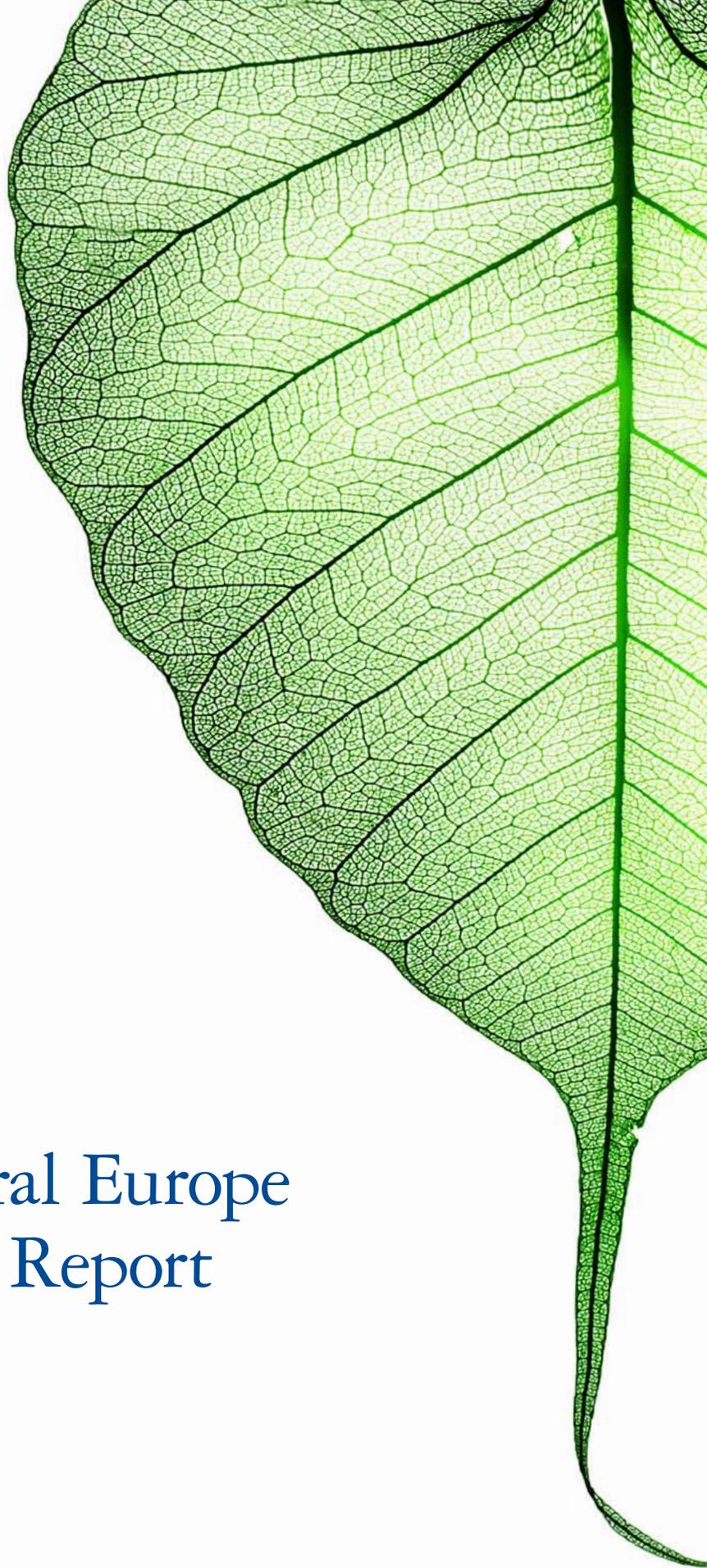


Deloitte.



Deloitte Central Europe
Sustainability Report
2012-2013

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Message from the CEO

Our commitment to sustainability and non-financial disclosure

Welcome to the first Deloitte Central Europe Sustainability Report.

This report shows the progress we are making in bringing the sustainability agenda to life in Central Europe.

Our business is built on the quality of our work, the strength and diversity of our workforce and on strong ethical principles and integrity. It is also founded on an understanding of our impact on wider society and the trust placed in us by our clients. We understand that our business has wide and far-reaching impacts and that conducting every aspect of our work responsibly is critical to our own long-term success.

We believe that we have a responsibility to act as a role model in our markets and consequently we hold ourselves to a rigorous standard, in line with our aspiration to be leaders in society.

Deloitte's commitment to corporate social responsibility extends beyond our own member firm. As a global network of member firms, we made a commitment to raise awareness and lessen the environmental impacts of our worldwide operations through increased CSR reporting, carbon usage tracking and the implementation of platforms for sharing best practices internally around environment issues.

This first report represents the commitment we are making to a sustainable future in our markets, and only marks the beginning of our journey together. We plan to gradually expand this report to cover more areas of the broader corporate social responsibility agenda in future editions.

In the pages that follow, you will see that there is much for us to be proud of as well as much that we can and will do to improve our firm's impact on the environment and communities in which we operate.

Regards,



Alastair Teare
Chief Executive Officer
Deloitte Central Europe



Overview

About the report

This is the first report from Deloitte Central Europe (Deloitte CE) in which we disclose information on our sustainability performance. This first edition covers the financial years 2012 and 2013 combined. We are committed to reporting with continually improving content in future years, in line with Deloitte's global non-financial reporting practices.

Why have we prepared this report, and why is such a report important?

This report showcases what our Central European country offices do in terms of sustainability. It seeks to demonstrate what we do well and what we could do better. We have kept this inaugural report simple, relating the story of what we have achieved and the further improvements we are planning.

In this way, it outlines our commitment towards a sustainable future, strengthening our market position, reputation and brand values.

Sustainability and Corporate Responsibility in Deloitte Central Europe

There are two corporate citizenship pillars in Deloitte:

- Taking responsibility within our own operations for our environment, employees and clients (see the "Corporate responsibility" chapter in this report).
- Positively impacting our economy, environment and society through our client engagements in Central Europe. There are two major ways in which we can embed sustainability into our value propositions through such engagements:
 - Making sustainable businesses successful: carrying out assignments in clean-tech businesses, the non-profit sector and pro-bono work, as well as infrastructure investment projects or services provided primarily for public benefit.
 - Making successful businesses sustainable: providing services in operational efficiency, ethical business conduct, HR/organizational improvement, sustainability report verification or preparation.

