Innovating connections
Corporate responsibility update report 2010
Deloitte has a vision to be the standard of excellence. Making corporate responsibility connections throughout the firm in innovative ways is one way we rise to the occasion.

In this corporate responsibility update report, we look back on our performance across all of our 57 Canadian offices between June 2009 and May 2010, and we cast ahead with outlooks for the next year.

This 2010 update follows in the footsteps of our 2009 inaugural corporate responsibility report for Deloitte Canada. Our next report will be GRI-indexed.

**Leading, advising, outreaching**
We connect with the people and organizations who have an interest in our firm in many ways. Our understanding of our stakeholders’ concerns shapes the structure of this report and is reflected in our five corporate responsibility pillars:

- our people
- our clients
- our communities
- our firm
- operational sustainability
Corporate responsibility at Deloitte

As leading professional services organizations, Deloitte Touche Tohmatsu member firms have much to contribute to public policy, business and society throughout the world. As such, we respect human dignity and expand our capabilities through inclusion and cultural diversity. We promote the highest levels of ethical behavior, advance education and culture, and advocate sustainable use of natural resources and respect for the environment.

Deloitte is Canada’s...
Deloitte is Canada’s largest professional services firm and offers local and international clients a broad range of fully integrated services in areas that include accounting, assurance and advisory, tax, risk management, business, financial, and human capital consulting.

**Global connections**

In FY10 Deloitte Canada was a member firm of the Swiss Verein Deloitte Touche Tohmatsu (DTT). At the end of FY10, DTT was restructured into Deloitte Touche Tohmatsu Limited (DTTL), a network of member firms, each of which is a legally separate and independent entity. Deloitte Canada is headquartered in Toronto. In Quebec, Deloitte operates as Samson Bélair/Deloitte & Touche.

### Deloitte Canada Revenue (Billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (Billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY06</td>
<td>$1.238</td>
</tr>
<tr>
<td>FY07</td>
<td>$1.328</td>
</tr>
<tr>
<td>FY08</td>
<td>$1.419</td>
</tr>
<tr>
<td>FY09</td>
<td>$1.421</td>
</tr>
<tr>
<td>FY10</td>
<td>$1.387</td>
</tr>
</tbody>
</table>

### Revenue by industry sector

- Consumer Business: 15%
- Energy and Resources: 11%
- Financial Services: 20%
- Manufacturing: 11%
- Public Sector: 16%
- Real Estate: 12%
- Technology, Media and Telecommunications: 6%
- Other: 8%
As Canada’s leading professional services firm, we recognize our responsibilities as good corporate citizens. It’s a role we take seriously.

We believe we can and do make a positive contribution ourselves through our business activities and also through helping our clients. Our commitment to corporate responsibility continued throughout the economic rollercoaster ride over the last year.

We maintained our constant vigilance for ethics and integrity; we celebrated our connections to our communities through record-setting United Way donations and through our involvement with the Vancouver 2010 Olympic and Paralympic Winter Games; and we completed our baseline assessment of our carbon footprint. We will continue with our commitments to professionalism, our communities and our own sustainable practices as we measure and manage the environmental and social impacts of our business activities.

Going forward, it will take all of us in every sector of society working together to find innovative ways to ensure a sustainable future. We invite you to review the progress we have made over the year since we released our last report and to learn how we are innovating our connections for corporate responsibility.

Alan N. MacGibbon, FCA
Managing Partner and Chief Executive
Our people

Deloitte people routinely rise above expectations – they are the real heroes of the green dot. The strength of our business depends on the collective and individual strengths of our people. Corporate responsibility connects our people through our culture of integrity and learning, through the training and opportunities for growth we provide them, and through understanding, respecting and embracing the similarities and differences of our people.
Talent
Investing in training and professional development ensures that our people have the knowledge and skills to deliver quality service and connect in vital ways with their clients and colleagues.

Highlights and awards
The Chartered Accountancy Uniform Final Exam (UFE) is a rite of passage and a mark of excellence for many Deloitte people. Our UFE pass rate in 2010 was 83% compared to 80% the previous year. Of special mention: among Deloitte’s writers, one was a national gold medalist and 11 made the honour roll.

The Deloitte National Leadership Conference (DNLC) creates connections with top students in Canada’s universities. The acceptance rate for DNLC students offered employment with Deloitte increased to 86% this year compared to 83.5% last year.

