Making an impact that matters

Managing Partner foreword

Welcome to the first Deloitte Czech Republic Impact Report. Here you will find a broad picture of the impact we have made on society, our purpose-driven business activities and the actions that exemplify our aspiration to become the undisputed national leader in professional services.

With a history spanning 170 years in 150 countries across the world, Deloitte couples its vast international experience with the local context. We started operating in the Czech Republic in 1990 with one office and five employees and have since grown to more than 1,000 professionals in five offices in Prague, Pilsen, Brno, Ostrava and Hradec Králové. Through our people, we have achieved a remarkable success, not just based on economic indicators, but also on our contribution to society. I am personally very proud of the shared view of all our employees to make an impact that matters.

I firmly believe that a company’s success cannot be simply measured by profit and revenues. The added value of our services contributes to the Czech societal change: driving innovation, inspiring the brightest minds, training future leaders, strengthening the economy and shaping social transformation.

This year, more than 30% of our employees were promoted and almost 10% of our top positions are occupied by leaders under 30 years old. Our recently launched Start-Ups programme helped accelerate 48 innovative projects promoting the most exceptional business ideas. Our investment in training employees is equivalent to purchasing school supplies for 6,005 primary school children.

Our economic impact goes beyond the financial results: for instance, our total added value created in 2017 would be equivalent to 18.6% of general governmental expenditures on R&D and innovations at universities. And our indirect taxes paid would be equivalent to the Czech contribution to finance the European Organisation for Nuclear Research (CERN) in 2018.

The Deloitte Czech Republic Impact Report 2018 includes data collected during the fiscal year 2017 together with initiatives undertaken in 2018. All described activities fulfill our purpose of making an impact that matters with regard to our clients, our people and our communities.

Personal thanks to all our employees, who have made it possible to make such an impact on this country, leaving a meaningful footprint, leading pioneer initiatives and building a better future through their expertise and passion. And thank you to all who read this report with an interest in finding a bigger picture of our impact.

I am convinced each person has his talent, my main role is to create an environment where people can use their talents and develop them further. This approach helps to sustain innovative, creative and agile culture and boosts the business growth.

Diana Rádl Rogerová
Managing Partner, Deloitte Czech Republic

"I am convinced each person has his talent, my main role is to create an environment where people can use their talents and develop them further. This approach helps to sustain innovative, creative and agile culture and boosts the business growth."

Deloitte Czech Republic Impact Report 2018 | Introduction
About this report

We have made the exercise of measuring the real impact of the company in the country, which goes beyond the isolated financial results, conscious of our business footprint. The indicators presented have been translated into numbers and stories collected from our people, the ones responsible for the social impact of Deloitte Czech Republic.

The different chapters of this report contain the three areas that we follow as our main purpose to make an impact that matters. After listening to our key stakeholders, our challenging aspirations can be defined by quality and integrity in all day-to-day business: to be the most technologically-enabled and innovative provider of high-quality value-added services, to provide the career of choice to the best talent, and to create an environment where our people can have a positive impact on business and society.

Therefore, to track our contribution to each one of these selected areas, this report shows our commitments, initiatives and results to make an impact that matters:

• Be the most technologically-enabled and innovative provider of high-quality value-added services
• Provide the career of choice to the best talent
• Create the right working environment for a positive business and social impact

Key Aspirations

To be the most technologically-enabled and innovative provider of high-quality value-added services
To provide the career of choice to the best talent
To create an environment where our people can have a positive impact on business and society
Deloitte in the Czech Republic

Deloitte Czech Republic is one of the leading professional services organisations in the country providing services in the areas of audit, tax and legal advisory, financial advisory, consulting, and risk management, through over 1,000 specialised national and foreign professionals. Our history in the Czech Republic goes back to 1990 when Deloitte Touche Tohmatsu established its first office in Prague with five employees and three partners.

History of Deloitte in the Czech Republic

1990 Office opened in Prague
1991 Office opened in Olomouc
1999 Merger with Consulting Partners
2003 Deloitte among the TOP 100 most admired companies
2005 Office opened in Ostrava
2007 Office opened in Brno.
2010 Expanding services by setting up Deloitte Legal
2011 Ambruz&Dark becomes part of Deloitte
2012 Green Frog Awards launched in the Czech Republic
2014 Office opened in Pilsen
2014 1st Deloitte SheXO Club for successful businesswomen
2015 Deloitte crossed the threshold of 800 employees
2016 Rebranding. After 13 years, Deloitte changed its logo and visual style of communication.
2017 First place in the Deloitte Technology Fast 50 CE ranking for Czech Kiwi.com
2018 Ambruz & Dark has changed its official name to Deloitte Legal
2018 we launched our Innovation Webs, Singularity University, Start-Ups program, Future Port and KidsXO. Technology Fast 50 CE winner - Czech Prusa Research
2019 Moving to the new Office of the Future at Churchill Square
2018 Technology Fast 50 CE winner - Czech Prusa Research
2018 we launched our Innovation Webs, Singularity University, Start-Ups program, Future Port and KidsXO. Technology Fast 50 CE winner - Czech Prusa Research
2019 Moving to the new Office of the Future at Churchill Square
Our people in 2017

Number of employees by gender and age groups

- **584** Men
- **609** Women
- **571** Under 30
- **577** Between 31 and 50
- **45** Over 50
At Deloitte, integrity is at the heart of the values we hold dear. It is not narrowed to a specific business, industry, sector, member firm, or career path—we are all responsible and accountable.

Nothing is more important than our reputation and, accordingly, we commit to conducting business with honesty, distinctive quality, and the highest standards of professional behaviour.

Our Deloitte CE Code of Conduct - which is based upon Deloitte’s Global Code of Conduct - guides those efforts by clearly articulating the standards to which we all must hold ourselves, wherever we live and work. Our Code encompasses Deloitte’s Global Principles of Business Conduct (“Global Code”), which outlines the commitments that each of us make. It is based on our Shared Values and reflects our core belief that, at Deloitte, ethics and integrity are fundamental and non-negotiable.