Sustainability Performance highlights of FY 2012 and FY 2013

Diversity and people

- There were 3,593 Deloitte professionals working in the Central European region at the end of FY 2012 which grew 11% to 3,986 by the end of FY 2013.
- The overall turnover rate in Deloitte Central Europe dropped from 21.7% in FY 2012 to 20% in FY 2013. There were only five countries where the turnover rate increased: Albania, Bosnia-Herzegovina, Croatia, Serbia and Hungary.
- 52% of professional staff were women in FY 2012 which increased by one percentage point in FY 2013.
- The percentage of women partners grew by 3% reaching 13% in FY 2013.
- Our people speak at least 18 native languages and represent over 22 ethnicities.

Community investment in FY 2012 and FY 2013

- Deloitte CE country offices invested a total of over €500,000 into the communities where they operated in FY12 and FY13.

Environmental sustainability

- Deloitte CE country offices emitted 9,311 tons of CO₂e equivalent (CO₂e) Green-House Gas (GHG) emissions in FY 2012, which increased to 9,500 tons in FY 2013. However the emission intensity per full time employees has decreased by 8%. This represents an average of:
 - 2.6 tons CO₂e / FTE in FY 2012 decreasing to 2.38 tons CO₂e / FTE in FY 2013.
 - 39.3 tons CO₂e / €1,000 revenue in FY 2012 decreasing by 3% to 38 tons CO₂e / €1,000 revenue in FY 2013.

How we report

The technical side of reporting

Scope and materiality

We prepared this report in line with the GRI G3.1 guidelines, the world's most recognized voluntary sustainability reporting scheme. The GRI performance index is presented at the end of this report. (For more information on these guidelines please visit: www.globalreporting.org). Being the first such disclosure of Deloitte Central Europe, we consider this report as an initial step in our reporting practice. For this reason, it focuses on performance highlights and data that we could easily aggregate or derive from data gathered for the 2012 and 2013 DTTL Global Report. We plan to gradually extend our reporting scope in the years to align with Deloitte's global non-financial reporting practices.

Reporting period and cycle

In this report we disclose information on our performance in the financial years 2012 and 2013 (ending 31 May).

Boundaries and methods for measuring performance

The report presents the ecological and social sustainability performance of Deloitte Central Europe, including our affiliate legal firms, covering all country offices, with the following limitations:

- Operational performance data covers all Central European country offices except Bosnia and Herzegovina. The scope and the operational data collection method have been developed by DTTL. The Green-House Gas (GHG) footprint indicator includes emission from buildings, travel and paper consumption, which are calculated based on records extracted from accounting systems or received from suppliers and travel agencies. The GHG factors we use to make the calculations are collected by DTTL. Disclosure on our carbon footprint includes scope 1-3* items, but it does not cover all of the upstream and downstream emissions.

- Community investment data covers only the following countries: Bulgaria, Croatia, the Czech Republic, Hungary, Romania, Slovakia, Slovenia and Poland.
- The sustainability report cannot be considered as the sole and complete disclosure of operating and financial data of Deloitte Central Europe, as the main and official presentation of performance remains our Annual Report. In the case of any discrepancies between the two reports, the information disclosed in the Annual Report prevails.

Assurance

Performance indicators in this report were subject to an internal quality review. As a professional provider of external verification services (see page 19) we recognize the importance of external verification and are committed to develop our reporting procedures and scope continuously in order to attain a high quality of reporting that can be externally verified.

About Deloitte Central Europe

Deloitte Central Europe (Deloitte CE) is a regional organization of separate and independent entities organized under the umbrella of Deloitte Central Europe Holdings Limited, the member firm in Central Europe of Deloitte Touche Tohmatsu Limited (DTTL).

The subsidiaries and affiliates of Deloitte Central Europe Holdings Limited are among the region's leading professional services firms, providing services through nearly 4,000 people in 34 offices in 17 countries (as of 1 June 2013).

Leadership and governance

At the start of Deloitte Central Europe's 2013 financial year on 1 June 2012, Alastair Teare began his four-year term of office as Chief Executive Officer.

As CEO, he has executive authority for the management of Deloitte Central Europe and sets the strategic course for the firm. He is supported by an Executive Committee comprising three partners responsible for Clients & Markets, Talent, and Quality (including Reputation & Risk). A wider Leadership Committee is comprised of the Executive Committee along with the leaders of each of our main geographies, core services, and industry groups.

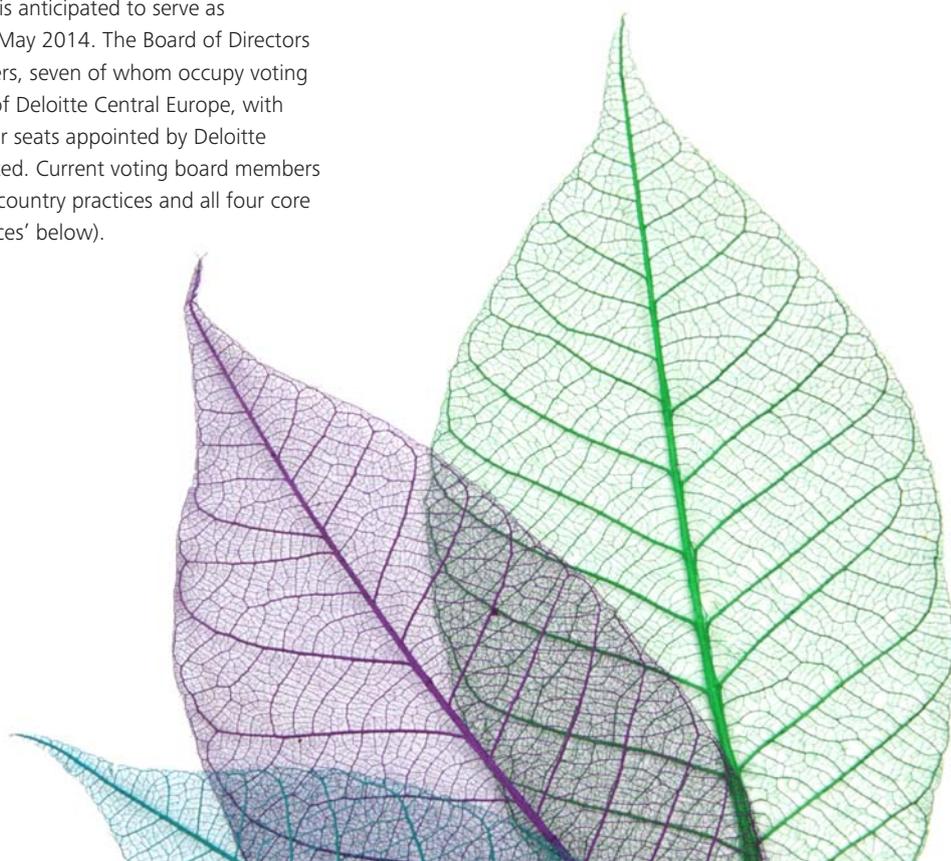
Gerry Stanley is the Chairman of the Deloitte Central Europe Board of Directors. He began his term on 21 February 2012 and is anticipated to serve as the Chairman until 31 May 2014. The Board of Directors comprises nine members, seven of whom occupy voting seats for the partners of Deloitte Central Europe, with two additional observer seats appointed by Deloitte Touche Tohmatsu Limited. Current voting board members are drawn from seven country practices and all four core services (see 'Our services' below).