To support our culture of continual improvement, 95% of Deloitte people participated in our Talent Development Review process.
Training and retention

Despite the volatile economic climate, we ended the year with 7,638 full-time equivalent (FTE) employees, just a 1.6% decrease from last year’s 7,762 FTEs. We continue to offer the same benefits to part-time employees as their full-time counterparts.

By leveraging online tools – such as virtual learning and teleconferencing – we delivered an average 129 hours of learning per person at an investment of $12 million. This level is consistent with past years and reflects our determination to maintain development levels for our people.

Our engagement survey scores were lower than we had hoped. We responded quickly to put in place a comprehensive plan to address key issues. In FY11, we will focus on talent recognition, development, career life fit, and dialogue with leadership.
Diversity

Diversity at Deloitte is focused on attracting, engaging and retaining top talent from an increasingly diverse pool, while better serving clients who are increasingly diverse themselves. We measured our ability to recruit talent consistent with the Canadian population’s diversity, engagement survey scores on diversity-related questions and rates for retention and referrals of millennial employees.

**Canadian Black Professional Network (CBPN)** is our fourth People Network at Deloitte. It joins the Canadian Asian Network, Lesbian, Gay, Bisexual, and Transgendered Employees at Deloitte and the Canadian Women’s Initiative as groups that build community and create networking and mentoring experiences.

**All 15 regions launched Talent and Diversity Councils.** The councils will enhance upward communication to our national office, gather insights to help further shape future Talent programs, and support diversity champions in local offices.

**Maurice Pollack Award.** Our commitment to diversity was recognized in Quebec.

**Dialogue on Diversity roundtables.** Across Canada, business leaders, community organizations, Paralympic athletes and employees considered how to create a more inclusive work environment for people with disabilities. The outcome is Road to Inclusion, a white paper with recommendations for Canadian businesses.

**Advancement of women …**

**Best Employer for New Canadians**

Deloitte has been named a Best Employer for New Canadians for the second year in a row. The award recognizes employers who offer interesting programs to assist new Canadians in making the transition to a new workplace.
Advancement of women on the rise

- Women hold 17% of leadership roles at Deloitte.

- For the fifth year in a row, we sent a senior female partner to the Rotman School of Management’s Judy Project, designed to help C-suite women achieve the next level of performance.

- We selected high potential women from each business unit to attend a new career development program offered by Women of Influence and the Knightsbridge group.

  - The number of Deloitte nominations in the Canadian Women Entrepreneur Awards program has increased from less than 20 to over 80, raising our profile among professional women.

  - Saskatchewan Managing Partner Shelley Brown received one of the Women’s Executive Network’s 2009 Canada’s Most Powerful Women awards.
Vancouver 2010 Olympic and Paralympic Winter Games

Deloitte was the official professional services provider for the Vancouver 2010 Olympic and Paralympic Winter Games. We provided full-time resources to the finance group at the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), as well as Internal Audit, Sustainability & Climate Change, Corporate Finance, Dissolution Consulting and Tax services.

171 Deloitte people played a part in the Vancouver 2010 Olympic and Paralympic Winter Games. Their experiences were personally rewarding and they brought their stories home to share with the rest of the firm.

Some highlights

12 took part in the Olympic Torch Relay
22 volunteered at the 2010 Winter Games
102 won trips to the 2010 Winter Games to attend either two Olympic or Paralympic events

Innovating connections through the Vancouver 2010 Winter Games

We connected Deloitte’s Aboriginal community with our Aboriginal Client Services team and sponsored the Indigenous Youth Gathering as part of the Vancouver 2010 Olympic and Paralympic Winter Games.

To align with our sponsorship of the Vancouver 2010 Paralympic Winter Games, Deloitte people were encouraged to develop project proposals to help disability organizations in a “Change Your World” contest. The top five were selected in a firm-wide vote. A total of $14,000 in firm funding was contributed to these projects.
## Goal for 2010