In May 2017, we launched the Integrity Imperative to amplify our Global Code across the organisation, designed to achieve the following outcomes:

• Our leaders feel empowered to set a strong tone from the top;
• Our people feel comfortable speaking up when they witness anything that runs counter to our Global Code; and
• Our organisation acts quickly and appropriately in the face of misconduct.
The economic impact is the most obvious effect of our business performance, but to better understand the added value of our services, the following data and examples try to offer a more comprehensive and meaningful picture of Deloitte’s real contribution to the Czech economic growth. The methodology behind the calculations uses the input-output model created by the Nobel-awarded economist Wassily Leontief to show the broader scale of Deloitte’s contribution to the Czech economic growth, considering the value added, employment and household income.

Economic impact: Our contribution to the growth of national and local economy. We have estimated our entire input using Wassily Leontief’s Input-Output model. By paying taxes and fees, we are also supporting the financing of numerous tasks, including those related to social, health or educational investments, etc.

We tracked following variables:

- Value added
- Employment
- Salaries (Household Income)

Our impact in three levels: value added, Employment and Salaries

The impact we make on Czech economy is threefold. First, the direct impact, which is caused by our everyday business, including generated added value, created job positions, salaries (increasing household income) and taxes paid to local or national budget.

Second, the indirect impact, which stands for Deloitte’s effect on our contractors, who develop and grow with us and create more added value, more jobs and pay out more salaries and taxes.

Furthermore, by increasing people’s income, we increase their consumption, which in turn supports other companies on the market and development of Czech gross domestic product (GDP). We call this affect the induced impact.
**Added value**

Added value is considered to be one of the most important economic indicators when assessing Deloitte’s contribution in the process of providing services to our clients. In terms of accounting, added value is what remains after deducting the value of goods and services used from the final price. On macroeconomic level, it is calculated as the difference between the industry’s total revenue and the cost of inputs. In other words, the greater our added value, the greater our share in the GDP generation.

Our total added value in FY17 would account for 5.6% of general governmental expenditures on tertiary education or 18.6% of general governmental expenditures on R&D and innovations at universities.

By creating new job positions, we have an impact on social as well as economic environment. Not only do we create jobs directly, but we also increase the demand for products and services of our contractors and subcontractors, which enables them to create even more jobs. Moreover, by paying out salaries and adding to households’ budgets, we drive the consumption and demand for more products and services of all companies, in the Czech Republic, creating even more jobs. Every job that Deloitte creates translates into 1.29 new positions created by our contractors.

In FY17, we paid on salaries such amount, which would be enough to purchase 4994 Škoda Fabia cars; 2915 Škoda Octavia cars; 2299 Škoda Karoq cars, or, 5% of all flats put into operation in Prague in 2017.

By hiring 849 employees directly, our contractors and subcontractors were able to hire additional 574 employees and thanks to salaries created by direct and indirect effects, 524 people were hired in the economy as a result of additional consumption.

The total effect amounts to 1947 people, which would be enough to fill the Czech National Theatre almost twice.

**Employment**

By employing more people and paying them their salaries, we increase the household income.

By creating new job positions, we have an impact on social as well as economic environment. Not only do we create jobs directly, but we also increase the demand for products and services of our contractors and subcontractors, which enables them to create even more jobs. Moreover, by paying out salaries and adding to households’ budgets, we drive the consumption and demand for more products and services of all companies, in the Czech Republic, creating even more jobs. Every job that Deloitte creates translates into 1.29 new positions created by our contractors.

In FY17, we paid on salaries such amount, which would be enough to purchase 4994 Škoda Fabia cars; 2915 Škoda Octavia cars; 2299 Škoda Karoq cars, or, 5% of all flats put into operation in Prague in 2017.

By hiring 849 employees directly, our contractors and subcontractors were able to hire additional 574 employees and thanks to salaries created by direct and indirect effects, 524 people were hired in the economy as a result of additional consumption.

The total effect amounts to 1947 people, which would be enough to fill the Czech National Theatre almost twice.
By paying taxes and fees, we support, among others, state’s investment into social welfare, healthcare and education. Through our innovative approach and passion to connect generations we influence future leaders with our programs KidsXO and TeenXO.

The contribution we make to the state budget makes us a co-investors into the development of Czech economy and society. To show our impact, we divide the taxes into two groups, direct and indirect.

**TOTAL National budget contribution** 719 mil. CZK
Which amounts to 73% of the Czech State fund of cinematography

**PIT Personal income tax** 156 mil. CZK
This is the equivalent of the budget of Czech city Jesenice in 2017

**SSC Social security contribution** 245 mil. CZK
This amount is equal to 57% of government expenditures on housing support planned for 2018

**Indirect taxes** 240 mil. CZK
This is equivalent of the Czech contribution to financing of CERN* in 2018

*European Organization for Nuclear Research*

The contribution we make to the state budget makes us a co-investors into the development of Czech economy and society. To show our impact, we divide the taxes into two groups, direct and indirect.
Innovation Driven by Talent

We believe revolutionary ideas happen in great companies. A company that challenges the way things are done, innovates and makes a ground-breaking impact deserves special recognition. And this is what we rewarded in yet another year of the Fast 50 Technology Awards. The 2017 edition ranked a Czech search engine, Kiwi.com, as winner among all Central European competitors, whose impressive growth rate of 7165% eclipsed the 1534% it recorded in 2016 in the Rising Stars category.

Being aware that new technologies and innovations are shaping the market, our aim to provide the highest-quality value-added services is directly linked with offering options to the best talent. Almost 10% of our managerial positions are occupied by people under 30 years old and in 2017 we promoted 30% of our employees.