Our services

Deloitte provides audit, enterprise risk, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. With a globally connected network of member firms in more than 150 countries and with nearly 200,000 professionals, Deloitte brings world-class capabilities and deep local expertise to help clients succeed wherever they operate.

Deloitte's most significant impacts on society result from the work that member firms do for their clients, day in and day out. As providers of auditing and accounting services, member firms have a responsibility to act as guardians of the public's trust in capital markets. As providers of consulting and advisory services to non-audit clients, member firms work with clients on creating enduring prosperity.

The policies and practices of Deloitte and its member firms are vital to the network's ability to foster prosperity and well-being throughout society. These elements comprise the connections between Deloitte's outlook on the network's role in society and its day-to-day decisions.



👤 Office Managing Partner
 👥 Employees (≈)
 📅 Year founded

Baltics

👤 Gavin Flook

Estonia

👥 45

📅 1996

Latvia

👥 95

📅 1995

Lithuania

👥 75

📅 1995

Poland

👤 Marek Metyrcki

👥 1235

📅 1990

Czech Republic

👤 Josef Kotrba

👥 800

📅 1990

Slovakia

👤 Marian Hudak

👥 235

📅 1991

Romania & Moldova

👤 Ahmed Hassan

Romania

👥 380

📅 1992

Moldova

👥 10

📅 1998

Hungary

👤 Gabor Gion

👥 400

📅 1990

Serbian cluster

👤 Milos Macura

Serbia

👥 135

📅 1991

Macedonia

👥 20

📅 1995

Montenegro

👥 10

📅 1998

Republica Srpska

👥 20

📅 1990

Adriatics

👤 Rick Olcott

Slovenia

👥 50

📅 1993

Croatia

👥 125

📅 1997

Bosnia and Herzegovina

👥 40

📅 1998

Albania & Kosovo

👤 Maksim Casli

Albania

👥 45

📅 1996

Kosovo

👥 100

📅 2001

Bulgaria

👤 Sylvia Peneva

👥 170

📅 1992

Vision and values

Our vision

Deloitte aspires to be the leading professional services firm in Central Europe – the first choice of the most sought-after clients and talent. There is an inextricable link between business and societal success: for society to flourish, business must also thrive. Through investment, employment and innovative products and services, business contributes to societal progress and well-being. Society, on the other hand, contributes essential components like talent, infrastructure and the legal framework in which business operates.

Deloitte is committed to driving economic growth, capitalizing on business opportunities, responding productively to challenges and supporting the creation of a sustainable and prosperous society. It is working to make clients across the world stronger and better able to compete in a globalized marketplace.

Ethics

Deloitte's goal is to provide our people with the tools, processes and resources they need to make sound decisions that consider the greater good of all our stakeholders: clients, colleagues, our organisation and society. Through a variety of communications and programmes, we strive to reinforce the importance of ethical leadership and meeting compliance requirements across all our business operations and levels of leadership.

Shared Values

The Deloitte Shared Values bind the people of our member firms together, providing the basis for mutual trust and enabling the network to achieve its vision.

The Deloitte Shared Values

Integrity

We believe that nothing is more important than our reputation, and behaving with the highest levels of integrity is fundamental to who we are. We demonstrate a strong commitment to sustainable, responsible business practices.

Commitment to each other

We believe that our culture of borderless collegiality is a competitive advantage for us, and we go to great lengths to nurture it and preserve it. We go to extraordinary lengths to support our people.

Independence

We are a professional services organisation upon which clients rely for the quality of our advice. Deloitte's professionals must therefore be vigilant about maintaining objectivity and integrity. Accordingly, our people are obliged to meet personal and professional independence requirements that are essential to the performance of services and to maintain the trust of the marketplace, of our clients and of our regulators.

Data privacy and security measures

Deloitte Central Europe only uses data in ways that are relevant to carrying out its regular business purposes and functions and in a way that protects individual privacy. Every office of Deloitte CE is committed to meeting its obligations with respect to personal data protection.

Policies have been developed to ensure an appropriate level of protection for client and employee personal data that are collected and processed within Deloitte CE. These policies include the Client's Personal Data Protection Policy, the Employees' Personal Data Protection Policy, the Privacy Response Process and the Binding Rules on Personal Data Processing. These policies set forth the general rules of personal data protection applicable to all Deloitte CE entities.

Outstanding value to market and clients

We play a critical role in helping both the capital markets and our member firm clients operate more effectively. We consider this role a privilege, and we know it requires constant vigilance and unrelenting commitment.

Strength from cultural diversity

Our member firm clients' business challenges are complex and benefit from multidimensional thinking. We believe that working with people of different backgrounds, cultures, and thinking styles helps our people grow into better professionals and leaders.

SUSTAINABILITY AS A BRAND VALUE DRIVER

MAREK METRYCKI,
EXECUTIVE COMMITTEE MEMBER FOR CLIENTS & MARKETS

Why is sustainability important from a reputation and brand perspective?

Sustainability is important for our clients and for our employees alike. Both groups expect Deloitte to be one of the leaders in this increasingly important area where business interacts with society. Accordingly we need to have the ambition to achieve and maintain a sustainable approach to business, and drive it down to our core values so that sustainability becomes one of the key attributes of our brand.

Sustainability is more relevant to Deloitte than it may appear at first glance. The next horizon for brands is the shared value they offer to their various stakeholders: creating competitive advantage and new market opportunities while benefiting society, our immediate communities and the broader natural environment.

How does Deloitte's approach to sustainability rank in comparison to other companies worldwide?

According to Verdantix's latest market analysis published in 2013, Deloitte Touche Tohmatsu Limited (DTTL) is one of the leaders in sustainability advisory services after Accenture and IBM. This is a tremendous success for all of our professionals working in this field and for the broader Deloitte community as well who benefit from the knowledge we have in the network of member firms. (Verdantix is an independent sustainability-consulting market research firm.)