<table>
<thead>
<tr>
<th>Goal for 2010</th>
<th>Progress to date</th>
<th>Goal for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>40% diversity in new partner and associate partner admissions</td>
<td>44% of new partners were women or visible minorities</td>
<td>45% diversity in new partner and associate partner admissions</td>
</tr>
<tr>
<td>Expand our diversity People Networks program across the country</td>
<td>Developed talent and diversity councils in all 15 Deloitte Canada regions</td>
<td>Develop and implement Marketplace diversity strategy in each region</td>
</tr>
<tr>
<td>Focus on ensuring the diversity of hires at our most senior levels</td>
<td>Our service and operations team regularly monitors diversity in senior hires</td>
<td>Meet or exceed goals for diversity in senior hires</td>
</tr>
<tr>
<td>Strive to ensure that diversity practices are always best in class</td>
<td>Diversity leaders support external research organizations such as Catalyst and identify adaptations to practices</td>
<td>Achieve external recognition by winning a diversity-related award</td>
</tr>
<tr>
<td>Educate our partners and associate partners on the role they can play in improving diversity</td>
<td>Our board and leadership team are undergoing quarterly sessions with an external trainer and 360° assessments</td>
<td>Fully complete diversity leadership training with 100% of our board and leadership team</td>
</tr>
<tr>
<td>Use scorecards to optimally manage diversity among hires, departures and promotions</td>
<td>Leaders review monthly metrics, including hires, departures and promotions</td>
<td>Exceed our engagement survey results for diversity employees</td>
</tr>
<tr>
<td>Encourage environmental and social responsibility, and support our people in finding opportunities to contribute</td>
<td>A greening blog is engaging people and encouraging their participation</td>
<td>Track green team activities in all regions and the use of our community involvement wiki</td>
</tr>
</tbody>
</table>

**Legend:** Not met  [ ] Partially met  [ ] Achieved  [ ]
Our clients

Deloitte connects with business, government and non-profit clients across all Canadian industry sectors. Corporate responsibility is creating and protecting value for our clients while upholding a standard of excellence in ethics and integrity. For the first time, we asked our clients to compare us against our competitors and we were encouraged by the results.
Total commitment
Our client service principles shape the way we deliver service excellence to our clients. Our engagement approach is simple – we want everybody across the firm to deliver on the client service principles, on every engagement, all the time, always. And to make sure we’re doing so, we measure our performance across our five principles. It has proven to be effective – our overall client feedback satisfaction score increased by one percent over last year.

Innovating our connections to clients
This year, 15 client service teams implemented a Client Service Promise – a set of written commitments about the level of service the client could expect from Deloitte.

This is just the beginning. We intend to drive awareness and adoption of our client service principles across our firm. Our next step will be to survey our people’s awareness of the client service principles and level of comfort in delivering them.

We will...

✔ make and meet our commitments to our clients

✔ understand our clients’ business and what is important to them

✔ provide value and build trust through technical competence and consistent results

✔ demonstrate professionalism through effective interaction and communications

✔ provide a no surprises experience
Innovating connections with leadership programs
Deloitte programs successfully build strong connections with the business marketplace by celebrating and fostering leadership and excellence.

• The Deloitte Technology Fast 50 and Green 15 awards and rankings highlight the unique strengths of Canadian innovation. FY10 saw a rise in the number of applications in the “Green 15” category to 80, up from 33 the previous year. “Companies to watch” applications increased to 101 from 91.

• The Institute of Public Administration of Canada (IPAC)/Deloitte Public Sector Leadership Awards program recognizes organizations that have demonstrated outstanding leadership by taking bold steps to improve Canada through advancements in public policy and management.

• Deloitte connects with innovative leaders through Canada’s Outstanding CEO of the Year award. This annual program showcases one CEO whose leadership vision has achieved remarkable corporate performance, global competitiveness, innovation and social responsibility.

More Deloitte leadership programs
• Canadian Woman Entrepreneur Awards
• Canada’s 50 Best Managed

• Canada’s Top 40 Under 40
• Women of Influence Luncheon
Sustainability and climate change services
Our Sustainability and Climate Change (S&CC) team plays a vital role for clients and makes important contributions for our communities and our firm overall.

The team provides clients with practical solutions related to climate change and greenhouse gas emissions management and corporate responsibility strategy development, among many services. And it works closely with professionals across our firm specializing in green technology, green grants and incentives, renewable energy and green IT to bring comprehensive and innovative solutions to clients.

Our S&CC team also connects with a wider audience with its educational literature on emerging and relevant sustainability topics.

Innovating connections …
Innovating connections by delivering client solutions

Financial valuation tool

Deloitte, the International Finance Corporation (IFC World Bank Group) and Rio Tinto Alcan developed a sustainability planning and financial valuation tool to help companies evaluate the financial return on their sustainability investments. The tool answers two critical questions:

- What is the right portfolio of sustainability investments at the project level?
- How much direct and indirect economic return will these investments likely contribute?