Conscious of the importance of offering our broad expertise to them and facing new challenges, our recently launched Start-Ups programme supported them in getting 48 of their ideas off the ground. Our Innovation Team analysed the potential of more than 530 projects and hired 36 youngsters to develop their creativity within a business mindset.

As an example, our 2017 edition of FinTech Research maps the Czech banking market as one of the most innovative markets in Central Europe, showing how investments of banks, insurance companies and other financial institutions in modern technologies and solutions keep growing, with estimated annual growth of 55%.

Interview with Senta Čermáková
Innovation Director at Deloitte

Senta, your Innovation Team at Deloitte comprises a lot of young people. How do you work with them?
When I am hiring interns, which I actually no longer do nowadays as they are hired by other interns, I sometimes find I have nothing to hang onto in their CVs as some of them are 16-year-olds... When there is nothing, I hang onto humanity, values installed in you by your family. I make the choice based on character.

For me, it is important to motivate every person in my team. I need to know what the person is seeking, be they sixteen or fifty. I need to know at what stage of life they currently are, whether they are happy, what they are dealing with, what they are struggling with... because if I do not know this, I can hardly work with them.

What roles do you assign to them?
I either try for them to be "leaders" and lead other people, or to be "owners", where each of them has a field of their own that they work on as their possibilities allow.

What is the work of Generation Z at Deloitte like?
We have set up an Innovation Team, introducing features that Generation Z wants. Our first start-up accelerator was led by a 21-year-old. And he did a better job than we would have. He showed Deloitte that this was a possible way to go. Another accelerator was held by a 17-year-old in Ostrava. He did it without our help. He came up with and implemented everything. We only placed our trust in him.

With its 7165% growth rate, Kiwi.com won the Deloitte Fast 50 Technology awards in FY17.

FinTech Research estimates 55% annual growth of investments into smart solutions.

Almost 10% of our managerial positions are occupied by people under 30 years old and in 2017 we promoted 30% of our employees.

The Start-Ups programme supported them to get 48 ideas off the ground. Our Innovation Team hired 36 youngsters to develop their creativity within a business mindset.

What is the work of Generation Z at Deloitte like?
We have set up an Innovation Team, introducing features that Generation Z wants. Our first start-up accelerator was led by a 21-year-old. And he did a better job than we would have. He showed Deloitte that this was a possible way to go. Another accelerator was held by a 17-year-old in Ostrava. He did it without our help. He came up with and implemented everything. We only placed our trust in him.
Start-up Youngsters in Deloitte
2018 initiative

Štefan Žákalový (aged 17 during his first internship at Deloitte)

Thanks to an internship I have received offers to study at some top universities During my internship at Deloitte in Prague, I had the opportunity to work on a whole series of projects, receiving a lot of mentoring and gaining experience. I searched for information, for instance, I collected details about the Czech start-up environment and presented them to professionals within the firm. I was also engaged in event and project management. Towards the end of my internship, they placed trust in me and I led my first project: the Manufacturing Start-up Accelerator in Ostrava. Ostrava is my hometown. After the summer ended, I moved from Deloitte’s Prague office to Ostrava and worked there during the whole school year. The internship also helped me during my studies. I gained an understanding of business and how things work in practice. I am in my last year of grammar school and thanks to an internship in a prestigious firm like this I have received offers to study at some top universities, such as UCL – London’s Global University. The knowledge I gained during my internship at Deloitte has helped me succeed in the nationwide rounds of the Deloitte KidsXO and TeenXO Clubs – these are just some of the events where the general public could meet dBot of Deloitte’s Consulting function. “People often ask: ‘Whatever do you have a robot for? You are auditors and tax professionals!’”, says Pavel Milka. This is how the public perceives us, yet we have many technology teams engaged in cyber security or machine learning. dBot represents the fact that we are not only a firm full of “suits”, its purpose is to shatter the myths about our firm.

I gained so much from my time at Deloitte last summer. I worked on pretty broad range of projects mostly revolving around start-up technology assessment (viability, scalability, stack summaries, etc.) or technology education (seminars, workshops, presentations, style events). I was definitely well supported by my own team (innovation) and was given more than enough responsibility to be actively challenged without making me feel overwhelmed. I was frequently mentored by colleagues as well as having opportunities to speak to partners from other advisory departments. This occurred through the reverse mentoring program which was really existing and I learned a huge deal from it. Something that I would recommend implementing across the entire firm. Because graduates and interns are often nervous about what steps they should take in their development/careers. Speaking to senior Deloitte staff would make manoeuvring those pitfalls less daunting.

Sean Hamill

In addition, in terms of recruitment, it is something I think many university students find attractive in a company as it is rewarding and exciting to be able to speak to experts in their field. I have to say that being treated as a member of the team and not an intern ‘per se’ was a refreshing experience relative to some internships I had prior to Deloitte. Helping me actually develop some applicable skills rather than just doing grunt work or being part of a recruitment mechanism to lock down graduates. Again, skills development is something the team/company had clearly thought about and I found incredibly useful. Moreover, many employees especially on Štepán’s team were supportive, but also enthusiastic about pursuing projects outside the normal scope of their day-to-day responsibilities.

dBot represents the fact that we are not only a firm full of “suits” 2018 initiative

The Future Port Prague Conference, the Security Conference, an event at Campus Dejvice, CERGE workplaces (Centre for Economic Research and Graduate Education of Charles University) or workshops as part of the Deloitte KidsXO and TeenXO Clubs – these are just some of the events where the general public could meet dBot of Deloitte’s Consulting function. “People often ask: ‘Whatever do you have a robot for? You are auditors and tax professionals!’”, says Pavel Milka. This is how the public perceives us, yet we have many technology teams engaged in cyber security or machine learning. dBot represents the fact that we are not only a firm full of “suits”, its purpose is to shatter the myths about our firm.