Do you consider sustainability an important part of the company's culture?

I do. Sustainability is a material part of our corporate culture and has many interconnected areas where it creates value for the whole firm. For our colleagues, a few of the most important aspects are continuous learning opportunities, a supportive atmosphere where bottom-up initiatives and innovative projects are fostered, and leadership commitment towards improving work-life balance.

Finally, what's the bottom line?

Sustainability for us is an important and very powerful tool to create value for our clients and to strengthen the Deloitte brand, one that touches the everyday activities of each of our employees and forms part of Deloitte's global As One strategy.



Corporate responsibility

People and work-life balance

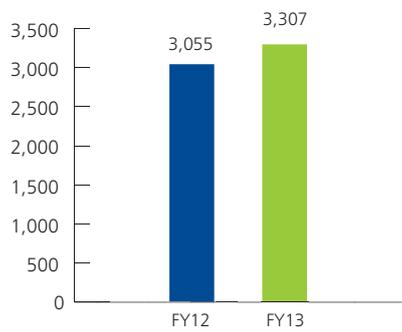
Our employees are our most important assets. Our goals are to be the first choice for new talent, to develop our professionals in line with their potential and to retain high performing employees. Sustainable HR means achieving a balance of these individual components.

Providing continuous feedback on the professional performance of employees is also an important part of the development process. Currently, 79% of all employees receive regular feedback on their work performance which is a 3% increase over last year.

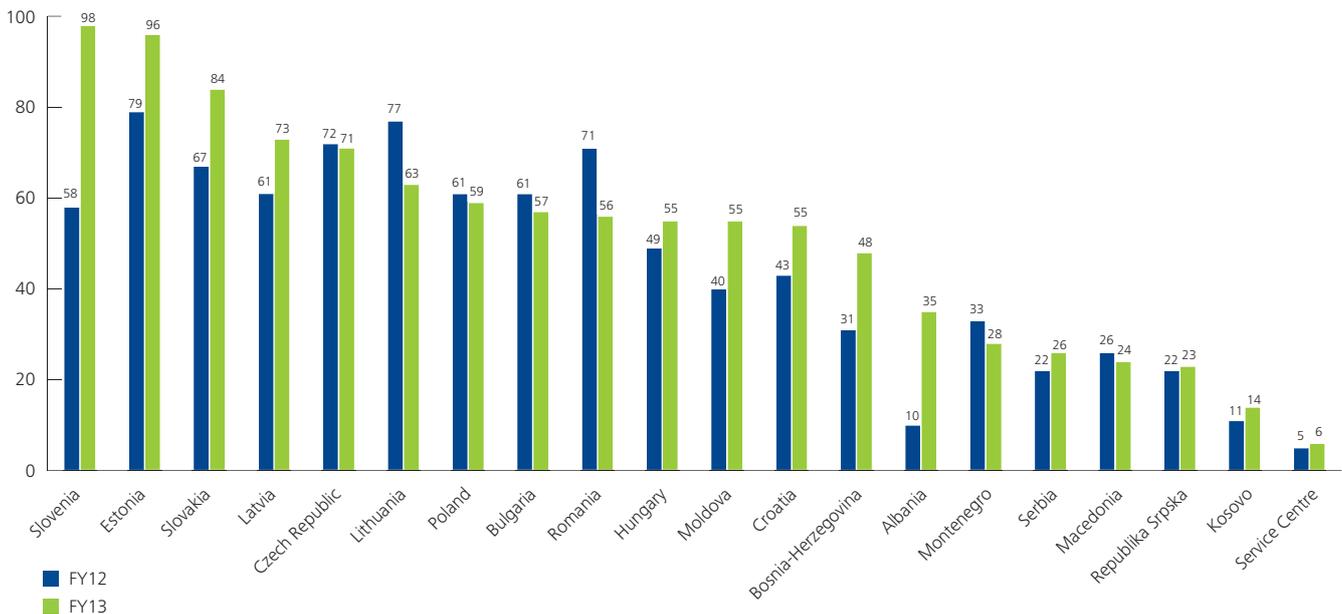
Recruitment & development

We focus on recruiting highly talented people. Hiring such top talents enables us to set the long-term standard of excellence in today's competitive world. The essence of our HR strategy is that if our brand reputation is strong enough to hire top talents, we can and will also attract leading clients. This is why our most important internal awards are those made for being the best choice of our new talent intake (see the Awards chapter in this report). Developing our people is the key to developing and improving our services. This covers two main areas: leadership effectiveness and knowledge development. We show the average number of training hours in 2012 and 2013 in two tables, broken down by staff level and by country. The blue bars show the average training hours of those employees who receive training, and the green bars show the average training hours for all staff. On the second chart the average training hours per FTE can be observed, by countries.

Total number of client service professionals in Deloitte CE



Average training hours for employees who receive training - countries

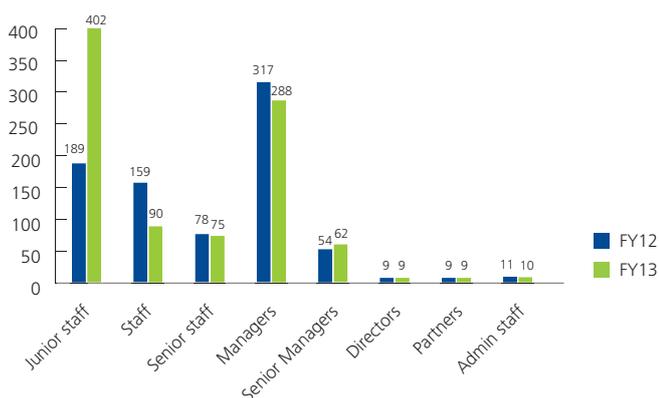


Retention

Retaining the best talent is an important challenge for Deloitte, both at a global and a local level. Employee retention can be best illustrated by showing the annual rate of employee turnover. This was 22.% across Deloitte Central Europe during FY 2012, decreasing to match the global DTTL average of 20% in FY 2013.

The strength of Deloitte’s talent retention in Central Europe is characterized by fact that in the year under review, roughly 78% of new managers, directors and partners were appointed from within, which is an 8% increase since FY 2012.

Average training hours for employees who receive training - staff level



Diversity

One of the core strengths of Deloitte is the benefit we derive from our cultural diversity, through which we gain a competitive advantage on international markets. Deloitte is globally an equal opportunity employer, meaning that recruitment is conducted regardless of gender, race, sexual orientation, culture or ethnicity.