This methodology is the first rigorous financial valuation model for sustainability designed for extractive industries.

Real-time risk assessment software

Working with the City of Toronto’s Environment Office, Deloitte developed a comprehensive climate change risk assessment process based on the ISO31000 standard. A risk assessment software application that enables real-time information capture and analysis was part of the Deloitte process. We worked with the City to educate and train staff with a goal to institutionalize the expertise and ensure the long-term sustainability of the initiative.
<table>
<thead>
<tr>
<th>Goal for 2010</th>
<th>Progress to date</th>
<th>Goal for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to enhance the quality of our client service through ongoing input from our client</td>
<td>Developed Client Service Promises with written commitments about the level of</td>
<td>Inspire our people’s passion for Client Service Excellence and engage all Deloitte people with an e-Learning module</td>
</tr>
<tr>
<td>feedback process and application of our client service principles</td>
<td>service to expect from Deloitte</td>
<td></td>
</tr>
<tr>
<td>Continue to support our clients through our S&amp;CC, Clean (Green) Tech, and Alternative Energy</td>
<td>Appointed a national green tech leader and continued to deliver on high profile</td>
<td>Connect and inform our clients to better navigate reporting and disclosure</td>
</tr>
<tr>
<td>services</td>
<td>initiatives</td>
<td></td>
</tr>
<tr>
<td>Further embed S&amp;CC considerations into all our Deloitte service offerings as well as key</td>
<td>Leadership for our integrated offering has been formalized, including the</td>
<td>Further align our integrated S&amp;CC approach with Deloitte’s global strategy</td>
</tr>
<tr>
<td>external programs</td>
<td>appointment of a national green tax leader</td>
<td></td>
</tr>
<tr>
<td>Continue to demonstrate thought leadership through our S&amp;CC service</td>
<td>S&amp;CC service members enhanced firm eminence by producing 14 publications</td>
<td>Share resources and subject matter knowledge on key issues such as sustainability disclosure and reporting</td>
</tr>
</tbody>
</table>

Legend: Not met  🟢 Partially met  🟢 Achieved  🟢
Our communities

When we connect with our communities we make Canada a better place to live and work. At Deloitte, we go that extra mile to share our knowledge, help people in need, and contribute to local causes that make communities healthier. Find out how we proactively made a difference in 2009-2010.
Community involvement

Deloitte has always had a strong culture of community giving. To make the most of our efforts, we focus around three primary initiatives: Impact Day, the United Way and the Deloitte Foundation.

Deloitte Foundation

$3.1 million was donated to organizations aligned with our key community investment themes: education, healthcare and youth.

Education
- University of Waterloo
- University of New Brunswick
- University of Alberta
- HEC Montréal
- University of Ottawa Healthcare

Healthcare
- Canadian Diabetes Association
- Brain Tumour Foundation of Canada
- SickKids Foundation
- La Fondation de l’Hôpital de Montréal pour Enfants
- St. Joseph’s Health Centre Foundation

Youth
- Junior Achievement of Canada
- Youth QUEST
- Fondation Formons une Famille
- Big Brothers and Big Sisters
- Canadian Centre for Diversity

Mary Ann Finn replaced retiring Chair Karen Cramm, while Vice Chair Larry Scott joined the Board.

United Way

Despite difficult economic circumstances, our people continued the upward trend in individual donations, raising a record-setting $3.2 million for United Way.

Impact Day ...
Impact Day
Our annual firm-wide day of community service broadened its volunteer base this year to include Deloitte people and their family members and friends.

Innovating connections ... 

4,457 Deloitte people plus friends & family participated on projects across Canada

220 of our people participated in a special Carbon Challenge

864 trees and 1,271 shrubs planted in nine locations across Canada

10 former Olympians participated in our Impact Day projects
Innovating connections with our communities

Deloitte 21

As the signature community investment initiative of DTT, which the Canadian firm helped to develop, Deloitte 21 represents DTT’s global ambition to drive innovations in education and skills for underserved young people that will help them succeed in the 21st century economy.

To connect Deloitte people with opportunities to make a difference we developed Deloitte’s Community Involvement Wiki.