University students, namely those of technological fields, have mostly not heard of Deloitte, so it is nice that their first encounter with us occurs through dBot. They form an opinion about our firm through something that is much better than, say, a lecture. Some of them go on to join the firm as interns.

During events, we explain to children what dBot can do and what its potential is. They play with it and try to programme it to find out what it takes. It saluted at a conference attended by soldiers, sometimes acts as a co-speaker during presentations and keeps learning new things. Thanks to a technology developed by the Czech Technical University, it can tell a person’s sex and age; however, it met with the greatest success in dancing the Macarena.

Veronika Bauer, an Advanced Analytics manager at Deloitte

Emphasis is not only placed on mathematical solutions (methods used, comprehensibility and efficiency of the code), but also on the applicability of the solution in business and the possibility of using the results in practice. This year, the assignment was to design a marketing acquisition purpose for Lékárna.cz. The best one had the chance of being implemented.

It is a sort of accelerator – besides connecting university students with Deloitte, they are also connected with clients, to whom they offer a completely new perspective on some of the issues they are tackling. The competition allows us to dispel the traditional notion of our firm and let people know that, besides audit and taxes, we are also engaged in analytics and advanced mathematics. Students have the opportunity to address actual issues and, if successful, receive a job offer.

During a weekend, teams of two to three members are assigned an actual analytical task for which the event partner, this year Lékárna.cz (2007 the year before), provides data. The competition starts on a Friday evening; however, students receive the data as late as Saturday morning and have time until Sunday to complete the task, when the results are presented and the final evaluation takes place. The resulting presentations are held in front of a commission comprising members of Deloitte’s management (last year it also included two partners) and the client’s representatives (eg, CEO of Lékárna.cz). During the event, participants are mentored by Deloitte experts.
Today by kids. Tomorrow by Deloitte 2018

The youth is our future and we are well aware of this. Therefore, our innovation programme includes not only cooperation with start-ups but also with young people. We also target the youngest ones who attend primary and secondary schools. As they have been surrounded by technologies since a very early age, they may be an inspiration to us in many respects as early as this.

Cooperation with young people helps us understand the ever-changing world and everything that the changes bring. We organise hackathons, discuss the future with pupils as young as eight, and engage students from different regions in Deloitte’s activities. All this as part of our innovation programme and the KidsXO and TeenXO Clubs intended for the youngest children and teenagers, respectively.

Why kids?

At Deloitte we are aware of the power of the young generation, not just in connection to technology. For this reason we often employ sixteen year olds as part of our innovation programme. We like to surround ourselves with their ideas, judgment, we enjoy their view of the world and the way in which they approach solving things, problems, and everyday situations. However, today’s high schoolers are not enough, we have to go further - to the littlest. That is why we founded Deloitte KidsXO club, where children six years and older are introduced to technology, the possibilities of this age and the things that will soon be part of their everyday existence.

The 3-day Young Guns Hackathon

Students showed their future visions

This year in mid-February we organised the Young Guns Hackathon for students at the Czech Institute of Informatics, Robotics and Cybernetics. The inspiration was the topics of Singularity University such as the Internet of Things, Artificial Intelligence or Virtual Reality. While two teams developed their own application, seven other teams filmed a short video depicting the technologies of the future. The participants were motivated not only with a financial reward but also with tickets to Singularity University, which is precisely the place for young, talented people interested in the future.

Special invitations were additionally extended to 28 talented students from Slovakia, Poland, Hungary and Romania.

About Singularity University

Singularity University is an educational and innovative platform using technologies to solve the world’s greatest challenges. It unites the greatest thinkers of today, showing where civilisation is headed and what it will be like in the coming decades. It presents technological trends and tries to generate discussion about the future of education, banking, artificial intelligence, medicine, ethics and criminality, to name a few.

The Future has Started at the Singularity University Summit in Prague 2018 initiative

Deloitte Czech Republic as the Main Partner

We are fascinated by the future. It is clear to us that if we want to become its part and make use of all the possibilities brought by technological advancement, it is high time we started preparing for it. Therefore, in March 2018, we became partners of the Singularity University Summit, which was held in Central and Eastern Europe for the very first time.

During the two-day conference, visionaries from all over the world met in Prague’s Žofín to discuss the future of technologies, labour, education, medicine, the space, and many other questions to which probably all of us wish to know the answers.

“Singularity University is a unique platform with an impact all around the world. While focusing on exponential technologies the community presents ideas and predictions that open your eyes and mind. It is exciting that Singularity University has found its way to Prague and Deloitte can be part of it. I am proud and delighted that we have become a partner of such an inspiring project.”

Diana Rádi Rogerová, Managing Partner

The Club’s third session took place at the Future Port Prague conference. The children have experienced futuristic afternoon full of artificial intelligence, a racing track with drones, virtual reality, and an eco-capsule – a portable house which we will one day live in. As part of the TeenXO Club, the children’s “elders” grasp of English personally met selected conference speakers.

The KidsXO & TeenXO Club

2018 initiative

Today by kids. Tomorrow by Deloitte 2018

The youth is our future and we are well aware of this. Therefore, our innovation programme includes not only cooperation with start-ups but also with young people. We also target the youngest ones who attend primary and secondary schools. As they have been surrounded by technologies since a very early age, they may be an inspiration to us in many respects as early as this.

Cooperation with young people helps us understand the ever-changing world and everything that the changes bring. We organise hackathons, discuss the future with pupils as young as eight, and engage students from different regions in Deloitte’s activities. All this as part of our innovation programme and the KidsXO and TeenXO Clubs intended for the youngest children and teenagers, respectively.

Why kids?

At Deloitte we are aware of the power of the young generation, not just in connection to technology. For this reason we often employ sixteen year olds as part of our innovation programme. We like to surround ourselves with their ideas, judgment, we enjoy their view of the world and the way in which they approach solving things, problems, and everyday situations. However, today’s high schoolers are not enough, we have to go further - to the littlest. That is why we founded Deloitte KidsXO club, where children six years and older are introduced to technology, the possibilities of this age and the things that will soon be part of their everyday existence.