We are currently focused on the advancement of women in the workplace. The ratio of women in our professional staff currently is 53% (a detailed breakdown is presented in the table on the right). Our strategic goal is to align the percentage of women in senior leadership positions across the firm with this number.

Health

Although occupational health issues other than those associated with office work are not relevant in Deloitte, we provide regular medical checks and run various programs to promote a healthy lifestyle, as the wellbeing of our employees is of utmost importance.

Employees at all locations receive benefits that are either directly related to health care or provide other relevant benefits, such as sports equipment or health services.

Physical security

The work of Deloitte professionals involves much domestic and international travel. Central Europe is not classified as a high-risk area, but sometimes poor infrastructure and the extreme weather conditions associated with climate change can result in risks to our employees when travelling.

Deloitte Central Europe has therefore put the following measures in place to protect the safety of employees:

- Collective insurance applies across the region, covering all employees even when travelling privately.
- Dedicated drivers provide assistance if long-distance road travel is necessary.
- Monitoring international incidents to identify high-risk locations.

Deloitte also has a Global Security Office that provides help to Deloitte employees who get into difficulty when abroad.

Percentage of women in Manager and above levels in Deloitte CE

Data as of May 31, 2012 and May 31, 2013

Level	% of women 2012	% of women 2013
All professional	52%	53%
Manager	41%	42%
Senior Manager	28%	30%
Director	25%	27%
Partner	10%	13%

Percentage of new Managers and above appointed internally in Deloitte CE

Period: June 1 to Sep 30, 2012 and June 1 to Sep 30, 2013

Level	Promoted internally 2012	Promoted internally 2013
Manager	61%	78%
Senior Manager	71%	75%
Director	88%	96%
Partner	67%	66%

DIVERSITY AS THE CORNERSTONE OF SOCIAL SUSTAINABILITY IN DELOITTE CE

IWONA GEORGIJEW,
DIVERSITY PROGRAM LEADER

Where do you see an overlap between sustainability and diversity?

Diversity is a key element of Deloitte's approach to social sustainability. As a provider of professional services, our services are mostly based on the solutions delivered by our people. Thus diversity amongst our employees, competencies, experiences and viewpoints helps us deliver unique insights and solutions to clients.

What is diversity and why is it important for Deloitte?

For Deloitte member firms, diversity refers to the richness of our people's viewpoints, experiences, cultures, and backgrounds. Diversity in essence means all the differences that make each of us unique. A diverse workforce mirrors the talent pool in the marketplace and the faces of our clients.

As taught by the laws of nature, stability of systems greatly depends on the level of diversity. Simply put, the more diverse our practices are the higher the quality of the services we can deliver and the more sustainable our operations are. And sustainability is obviously essential for growth.

Furthermore it is proven that diversified teams perform better: they are more innovative, competitive and at the same time make well-grounded decisions. The bottom line is diversity leads to better results.

What is the Deloitte CE Diversity Program about?

Together with my dedicated team we are developing a robust program to increase inclusiveness, provide higher flexibility, and make Deloitte the best place for talent: for women and men as well as for experienced professionals and new recruits.

One of our goals is to increase the number of women in leadership positions by giving them the tools and flexibility they need to better balance the needs of career and family. Instead of being a "quota" program, our Diversity initiative focuses on training, education, and workplace flexibility.



Operations

As a professional services firm, Deloitte manages a low resource-intensive business through providing high-quality auditing and consulting services. The firm's prime assets are our employees and intellectual capital. This means that operational sustainability is a relatively minor element in defining our long-term impact on our environment.

Our most significant operational environmental impacts derive from:

- Heat and electricity consumption in our offices
- Emissions related to business and personal travel
- The consumption of paper and other materials

Offices

The supply of heat and hot water makes the most significant environmental impacts through their associated CO₂ and other emissions. Most of our premises are heated with effective gas boilers, some of which are connected to district heating systems. As Deloitte does not own its office buildings (they are either leased or rented), Deloitte CE does not have a direct commitment to increase the utilization of renewable energy sources or to implement energy-saving measures; however this aspect is among our guiding principles in choosing office space.

Deloitte CE has selective waste collection systems in place in eight out of 19 offices, mainly in the larger practices.

The separately collected waste types are:

- Paper and cardboard
- Plastic
- Aluminium cans
- Glass
- Batteries

In the year under review, our offices* consumed 14,000 m³ of drinking water from the local communal water infrastructures which was subsequently discharged into the municipal waste water collection systems.

Travel

The environmental impact of travel is mainly caused by green-house gas (GHG) emissions from internal combustion engines that use fossil fuels. Deloitte does not yet have a program in place to facilitate the decrease of these emissions.

In 2013, to reduce the cost and environmental impacts associated with international travel we installed videoconferencing equipment in nine of the largest out of the 17 countries in which we operate across Central Europe.

Environmental Management System in the Czech Republic and Slovakia

In 2008, Deloitte Czech Republic and Slovakia decided to improve their focus on the environment through adopting strong commitments to environmental protection. They successfully implemented Environmental Management Systems in May 2008 and obtained the related ISO Certificate 14001. Both firms successfully passed their most recent recertification audits.

INTERVIEW WITH MIROSLAV LINHART AND ZDENĚK LUSTIG,

REAL ESTATE ADVISORY, DELOITTE CZECH REPUBLIC

Do you think that sustainability-related services provide added value in projects delivered by Deloitte CE?

In the aftermath of the economic downturn we've noticed that sustainability has become an integral part of the everyday approach to business from our clients. It is now an important value driver not only for the survival of firms in times of crisis, but also as one of the drivers of real estate development in the new reality. This is where Deloitte can provide added value, through inspiration and assistance in order to integrate sustainability in business developments in various business sectors and industries.

Could you give us a project or initiative as an example?

Over the past few years our real estate team has been cooperating closely with the local green building council, itself part of a global initiative. We are preparing a revision of their local strategy and helping to involve major new players in this space. We have also developed targeted offerings for financial institutions, and facility management companies.

Why do you find this field professionally motivating? Could you tell us about your personal relationship to sustainability?

It's inspirational. Sustainability is about more than just cost management and corporate finance. We can also help to develop new values for our clients and our colleagues.



Miroslav Linhart



Zdeněk Lustig

Community investment

We do not operate in a vacuum and contributing to the sustainable of our local communities is key to our own sustainability as a business. In each Central European country this signifies a long-term investment. Promoting the social and cultural development of our communities produces a more stable and predictable social environment from which we collectively benefit.