Taking leave for international development

Introduced in 2009, the International Development Fellowship (IDF) had its first full fiscal year of activity this year. The program enables people to take unpaid leaves of absence to volunteer with one of many critical development projects underway around the world. Projects are arranged through reputable international development agencies with which Deloitte has partnered: the Aga Khan Foundation, CUSO-VSO, TechnoServe and Uniterra (Leave for Change®). In 2010, we were recognized as CUSO-VSO’s single largest corporate partner.

Volunteer advisory services

Advising our Communities Together (ACT) provides volunteer advisory services to registered non-profit community organizations and charities serving youth. Over the past year, the ACT program has expanded from Toronto to establish or re-establish operations in four additional cities.
<table>
<thead>
<tr>
<th>Goal for 2010</th>
<th>Progress to date</th>
<th>Goal for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a formal program to support team volunteering and fundraising</td>
<td>Developed Deloitte’s Community Involvement Wiki to connect Deloitte people with opportunities to make a difference</td>
<td>Further expand our program to support team volunteering and fundraising</td>
</tr>
<tr>
<td>Benchmark our current pro-bono efforts to optimize our impact on society</td>
<td>Developed formal process to measure pro bono hours</td>
<td>Continue to capture pro bono hours to optimize our impact on society</td>
</tr>
<tr>
<td>Expand our ACT volunteer network</td>
<td>Expanded our ACT volunteer network to five regions</td>
<td>Expand our ACT volunteer network to six regions</td>
</tr>
<tr>
<td>Expand the International Development Fellowship program to 20 participants</td>
<td>Expanded the International Development Fellowship program to 20 participants</td>
<td>Expand the International Development Fellowship program to 21 participants</td>
</tr>
<tr>
<td>Assign one Deloitte Canada person to participate in the Deloitte 21 Global Social Fellows program as a secondment</td>
<td>Our Foundation Director participated in the Deloitte 21 Global Social Fellows program</td>
<td>Launch a community project that aligns with the Deloitte 21 program</td>
</tr>
</tbody>
</table>

**Legend:** Not met  | Partially met  | Achieved
Our firm

Although we are spread across 57 offices, our shared values unite us: integrity, outstanding value to markets and clients, commitment to each other, and strength from cultural diversity. Our ethical principles and code of conduct define the standards of behaviour we expect from each other regardless of economic climate. Firm revenue for FY2010 was $1.387 billion, down 2.4% from last year in extremely challenging times.
Ethics and independence
Ethics and independence are key corporate responsibility issues for professional services firms and taken seriously at Deloitte. This year, we moved the needle forward even more.

Ethics
All Deloitte professionals work from a common set of ethical principles. We consider them to be our written pledge to each other, our clients and our communities.

• Every new person to Deloitte participated in ethics e-learning.

Independence
Independence is how we uphold our integrity and remain free of any influence, interest or relationship that may or may appear to impair our professional judgment and objectivity.

• 100% of our people completed the Annual Compliance process relating to both personal financial and professional independence.
• To monitor for personal financial independence 600 audits of partners and managers were conducted as part of our Global Independence Monitoring system (GIMS).
• As part of maintaining professional independence, our National Independence group manages inquiries to determine whether we can perform engagements.
Corporate responsibility governance
The oversight of our firm’s corporate responsibility activities is led by Vice Chair Lawrence Scott and Chief Operating Officer Laurent Joly, who meet quarterly to review our progress and set targets. Direction, reporting and feedback flows between the executive team and Deloitte people through our partner leaders of the corporate responsibility pillars.

Innovating connections in our firm
Our ethical and moral courage campaign used an innovative platform for internal communications and linked personal accountability to ethical standards.

We better connected people with governance through the development of new policies on time reporting, disaster recovery, records management and policy approvals.

