing quality through transparency report (pp. 22-28)
Deloitte offers a wide range of programs for skills management and lifelong learning, including numerous internal and external training opportunities, both in-person and virtual. Financial support for external education is also available through a tuition assistance program. Deloitte also offers two types of sabbatical programs, both of which allow employees to return to work after completion. A number of programs are available to assist employees as they retire or transition to other career opportunities outside of Deloitte, including an online retirement planning tool and transition assistance. Other programs offered by Deloitte include online tools and publications, an alumni network, severance pay (which takes into account years of service), and certain types of additional assistance based on company discretion.
<table>
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</thead>
<tbody>
<tr>
<td>LA12 Percentage of employees receiving regular performance and career development reviews.</td>
<td>Yes</td>
<td>95% of Deloitte people were issued a formal performance rating during the fiscal year. The performance review process is designed to provide all personnel with at least one formal evaluation during the fiscal year. For a small percentage of personnel this may not occur due to individual circumstances, such as minimal term of service at the time of the evaluation, a leave of absence, or termination of employment.</td>
</tr>
<tr>
<td>LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.</td>
<td>Yes</td>
<td>Performance Data - People table</td>
</tr>
<tr>
<td>LA14 Ratio of basic salary of men to women by employee category.</td>
<td>No</td>
<td></td>
</tr>
</tbody>
</table>

**Human Rights Performance Indicators**

**DISCLOSURE ON MANAGEMENT APPROACH**

Provide a concise disclosure on the following Management Approach items with reference to the Human Rights Aspects listed below. The ILO Tripartite Declaration Concerning Multinational Enterprises and Social Policy (in particular the eight core conventions of the ILO which consist of Conventions 100, 111, 87, 98, 138, 182, 20 and 1059), and the Organization for Economic Cooperation and Development Guidelines for Multinational Enterprises should be the primary reference points. Investment and Procurement Practices; Non-discrimination; Freedom of Association and Collective Bargaining; Abolition of Child Labor; Prevention of Forced and Compulsory Labor; Complaints and Grievance Practices; Security Practices; and Indigenous Rights.

**About this Report, About Deloitte, and Reporting; and Deloitte LLP 2011 Advancing quality through transparency report (pp. 15-21)**

**Aspect: Investment and Procurement Practices**

<p>| HR1 Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening. | No | |
| HR2 Ratio of basic salary of men to women by employee category. | No | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.</td>
<td>Yes</td>
<td>Given the office setting in which we conduct business, human rights training predominantly focuses on understanding what harassment is, how it negatively impacts the work environment, and what specific steps each person can take to prevent and, if necessary, report potentially harassing behavior. During fiscal 2011 more than 66,000 hours were devoted to harassment training and more than 21,000 Deloitte people, or approximately 42%, participated in the training.</td>
</tr>
</tbody>
</table>

**Aspect: Non-Discrimination**

| HR4 Total number of incidents of discrimination and actions taken. | No | |

**Aspect: Freedom of Association and Collective Bargaining**

| HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights. | No | Not material to Deloitte given the professional services nature of operations. |

**Aspect: Child Labor**

| HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor. | No | Not material to Deloitte given the professional services nature of operations. |

**Aspect: Forced and Compulsory Labor**

| HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor. | No | Not material to Deloitte given the professional services nature of operations. |

**Society Performance Indicators**

| DISCLOSURE ON MANAGEMENT APPROACH Provide a concise disclosure on the following Management Approach items with reference to the Society Aspects: Community; Corruption; Public Policy; Anti-Competitive Behavior; and Compliance. | Yes | About this Report, About Deloitte, and Reporting |