1st KidsXO Club: Singularity University

For the first time, we included school children in the debate on the future at the Singularity University summit in Prague, where in addition to our employee’s kids we invited students from Dino Schools of Prague and Duhovka Group. Aside from meeting major speakers at the SU conference, the children tried out virtual glasses, flying with drones and presenting in front of their peers and adults, who had come to listen to lectures on the future. We decided to continue in this tradition and soon after organised another gathering.

2nd KidsXO Club: Youtuber Kovy, robots and virtual reality

Czech Youtuber Karel Kovář, more famously known as Kovy, and more than thirty children, that’s what the second Deloitte KidsXO Club was like. At Prague’s modern Czech institute of information, robotics and cybernetics kids shared their stories and videos, explored virtual reality and robotics, and together with Kovy were in a sitting during which they talked about YouTube and preparation of videos. Finally there were awards for the best submissions.

3rd KidsXO Club: Future Port Prague

The Club’s third session took place at the Future Port Prague conference. The children have experienced futuristic afternoon full of artificial intelligence, a racing track with drones, virtual reality, and an eco-capsule – a portable house which we will one day live in. As part of the TeenXO Club, the children’s “elders” grasp of English personally met selected conference speakers.
The Broader Career Choice

Conscious of our business responsibility, our first duty is to prioritise our employees’ personal and professional careers so that they can deliver the highest-quality support to our clients. The advantage of being part of a worldwide network is that it helps us interact with the broadest pool of experts from across disciplines, exchanging knowledge and experiences. Also, our diverse clients are constantly challenging our teams with their tailor-made solutions and constant innovations in different markets.

Though Deloitte Czech Republic has very specific expertise units, from Tax to Audit, almost 90% of its employees cooperated with other departments to deliver their projects, proving that working together is the best way to achieve the best results. We are proud of contributing to the national labour market with the most valuable experts – in fact, 1 in 10 of the top 100 Czech companies has a former Deloitte employee on its Board.

Our continued training supports them from the very beginning of their professional careers: for instance, the average number of professional training hours per year is equivalent to 35 years of work for a single employee, and last year our investment in courses would be equivalent to purchasing start school kits for 6,005 children. This investment is worth it for us: 34% of our people have been working for us more than 5 years, and more than 6% of the ones who started their professional career with us and moved to different companies are back at Deloitte as the best choice within the current labour market.

We are aware of how valuable a culture that embraces diversity, inclusion, engagement and empowerment is. That is why diversity and inclusion is a strategic imperative for us. As an example, more than 10% of our people are foreigners based long-term in the Czech Republic. As part of our commitment, we offer pragmatic solutions to specific needs. In 2017, 28% of our female employees worked under flexible conditions, which is 3 times more than the national average (which is 9%).

Clearly, female empowerment is right at the top of the D&I agenda. We built the Deloitte SheXO Club, an externally focused initiative gathering a unique network of more than 1,000 women in managerial and executive positions across eight countries as one way of addressing the issue beyond the confines of our offices.

Through regular meetings, research, publications, conferences and other media, the Club has become a thought leader around the issues involved. As a result, its impact on local businesses, communities and even government policies across the region is growing. Because of this and regular media coverage, Deloitte's profile as an important player in the field of female empowerment is becoming increasingly recognised.

SheXO Club

Have you heard of our Deloitte SheXO Club?
The idea behind it is for ladies in the business environment who are interested in the current affairs to network in an informal environment. We seek to share experience with one another, mentor women at the beginning of their careers and jointly do things that contribute to society’s improvement.

Members of the SheXO Club meet well-known people, make new business as well as non-business contacts and visit places that they would not normally go to. The club offers a great variety of people as well as topics.

Radka Mašková
Director at Tax&Legal, Deloitte Czech Republic
Employees’ Experience Abroad

Eliška Papušková
a Tax&Legal Consultant, spent three months at a Deloitte office in Hungary

As I studied at two universities at the same time, I never made use of, for example, the Erasmus programme. I did not want to prolong my studies. However, I was tempted to gain an in-depth knowledge of a different country. With a population of almost 10 million, Hungary is one of the Czech Republic’s major business partners. For a long time, it has sought to create one of the most favourable investment environments across the whole European Union. It has 700 billion forints (approximately 60 billion Czech crowns) at its disposal for research and development activities for the 2014–2020 period.

I went to the Hungarian office to share our experience of the R&D system, which had been in place here for a relatively short time, and, of course, to share knowledge. It was great that Deloitte Czech Republic made it possible for me to work at the Hungarian office.

My most memorable experience in Hungary? Their all staff teambuilding. All Deloitte Hungary functions go to a single hotel in Hungary that can accommodate that many people at the same time. A formal part is followed by non-traditional competitions. One of the main prizes for the winners is a dinner prepared by a Deloitte Hungary partner. It is a great experience.

We care... families are important for us

Jan Kněžínek
Manager

When my third child was born, I could make use of the benefit of a week of fully paid father’s leave for the third time. This was at a time when father’s leave was not legislated, yet Deloitte had been providing this benefit for a long time. This was truly important because taking care of three children was naturally difficult. As a father, I also welcome the possibility of working from home. For example, when one of the children is sick and another has an after-school activity that he or she needs to be accompanied to, the firm allows me to handle this thanks to its flexibility. The same applies to family events, which are of high importance for me, such as nursery school concerts and plays or attending my children’s sports matches.

I have been working at Deloitte for ten years and the firm has been with me during important life events, including my wedding and the births of my children, and thanks to its generosity, I have been able to combine my job with family life, which I truly appreciate.