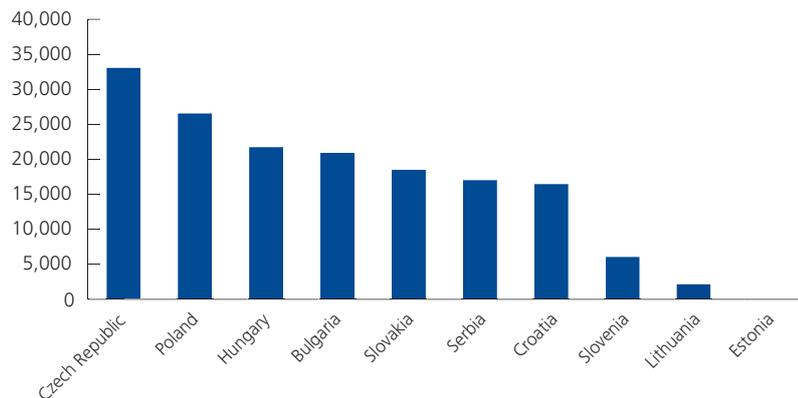
Deloitte also invests in educational programs in order to gain long-term benefits in the form of highly skilled and knowledgeable potential recruits in our local communities.

The Corporate Social Responsibility chapter of our 2012 and 2013 Annual Report highlights a number of programs as good examples of how our employees have contributed to community investment activities.

In this section, we focus on the aggregate impact of our community investment activity by compiling all the actions we implemented or realized with the help of our colleagues.

The below chart shows the community investment contribution of practices individually:

Community investment by DCE practices (EUR) in FY13



Community investment initiatives

Country	Recipient organization name	Recipient organization description
Bulgaria	"Saint Nicola" foundation	Supports socially underprivileged children
Bulgaria	"BNP Paribas Bulgaria" foundation	Supports socially underprivileged citizens
Bulgaria	"Atanas Burov" foundation	Supports the development of banking and finance in Bulgaria
Bulgaria	Anglo-American School in Sofia	A diverse and friendly school providing a vibrant, quality education
Croatia	Charitas	Homes for children without proper parental care
Croatia	Jabuka Kindergarten	Preschool educational institution for children
Croatia	Božica Hladik	A girl who suffers from a rare illness, donation made for medical care
Croatia	KUD Rakov potok	Folklore society
Serbia	Gerontology center	
Poland	Lesław Paga 2065 Foundation	This non-profit organisation's aim is to help young leaders who are interested in the capital markets.
Poland	Responsible Business Forum	This is the oldest and the biggest non-governmental organisation in Poland to provide in-depth focus on the concept of corporate social responsibility. Deloitte is one of the Forum's Strategic Partners.
Czech Republic	Life 90	A charity focused on senior citizens
Czech Republic	Unicef	A charity focused on children
Czech Republic	Summerhouse Vendula	A charity focused on handicapped people
Czech Republic	VSE	A charity focused on handicapped students
Czech Republic	Blood donation	
Slovakia	Zdruzenie podnikatelov Slovenska	Young Entrepreneurs Association of Slovakia (YEAS) was established in 2010 as an organisation which brings together young entrepreneurs under the age of 40.
Slovakia	Wellgiving	Developing philanthropy by connecting non-profit organisations and people willing to donate financial support to people who need help. We have been especially supporting sheltered workshops and those helping people with handicaps.
Slovakia	Slovan	Slovan - Mlady Slovanista is a non-profit organisation that develops young talented footballers in their future careers.
Hungary	Bátor Tábor	Helps seriously sick children through adventure therapy in camps.
Hungary	SOS Gyermekfalu Magyarországi Alapítványa	Helps orphaned children.
Hungary	Mosoly Alapítvány	Helps seriously sick and socially disadvantaged children.
Hungary	S. O. S. Krízis Alapítvány	Helps orphans and socially disadvantaged people.
Hungary	„Az értelmi fogyatékosok fejlesztéséért” Közhasznú Alapítvány	Develops mentally handicapped people's skills.



BEING SOCIALLY RESPONSIBLE – VOLUNTEERING IN AFRICA

MAHULENA POTASOVA

Deloitte believes that volunteering is an inseparable part of organizational sustainability, as it is an excellent way to give back to the communities in which we operate. For the last 14 years, many Deloitte member firms around the world have participated in a global initiative called IMPACT Day (every 7 June) when Deloitte professionals volunteer their time and skills to various public service projects around their communities. The CSR project below is another example of how Deloitte donates expertise through pro-bono projects to people who need it the most.

How did you end up in Africa from Deloitte Slovakia?

Deloitte Belgium initiated a corporate social responsibility project based in Africa and contacted other Deloitte firms to participate. Deloitte Central Europe decided to take part, nominating representatives from Poland and Slovakia. I was approached by our HR department to see if I was interested in the programme, as they were aware of my previous volunteer work and passion for travel. I was honoured to be offered such an opportunity and challenge.

What was the aim of the project and what were its outcomes?

The project had two parts. During the first week we ran a business simulation game in cooperation with the Tanzanian NGO “ICT4D”. The simulation involved teaching 30 ICT graduates about entrepreneurial and business writing skills and was very successful; the students were enthusiastic and committed, and made great progress in only a week’s time. During the second week we coached the students to develop a business plan and pitch document for the NGO WorldLoop which operates

in the field of e-waste recycling (computers and other electronics). We helped them prepared an information memorandum and financial model which Worldloop can use to negotiate with banks and other stakeholders to spin off its e-waste sourcing and recycling business.

Why do you think such initiatives are important, and what did you personally gain from this experience?

In the western world we live in countries where a high standard of living, good quality education and job opportunities are taken for granted. I personally believe that it is a moral duty of reputable firms such as Deloitte and individuals like us to give back to society and help those who are in a less fortunate situation than us. We have to give them hope for a better future and empower them to take their future into their own hands by sharing our knowledge and experience.

Personally I feel like I have gained a lot during these weeks in Tanzania. I had a chance to experience a totally different culture which gave me new perspectives. I was also able to practice my presentation skills and it felt absolutely terrific to empower students in a way that brings them closer to their dreams. I am also appreciating those everyday things which I took for granted before, such as electricity, clean water and safety.

Sustainability awards

One important measure of our success in pursuing the sustainability agenda is the number of awards our local practices have received related to our performance as an employer and corporate citizenship in our markets around the region.

We are proud to have been recognized for acting responsibly and thereby sending a message about the importance of sustainability to business and society.