**Aspect: Community**

<p>| SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting. | No | |
| SO2 Percentage and total number of business units analyzed for risks related to corruption. | No | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Aspect: Corruption</strong></td>
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<tr>
<td>SO3 Percentage of employees trained in organization’s anti-corruption policies and procedures.</td>
<td>Yes</td>
<td>During fiscal 2011 approximately 32% of Deloitte personnel completed one or more of our Ethics in Action training courses, which familiarize learners with aspects of the Code of Ethics and Professional Conduct, including guidance on avoiding involvement in corrupt practices or behaviors, and procedures for reporting potential ethical violations. These trainings, which were mandatory for all Deloitte personnel when originally launched, are currently required of all new personnel joining Deloitte. Beginning in fiscal 2012, all personnel will complete an ethics refresher training program and again every two years thereafter, a new course will launch.</td>
</tr>
<tr>
<td>SO4 Actions taken in response to incidents of corruption.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Aspect: Public Policy</strong></td>
<td></td>
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<tr>
<td>SO5 Public policy positions and participation in public policy development and lobbying.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>SO6 Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.</td>
<td>Yes</td>
<td>Deloitte recognizes the importance of meaningful governance practices as they relate to political contributions in the United States. As contractors to the U.S. Federal government, Deloitte is prohibited by law from making political contributions using partnership funds to federal candidates, political parties, or other political committees in the United States. As allowed by applicable law, Deloitte has made direct political contributions of $187,750 during fiscal 2011 to state or local candidates, political parties, and other political committees in the United States. Additionally, partners, principals and directors of Deloitte make individual, personal political contributions to the Deloitte Federal Political Action Committee (PAC) and several state Political Action Committees. During fiscal 2011, expenditures from the Deloitte Federal Political Action Committee totalled $1,396,000 and the Deloitte state political action committee expenditures totaled $151,450.</td>
</tr>
<tr>
<td><strong>Aspect: Anti-Competitive Behavior</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SO7 Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.</td>
<td>Yes</td>
<td>No related administrative or judicial cases have been brought against the organization that resulted in significant fines or nonmonetary sanctions for noncompliance to laws and regulations.</td>
</tr>
<tr>
<td><strong>Aspect: Compliance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations (e.g. human rights).</td>
<td>Yes</td>
<td>No related administrative or judicial cases have been brought against the organization that resulted in significant fines or nonmonetary sanctions for noncompliance to laws and regulations.</td>
</tr>
<tr>
<td>GRI performance indicator</td>
<td>Inclusion</td>
<td>Location or disclosure</td>
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<tr>
<td><strong>Product Responsibility Performance Indicators</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DISCLOSURE ON MANAGEMENT APPROACH</td>
<td>Yes</td>
<td>About this Report, About Deloitte, and Reporting; and Deloitte LLP 2011 Advancing quality through transparency report (pp. 36-40)</td>
</tr>
<tr>
<td>Provide a concise disclosure on the following Management Approach items with reference to the Product Responsibility Aspects: Customer Health and Safety; Product and Service Labeling; Marketing Communications; Customer Privacy; and Compliance.</td>
<td></td>
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<tr>
<td><strong>Aspect: Customer Health and Safety</strong></td>
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<td></td>
</tr>
<tr>
<td>PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Aspect: Product and Service Labeling</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.</td>
<td>Yes</td>
<td>Not material to Deloitte given the professional services nature of operations.</td>
</tr>
<tr>
<td>PR4 Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.</td>
<td>Yes</td>
<td>No regulations or codes are applicable to Deloitte with respect to labeling.</td>
</tr>
<tr>
<td><strong>Aspect: Marketing Communications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR6 Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.</td>
<td>Yes</td>
<td>Integrity is the first of Deloitte’s four Shared Values. The Code of Ethics and Professional Conduct provides a practical guide to assist the people of Deloitte in carrying out their work in a values-based construct. It is the obligation of all Deloitte personnel to know, understand and comply with the code — both in letter and in spirit. Also see Our Values.</td>
</tr>
<tr>
<td><strong>Aspect: Customer Privacy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td><strong>Aspect: Compliance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.</td>
<td>No</td>
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</tbody>
</table>
Want to Know More?

**Fiscal 2011 Corporate Responsibility Report**

**Deloitte-in-Review**

**The Right Thing**

**Our Values: Ethics & Compliance**
Code of Ethics and Professional Conduct

Integrity Helpline

**Our People: Talent**

The Corporate Lattice
http://www.corporatelattice.com/

Deloitte University

**Our Clients: Sustainability & Climate Change**

Integrated Market Offering

Sustainability Opportunities

Sustainability Service Solutions
http://deloitte.dev.fluidesigngroup.com/cr_012412/cr_our_clients.html

Sustainability Library

CDP Water Disclosure Global Report 2011

Sustainable Enterprise Value Map™
http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Content/Articles/IMOs/Sustainability/us_es_SustainableEnterpriseValueMap_092309.pdf

**Our Community: Community Involvement**

Community Involvement

Volunteerism

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Pro Bono Service

Philanthropy

Advancing the Field: Corporate Community Involvement

Our World: Sustainability
Greening the next generation

Working at Deloitte — Sustainability Tree

The Right Way
Internal Operations and Technology
Deloitte University

Global Collaboration
DTTL 2011 Annual Review
http://public.deloitte.com/media/0566/index.html

DTTL 2011 Corporate Responsibility Report