I went on maternity leave and returned after eight months to work part-time. I have always appreciated Deloitte for the fact that they did not prevent me from advancing my career even though I had worked part-time for some time. My advice to women who are planning a family and want to pursue their careers at the same time is not to be afraid and go for it: it can be managed and combined.

Weing abroad is an experience like no other and it has put things into perspective for me. Working on an international team in a country that is much bigger than yours opens up your way of thinking towards greater tolerance, understanding and sympathy. Thanks to Deloitte, I have already had the opportunity to experience this twice (the first time in South Africa).

I made new friends, had many great experiences and, at the same time, experienced moments when I was at my lowest. However, I overcame them and it has made me stronger. It has given me an understanding of a country about which I had not known much although I originally come from Silesia.

Jana Ježková
Accountant

I have two children, who were both born when I was working at Deloitte, and I worked during parental leave with both of them. My current part-time arrangement is 70%. I regularly work from home on set days and if my daughter or son is sick, I can arrange to stay at home and work which is great. I welcome the possibility of part-time work, which does not exhaust me in terms of time and physically as much as the full-time arrangement would. The fact that Deloitte supports work from home means that it trusts its employees and it is a really nice feeling, I believe that employing mums is beneficial for the firm: they are loyal employees and think highly of their employers if they meet them halfway. Moreover, they are almost always experienced employees whose training does not take too much effort.

Not to mention their time management skills - mums are real professionals in this regard!

Dominika Štěrbáková
Consultant

What are the benefits of the event for Deloitte consultants? What are the benefits for students? For us, it is useful to see how students work and to look for talent among them. In turn, they not only get to know what our team is like, but other people at Deloitte as well, including our corporate culture. It is a great way of forging cooperation on both sides. Thanks to Experience Management Consulting, we have acquired a highly talented colleague. We tipped her off during the event as a ‘superstar’ and we knew right from the beginning that she would be a great addition to our team.

Zuzana Havlíková
Consultant

The event is intended for postgraduate students and recent graduates. In exceptional cases, undergraduates also take part. At the beginning of each term, the team selects approximately twenty people from about fifty candidates.

Students find out what the job of a consultant is like, what knowledge they need, what they should be able to deal with and whether they would actually enjoy the job. There is nothing better than trying it out yourself and, what is even better, doing so during your studies.

Daniela Hyníštová
Partner

One day that uncovers the joys and sorrows of a consultant’s job and may even kick-start a career. This is the Experience Become a Consultant for a Day 2018 initiative

An ‘Consultant for a Day’ or student competitions - these are also ways in which Deloitte establishes cooperation with young university talent. It bears fruit for both students and the organising Deloitte teams, with both parties knowing what they are getting into when they start working together. Consultants test students in actual work situations and, in turn, students learn how things work at Deloitte.

Daniela Hyníštová and Zuzana Havlíková of the Finance Transformation team.

Deloitte Czech Republic Impact Report 2018 | The Broader Career Choice
Deloitte Snowball: A three-month programme for new auditors

A three-month programme for new audit employees hired as analysts. Twenty different topics, practical examples, discussions. This is our Deloitte Snowball programme for newcomers starting their career in Audit.

Pavel Kodýtek
Director

Audit has changed in recent years: the profession is much more challenging, regulations keep changing, auditors work with enormous data volumes. Technologies, advanced applications moving the sector forward, emerge. This is connected with a new requirement for education of future auditors and changes to be made in their preparation for their career start in finance.

Thanks to the Snowball programme, newcomers know and can do much more than was usual in the past. This includes not just theoretical knowledge but also practical skills applied in practice several times by the newcomers serving clients or in simulations. Their direct superiors, seniors, will appreciate it as it means higher quality of time dedicated to newcomers in the first months. And what does it mean for the newcomers? Within three months, they will gain the necessary knowledge and experience to work with clients for the most part independently right from the beginning while building solid grounds of their career in finance.

What has changed with the new programme? Employees undergo up to three months of intensive training. We want them to have a chance to focus on multiple areas in which they think they need to expand their knowledge. In practice, they pick up new knowledge and the experience they need for their job - to describe it with a hyperbole, they are like a snowball rolling down a hill. A major change in practice is that after joining audit teams, analysts can resolve a number of tasks independently, feeling as much stable. This is only a part of the truth. First of all, clients want new colleagues better navigate in accounting issues and, when working with clients, ask better questions and be able to solve specific practical tasks more independently.

Learning from the best

By strategic partnerships with relevant institutions, we learn from the best, strengthen our network and offer our expertise to support their needs. Apart from regular cooperation, in 2017 we made some significant steps with our partners.

Our commitment to the most prominent educational institutions is based on mutual benefits. Our experts offer their knowledge, combining real business cases with theoretical foundations, and, in turn, we are given the opportunity to meet future leaders in person. In 2017, our professionals were invited to give post-graduate classes at universities, and our offices also hosted specific workshops attended by more than 350 students. Our accredited tax and legal experts gave a unique five-session series of lectures in German at the University of Economics that will become part of the official curriculum throughout the semester.

What does it give to our clients? It is a cliché that clients do not respond to new faces positively and wish audit teams to be stable. This is only a part of the truth. First of all, clients want new employees to properly understand the clients’ companies, ask informed questions and communicate well. Our aim is to help our newcomers better navigate in accounting issues and, when working with clients, ask better questions and be able to solve specific practical tasks more independently.

Beerfest: An event for current and former Deloitte employees

The first Friday in September is dedicated to our Beerfest. Close to the Prague Deloitte office we hold a meeting for current and former Deloitte employees. Leaving Deloitte is simply not the end for us, we want to stay in touch even if we are no longer under the same brand. And it is mutual – people who have left are happy to meet those they used to be in one team or department with (not so) long ago, even years later.

Tomáš Kouřil, the current vice-chairman of the Board of Directors and CFO of O2 Czech Republic, who worked at Deloitte in 1993-2003, as an auditor in the audit function and also in financial advisory, feels the same.