Country	Year	Name and description of award	Deloitte's rank
Poland	2011	ELSA Most Recognised/ Preferred Employer	2nd/3rd place
Poland	2011	AIESEC Employer of the Year	4th place
Poland	2011	Universum Ideal Employer – Law Ranking	2nd place
Poland	2011	Universum Ideal Employer – Business Ranking	6th place
Poland	2011	Employer Branding Stars – award for the best offline event (Students' Expedition)	
Poland	2011	AIESEC Employer of the Year ranking	4th place
Poland	2011	Top Employers 2012 (second year in a row) awarded by the CRF Institute	
Poland	2011	Universum Student Survey 2012 – Business category	6th place
Poland	2010/2012	Supporter of the Legal Education award from ELSA	
Slovakia	2009	"Top Brand for Young People" recognition by the student NGO Junior Chamber International	
Czech Republic	2011	Czech Students' Union (ČeSU): 2012 Top Employer – Law Office	
Bosnia	2011	Deloitte Bosnia was listed as one of Bosnia and Herzegovina's Top 30 places to work	

Sustainable business practices

Sustainability advisory services in Deloitte Central Europe

Advisory services relating to sustainability or environmental protection are not traditionally part of the core services of Deloitte CE, but as client demand for such knowledge and services has grown we have begun to increase the number of countries where sustainability-related advisory services are being provided. The map below shows our current service offerings.

Environmental law advisory

Advisory services to industrial clients facing difficulties in navigating on the rapidly changing European environmental regulatory horizon. Environmental law advisory is active in the implementation and development of local Producer Extended Responsibility legislation to the relevant stakeholders.

INTERVIEW WITH A PRACTITIONER

TOMAS BABACEK,
SENIOR MANAGER, DELOITTE LEGAL CZECH REPUBLIC

Do you think sustainability-related legal services provide value for Deloitte clients?

Absolutely. Firstly, when companies move to develop a sustainability strategy, they frequently find themselves in need of assistance to clarify or resolve regulatory and governance issues of which they may not have even been aware before. And when clients do adopt an ESG (environmentally, socially and governance focused) culture they tend to focus more on legal compliance and the transparency of their internal processes - developing contractual systems to ensure compliance with quality, ethical and other standards towards stakeholders. And supporting them through all of these changes is what we do at Deloitte Legal.

Could you share an example of a project where knowledge and experience of sustainability provided added value?

I think our core sustainability services are usually found in consulting and audit, but a legal background in sustainability is particularly helpful when advising entities of general economic interest, (e.g. environmental collective schemes), with strong negative environmental or social externalities (e.g. the mining or the oil&gas industry) or when advising on corporate governance or risk management.

Why do you think personally that sustainability is important in corporate culture?

Sustainability is part of the glue which holds a firm together. Any successful organisation needs to engage its employees with its activities. And employees themselves often expect more of their employers than just a paycheck. Nowadays people are looking for an emotional engagement with their work and the work their companies do. They are increasingly thinking about the wider consequences of the activities their company is engaged in to inform feelings of satisfaction from the work they personally do. After all, who would want to work for a company that is a parasite on society? In this respect I think sustainability is foremost about decency. For an organisation to build enough decency into its culture, it must seek increased engagement and loyalty from its employees, business partners and customers.



Environmental tax and compliance

Services provided to companies who seek to meet environmental taxation obligations (e.g. packaging fees, green taxes) or to optimise the effects of such measures. Deloitte has extensive experience in tax regimes related to R&D activities in the field of environment and innovation. Our professionals are also highly qualified in taxation advisory related to public or EU-financed environmental infrastructure.

Sustainability and CSR report verification / advisory

Investors, customers and other interest groups require a significant amount of information on companies' performance, including relevant non-financial (environmental and social) information. In addition to its financial statements, a company's sustainability/CSR report provides information on how it meets legal requirements and what measures it is taking to reduce the risks faced by its operations and activities. The attested and published sustainability/CSR report is a valuable communication tool of the company.

Environmental due diligence

Environmental risks are often hidden or unknown. However, these can have a significant financial impact and severe legal consequences. The aim of Environmental Due Diligence (EDD) is to identify and disclose risks associated with the environmental status and performance of a company prior to mergers and acquisitions. EDD is of paramount importance in industries like energy and resources, manufacturing and the chemical and pharmaceutical sectors, as well as for brown-field investments on former industrial sites.

Environmental and closure provision audit

Provision-based liabilities are very often environmental issues or future expenditures related to the closure (and rehabilitation) of the premises owned or used by the company. These might include soil and groundwater contamination, unauthorized waste disposal, cost of site closure and rehabilitation after the cessation of operations (relevant for mines, oil and gas production).

Performance of Environmental Impact Assessment (EIA) and Integrated Pollution and Prevention Control (IPPC)

Environmental permits for industrial companies are issued by authorities on the basis of an environmental impact assessment and/or an integrated pollution and prevention control permit application process. During the process, the environmental impacts and future environmental future risks of the facilities involved are assessed and the measures envisaged to mitigate such risks are specified.

Verification of corporate annual reports on the emission of greenhouse gases

Under EU ETS, beginning in 2013 companies that emit greenhouse gases must submit a report audited by an independent party to the relevant authorities.

Greenhouse gas emission strategy

The EU Climate Package launched in 2007 and its Emissions Trading Scheme (ETS) has an increasingly direct impact on the business activities of the majority of industries. Beginning in 2013, the ETS introduces annual decreasing limits on the emissions of CO₂, meaning that many companies will have to purchase a part of their CO₂ emission allowances. Companies should therefore develop a comprehensive CO₂ cost-management strategy – monitoring the CO₂ emission market and developing a roadmap of activities both in the field of financial transactions and operational improvements.

EU Funds advisory, relating to energy and environment infrastructure projects

Deloitte offers experience in compiling and reviewing feasibility studies, along with funding applications and their attachments for projects related to environmental, energy and transport infrastructure. We also assist in establishing the general methodological foundations of EU environmental grant systems.

PROVIDING SUSTAINABILITY SERVICES TO OUR CLIENTS

ORSOLYA BARSÍ, MANAGER, SUSTAINABILITY AND CLIMATE CHANGE SERVICE LINE LEADER

Over the last few years what changes have you observed in the demand for sustainability advisory services across Central Europe?