Innovating risk intelligence for professional services firms, we enhanced our risk management framework, defined and assessed our principle risks. Our goal is to launch an internal audit pilot within Deloitte by 2011.
<table>
<thead>
<tr>
<th>Goal for 2010</th>
<th>Progress to date</th>
<th>Goal for 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commit to enhancing the communication of our Ethical Principles internally</td>
<td>Launched Ethics Revitalization campaign consisting of sample dilemmas, group sessions and presentations to leadership</td>
<td>Conduct annual DTTL ethics survey and adopt DTTL ethics training to meet mandatory biennial requirement (DPM 2060)</td>
</tr>
<tr>
<td>Evolve our Code of Conduct toward best practices and continue to review compliance mechanisms</td>
<td>Scheduled for FY11</td>
<td>Commence focus groups to provide input to re-write of code of conduct update and create a sense of ownership</td>
</tr>
<tr>
<td>Continue to increase awareness of best practices for corporate responsibility among our firm leadership and Board of Directors</td>
<td>The corporate responsibility leadership team presented to the Board on leading practices</td>
<td>Explore innovative ways of engaging the firm leadership and the Board in corporate responsibility</td>
</tr>
<tr>
<td>Further align our corporate responsibility and sustainability reporting with the Global Reporting Initiative (GRI)</td>
<td>Released GRI aligned update report. Refer to 2009 CR report for details on standing policies and initiatives</td>
<td>Publish a full corporate responsibility report with GRI alignment</td>
</tr>
</tbody>
</table>

**Legend**: Not met  ![Not met](image) Partially met  ![Partially met](image) Achieved  ![Achieved](image)
Operational sustainability

We are improving the sustainability of our firm’s operations so that we can better understand and mitigate our impact on the environment.

By following guidance from DTT and applying the best practice advice we give to our clients, we’ve made strides in our own operational sustainability performance. Our advances this year focused on reducing our business travel carbon footprint and better managing our use of energy and paper.
Highlights
We opened our first geothermal office in Brossard, Quebec, which is LEED® (Leadership in Energy and Environmental Design) certified.

VANOC honoured Deloitte with a Sustainability Star for our work in developing a supplier code of conduct, and preparing their final two sustainability reports for external assurance.

In FY10 we completed our carbon footprint baseline assessment.

Innovating connections for greater operational sustainability
Our operational sustainability team connected with our talent on-boarding team to launch green orientation kits, including greening presentations for all new Deloitte people. To maintain the connection between sustainability and Deloitte people, green goals were embedded into our yearly Talent Development Review process.
Greening Deloitte
Ensuring firm-wide implementation of greening initiatives remain a challenge for us in part due to the geographical distances between our 57 offices.

Yet our Green Team is vigilant in raising awareness for personal accountability among all our people – and it’s working.

- We are encouraged that our consumption of paper dropped by two percent despite the increase in our net service revenue.
- We are benchmarking the use of print devices and designing a new green environment for printing. Doing so will further conserve resources and reduce the demand for energy and the production of waste.
- In the meantime, we offset some of our energy consumption through the purchase of Bullfrog ‘green’ power for special events.
Environmental footprint

This year we determined our baseline assessments for our key greening metrics. Our total carbon footprint for Scope 1* (direct) and Scope 2* (indirect) emissions is 5,235 tonnes CO2e, all of which is related to our purchase of electricity.

Our biggest source of emissions derives from our business travel. With 71,843,931 km in flights, 3,768,323 km in ground mileage, plus hotel stays, our Scope 3* emissions are 10,797 tonnes CO2e. These will form the baseline measurements for future reduction efforts.