What are your memories of working at Deloitte?

I now think about Deloitte especially through my former colleagues, who remain the same even after all these years. Audit and Deloitte were certainly a great choice for the start of my career. Every feedback helped me move forward, I learned many good lessons. Deloitte helped me start a healthy working habit but above all I met many great people there.

Why is the emphasis on corporate social responsibility so important?

I believe that everyone should stick to what they know best, and this applies to social responsibility too. For example, we use our O2 SOS app to make sure that an injured person can get quick help. It works as follows: the operator learns that emergency help is required, finds the location on the map in the O2 SOS app and collectively contacts volunteer rescuers in the closest area. The volunteer then uses their phone to find the shortest route and provides first aid before the ambulance arrives. We have assisted with rescues in several cases already. These things make sense to me.

Do you attend Deloitte Beerfest?

Yes, events of this type are the right idea. Aside from being a pleasant social event, they help maintain contacts and business and I wish Deloitte all the best.
The Right Work Environment To Make An Impact

Only with the best work environment can our people make a positive impact on business and society. Giving space to personal needs and dreams is key to maintaining a high level of satisfaction and delivering high business results.

The current labour market has necessitated a change to the existing approach to employee engagement. According to our latest Global Human Capital Trends Report, 92% of the Czech respondents stated that the most important value at work is wellbeing, including physical, mental, financial and spiritual health. For instance, in 2017 we ran a special health programme in our office and, in only six months, we ran together more than 350 km. Our team also won the team’s category in the Volkswagen Prague Marathon, and we ate the same amount of fruits and veggies as the recommended diet for a person for 7 years.

With technology at our fingertips, we are more likely to be connected with work round-the-clock, and thus the boundaries between life and work become blurred. With this in mind, ensuring employees’ engagement has become a serious challenge for many companies. Listening to our people, we realised that one of their key values at work is the right work-life balance and more than 22% of us chose flexible conditions.

We aim to create an environment that actually fosters the well-being of our staff and supports their physical and mental health. We believe that only a holistic approach to wellbeing can give our people proper support and flexibility to help them deliver an impact that matters on a sustainable basis. At Deloitte, our people are our greatest asset and we want them to be successful in their professional and personal lives. That is why we support our people at every milestone of their life journey. Well-being is not a trend, it is a business imperative and that is why we invest in it.

Providing Professional Services to the Ones in Need

Petra Kučerová
Manager

I have worked in Deloitte Czech Republic’s audit function since 1998 and you might say that this has helped me to forge cooperation with the Mathilda endowment fund. How did it all come about? Mathilda has an obligation in its founding documents to be audited and Deloitte has decided to provide this service for free. I have worked as an auditor almost 20 years, so I could offer extensive experience. The cooperation with Mathilda, which is engaged in improving the quality of life of visually impaired people, started last year and will go on in the upcoming year as well.

I am happy that Deloitte has got me in contact with Mathilda because people who work for non-profit organisations are somehow similar to me. This is one of the reasons why working for those who cannot do what healthy people can is close to me. I feel good about it. This year, Mathilda also participated in our charity event for non-profit organisations. It is worth mentioning that they welcome the financial support, yet they primarily wish to raise awareness. For example, not many people know that guide dogs should not be petted on the street when they are “at work”. It distracts them.

Why do I do that? I wish to be a good role model and share my experience. By the way, Deloitte is a great place to gain them. In fact, you not only gain professional experience, but also a lot of interpersonal experience. Relationships are important for Deloitte and it really shows. Senior colleagues train new hires and impart the “Deloitte culture” to them. Moreover, it seems to me that the people who join the firm have similar worldviews.

Where does my sense of solidarity and the need to help come from? It is certainly related to my nature, life experiences, lifestyle and my family. The need to help often comes as a person develops his or her worldview and everyone can decide which way of help he selects. Help comes in many forms – some help through financial gifts and others through good deeds.

As I work at Deloitte part-time, I can devote some time also to my favourite sport – volleyball. I started to play it when I was twelve and for last 3 years I am not only active player but also children coach in the small town where I live. I feel good about it. This is one of the reasons why I do not see any serious limitations and I can make full use of the advantages offered by Deloitte.

Deloitte has a great approach to people and enables them to also realise their potential elsewhere, if they wish to. Thanks to the two days I do not completely get out of touch with my field. I keep a clear head and I can combine multiple topics in my life. I enjoy doing my job and I always have.

I do miss out on a lot of projects that I cannot engage in to the same extent as I could if I was in the office every day, but I do not see any serious limitations and I can make full use of the advantages offered by Deloitte.

It seems to me that the approach of our firm is much more helpful and benevolent than in other firms. It makes it possible for women to return from maternity leave in a way that helps them combine their professional and family life.

I have never known what things will be like in the future. When I have plans, they often change. I constantly seek to strike a balance given the present situation. The horse farm is currently run by a friend of mine and I focus on my family and work. I deal with things as they come and so does Deloitte with me.

Hana Hájková
Manager

Until 2014, I had had an 80% part-time work arrangement with Deloitte and simultaneously ran a horse farm in the Bohemian Forest (or “Šumava” in Czech). I was happy but I was tempted to live in the Bohemian Forest and not commute to Prague. I decided to run the farm full time. I returned to Deloitte in February 2016.

On top of that, my son was born and I went on maternity leave for a year and a half. I find the three years during which most women stay at home to be too long a pause. In October 2017, I came back to work part-time.

Working for two days per week was ideal for me as I had time to take care of my son. What approach did Deloitte take to this? I returned for the second time and for the second time the firm met me halfway. The agreement was easy. Everything went quickly and without any problems. Of course, it is easier if you have a work history and are not a complete novice.

Deloitte has great approaches to people and enables them to also realise their potential elsewhere, if they wish to. Thanks to the two days I do not completely get out of touch with my field. I keep a clear head and I can combine multiple topics in my life. I enjoy doing my job and I always have.

I do miss out on a lot of projects that I cannot engage in to the same extent as I could if I was in the office every day, but I do not see any serious limitations and I can make full use of the advantages offered by Deloitte.

It seems to me that the approach of our firm is much more helpful and benevolent than in other firms. It makes it possible for women to return from maternity leave in a way that helps them combine their professional and family life.

I have never known what things will be like in the future. When I have plans, they often change. I constantly seek to strike a balance given the present situation. The horse farm is currently run by a friend of mine and I focus on my family and work. I deal with things as they come and so does Deloitte with me.
Prague Cup: A Truly Cross-Border Celebration of Team Spirit and Fair Play

The Deloitte Prague Cup has become an annual highlight for hundreds of colleagues from around the world. It was as long ago as 2003 that Prague-based Andy Newman first got involved in organising what has become one of the most important social and sporting events to take place anywhere in the Deloitte global organisation.

And the pair’s energy and passion has paid off again this year, with over 600 players from 51 male and eight female teams descending on Prague from across the world with the aim of being crowned Deloitte’s footballing champions.

The event has grown massively over the years, to the extent that it now takes place in the Czech Republic’s national sports centre in Nymburk. The annual event is rounded off with a fabulous after-party for food and drink, music and networking.

It is hard to express how much effort Andy and David put into making the event the great success that it is, sacrificing much of their own time to ensure that year after year it continues to inspire so much enjoyment, bonding and friendship.
Appendix

Company structure
There are seven companies operating in Czech Republic under the Deloitte brand:

- Deloitte Advisory s.r.o.
- Deloitte Audit s.r.o.
- Deloitte BPS a.s.
- Deloitte CZ Services s.r.o.
- Ambruz & Dark Deloitte Legal s.r.o., advokátní kancelář
- Deloitte Security s.r.o.
- ELBONA AUDIT s.r.o.

Deloitte Entities in Czech Republic are affiliates or associated entities of Deloitte Central Europe Holdings Limited, the member firm in Central Europe of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”).

Sources
Apart from our internal data we also used publicly available information from following sources:

Deloitte external publications:
- Technology Fast 50 Central Europe
- Millennials Survey
- Deloitte Real Index Q4 2017; CZSO
- 2018 Deloitte Global Human Capital Trends

Public and private institutions:
- Ministry of Finance, Czech Republic
- Skoda Auto, Czech Republic
- Ministry of Local Development, Czech Republic
- CERN Finance and Administration, Processes Department
- United States Environmental Protection Agency; Energy and Environment; Greenhouse Gas Equivalencies Calculator
- Ministry of Labor and Social Affairs, Czech Republic
- Ministry of Education and Youth and Sports
- Czech National Bank

Methodology and calculations input-output model

Any economy – whether analyzed through a national or global prism - contains sectors and industries which are interrelated with each other. Within these sectors and industries there are companies whose operations both depend on and influence other companies and economic agents. In order to analyze socio-economic impact of a selected company or industry, one has to therefore use a methodology which considers these flows, and demonstrates how outputs of many different industries serve as inputs to other industries, and in consequence generate value added, employment, and incomes in the economy.

Such interdependencies were first captured within the United States economy by Wassily Leontief, an economist who in 1973 has received a Nobel Prize for his achievements. Since then, such tables - called symmetric Input-Output tables - have been created for almost all countries by national statistical offices, using data from the national accounts. These tables, when compared with financial data on expenditures, salaries and taxation from a selected company or companies within a sector, serve as a powerful tool to demonstrate socio-economic impacts.

Using a model based on the Input-Output table for the Czech economy and data from the company, the following types of impacts of Deloitte CZ were calculated:

- Direct impacts which are the effects of Deloitte CZ activities itself.
- Indirect impacts which are related to Deloitte CZ business transactions with its suppliers. Deloitte CZ purchases of goods and services from local suppliers generate business for these suppliers, enabling them to sustain jobs, generate value added and income. But the effects don’t end there – direct Deloitte CZ suppliers (1st tier) have their own suppliers (2nd tier) etc. whose production due to the initial impulse from Deloitte CZ, also increases, creating a ripple effect in the economy. These effects, including all rounds of transactions, are effectively taken into account in the model used.
- Induced impacts which are a consequence of an additional impulse created in the economy through spending of Deloitte CZ employees and spending of employees of its 1st and 2nd tier suppliers. This impulse, which is manifested through effective demand, is then reflected in an increase of output in the economy, and translates into additional jobs, value added, and income generation.

Contacts

Management Committee

Diana Rádl Rogerová
Managing Partner
dingerova@deloittece.com

Josef Kotrba
Chairman
jkotrba@deloittece.com

David Batal
Partner
Audit & Assurance
dbatal@deloittece.com

Adham Hafoudh
Partner
Tax
ahafoudh@deloittece.com

Pavel Šíška
Partner
Consulting
psiska@deloittece.com

Miroslav Švoboda
Partner
Financial Advisory
msvoboda@deloittece.com

Report Coordination Team

Lenka Neuvirtova
Director
Audit Advisory, Sustainability Leader
lneuvirtova@deloittece.com

Fatima Araluce
Manager
Sustainability consulting
maralucemartin@deloittece.com

Tereza Kovalova
Analyst
Audit Advisory
tkova@deloittece.com
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/cz/about to learn more about our global network of member firms.

Deloitte provides audit, consulting, legal, financial advisory, risk advisory, tax and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights, and high-quality service to address clients’ most complex business challenges. To learn more about how Deloitte’s approximately 245,000 professionals make an impact that matters, please connect with us on Facebook, LinkedIn, or Twitter.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the “Deloitte Network”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional advisor. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2018. For information, contact Deloitte Czech Republic.