*Refer to the Greenhouse Gas Protocol for definition of scopes

Our reported emissions increased over last year in part due to our enhanced data collection procedure. We are focused on building a robust and credible carbon emissions measurement process. Actual data is sourced in the form of utility bills and expense records from our travel agent.
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings (kWh)</td>
<td>Energy consumption</td>
<td>40,774,110</td>
</tr>
<tr>
<td></td>
<td>Energy consumption per FTE</td>
<td>5,338</td>
</tr>
<tr>
<td>Waste (kg)</td>
<td>Paper procured</td>
<td>349,111</td>
</tr>
<tr>
<td></td>
<td>Paper use per FTE</td>
<td>45.7</td>
</tr>
<tr>
<td>Business travel (km)</td>
<td>Flights (through Merit Travel)</td>
<td>71,843,930</td>
</tr>
<tr>
<td></td>
<td>Vehicles (expensed)</td>
<td>3,613,319</td>
</tr>
<tr>
<td></td>
<td>Taxi rides (expensed)</td>
<td>155,004</td>
</tr>
<tr>
<td>Emissions (tonnes CO₂e)</td>
<td>Buildings – purchased energy</td>
<td>5,235</td>
</tr>
<tr>
<td></td>
<td>Total Scope 1 &amp; 2</td>
<td>5,235</td>
</tr>
<tr>
<td></td>
<td>Paper – procured</td>
<td>1,026</td>
</tr>
<tr>
<td></td>
<td>Business travel</td>
<td>9,771</td>
</tr>
<tr>
<td></td>
<td>Flights (through Merit Travel)</td>
<td>8,947</td>
</tr>
<tr>
<td></td>
<td>Vehicle miles – reimbursed</td>
<td>757</td>
</tr>
<tr>
<td></td>
<td>Taxis – reimbursed</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>Hotel stays</td>
<td>35</td>
</tr>
<tr>
<td></td>
<td>Total Scope 3</td>
<td>10,797</td>
</tr>
<tr>
<td>Goal for 2010</td>
<td>Progress to date</td>
<td>Goal for 2011</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Complete a detailed feasibility study for carbon management software implementation</td>
<td>Completed the study and implemented carbon management across all offices</td>
<td>Complete a detailed feasibility study for implementation of laptop energy use software</td>
</tr>
<tr>
<td>Develop a plan and set targets to further reduce our carbon footprint</td>
<td>Implemented a plan to start measuring and reporting internally verified key metrics</td>
<td>Be on track for a 3% carbon footprint reduction by 2015</td>
</tr>
<tr>
<td>Finalize our baseline assessment of paper usage, and implement further reduction strategies</td>
<td>Assessed baseline paper usage and developed reduction implementation plans</td>
<td>Be on track with our five-year strategy framework to become a paperless office</td>
</tr>
<tr>
<td>Continue to develop and implement more consistent firm-wide greening initiatives</td>
<td>Established a greening mandate and a recycling protocol</td>
<td>Perform a waste audit and determine our baseline for waste</td>
</tr>
</tbody>
</table>

Legend: Not met ✗ Partially met ☐ Achieved ⬜
Summary

Connecting with our clients, our people, our communities and our firm strengthens our understanding and accountability for corporate responsibility. By continuing to implement and evolve our corporate responsibility strategy, we raise Deloitte’s benchmarks for generating environmental, social, and financial returns.

We welcome feedback on our progress to improve our reporting for next year’s full corporate responsibility report.

Connect with Deloitte
Phone 416-874-3874
Email CorpResponsibility@deloitte.ca
Online www.deloitte.ca
## Performance summary table

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>People</strong></td>
<td>Total participation in performance planning</td>
<td>95%</td>
</tr>
<tr>
<td></td>
<td>Average learning hours per person</td>
<td>129</td>
</tr>
<tr>
<td></td>
<td>Total firm investment in learning programs ($ million)</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Uniform Final Examination (UFE) pass rate</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td>New associate partners and partners who are women or visible minorities</td>
<td>38.5%</td>
</tr>
<tr>
<td></td>
<td>Women in key leadership positions at Deloitte</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Clients</strong></td>
<td>Overall Client Feedback Satisfaction Score year-to-year change</td>
<td>+1%</td>
</tr>
<tr>
<td><strong>Communities</strong></td>
<td>Impact Day participants</td>
<td>1,402</td>
</tr>
<tr>
<td></td>
<td>United Way donations ($ million)</td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Firm</strong></td>
<td>Revenue FY 2010 ($ million)</td>
<td>1,387</td>
</tr>
<tr>
<td><strong>Operational Sustainability</strong></td>
<td>Energy intensity (kWh consumption per FTE)</td>
<td>5,338</td>
</tr>
<tr>
<td></td>
<td>Paper intensity (kg procured per FTE)</td>
<td>45.7</td>
</tr>
<tr>
<td></td>
<td>Direct and indirect (Scope 1 &amp; 2) greenhouse gas emissions intensity (tonnes CO₂e per FTE)</td>
<td>.69</td>
</tr>
<tr>
<td></td>
<td>Business travel and lodging (Scope 3) greenhouse gas emissions intensity</td>
<td>1.41</td>
</tr>
<tr>
<td></td>
<td>(tonnes CO₂e per FTE)</td>
<td></td>
</tr>
</tbody>
</table>
Deloitte, one of Canada’s leading professional services firms, provides audit, tax, consulting, and financial advisory services through more than 7,600 people in 57 offices. Deloitte operates in Québec as Samson Bélair/Deloitte & Touche s.e.n.c.r.l. Deloitte & Touche LLP, an Ontario Limited Liability Partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte & Touche LLP and affiliated entities.
Designed and produced by National Design Studio, Canada 10-2223