Following the financial crisis, cost optimisation became a main focus for businesses. But in many ways sustainability has a direct positive impact on company costs along with environmental and social benefits. Services like energy efficiency advisory, green-house gas emission strategy optimization or environmental due diligence can generate significant financial benefits for firms. In Central Europe, we see a significant demand for these services partially due to EU obligations and the evolution of market standards.

How does sustainability advisory create value for clients?

We can help financially successful businesses capture value through more sustainable operations and we can help sustainable businesses become more financially successful.

The sustainability related services we offer add value as an extension of standard offerings such as environmental law advisory, provisioning and due diligence, resource efficiency optimisation, and organisational restructuring.

There is also great potential in and demand for standalone environmental services, such as CO2 emission reporting verification and strategy development, Sustainability Report writing and verification. In the Balkans there is a significant demand for more classical services such as environmental impact assessment, IPPC permitting, and other compliance services.

Why is this Sustainability Report important from a service delivery perspective?

As there is a visible market need for sustainability-related services, it is vitally important to communicate our commitment, competencies and experience externally. Furthermore the sharing of our competencies internally is also valuable, as we all experienced how challenging it is to find the necessary skills, experts of qualifications for complex and cross-border proposals.

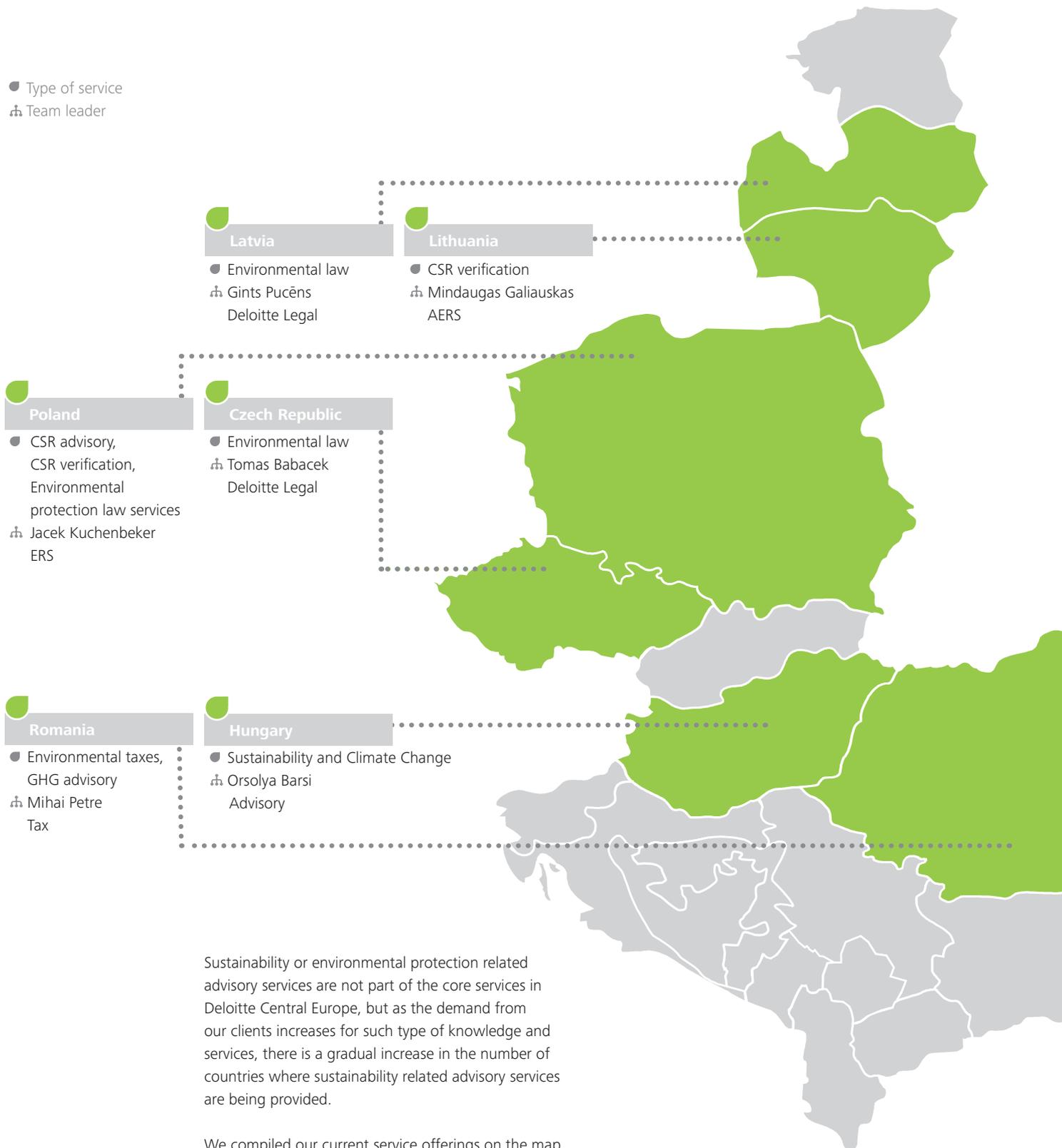
What are the international tendencies in standard company disclosure? Will sustainability reporting become standard in Central Europe?

We see a trend emerging in that sustainability reporting, both on the international and European level, will be an integral part of companies' standard disclosures. The EU looks poised to accept a modification of the financial disclosure directives which will extend yearly financial reports with an additional section on sustainability disclosure. Furthermore the International Integrated Reporting Council has just published the draft Integrated Reporting framework outlining the reporting methodology for integrated disclosures which we see as the next step in sustainability reporting.

We observe similar developments in the US as SASB (Sustainability Accounting Standards Board) also aims to make non-financial reporting mandatory through Securities and Exchange Commission (SEC) filings as of the end of 2015. Therefore we are certain that integrated reporting-related services will represent great added value on the market in the coming years.



- Type of service
- ♣ Team leader



Sustainability or environmental protection related advisory services are not part of the core services in Deloitte Central Europe, but as the demand from our clients increases for such type of knowledge and services, there is a gradual increase in the number of countries where sustainability related advisory services are being provided.

We compiled our current service offerings on the map above.

Geographical matrix of competencies

Competency	Czech	Latvia	Lithuania	Poland	Romania	Hungary
<i>Environmental law advisory</i>	✓	✓				
<i>Environmental tax and compliance advisory</i>	✓				✓	✓
<i>Environmental protection law services</i>				✓		
<i>CSR and sustainability report verification</i>			✓	✓		✓
<i>CSR and sustainability report writing assistance</i>				✓		✓
<i>Sustainability strategy advisory</i>						✓
<i>Environmental due diligence</i>						✓
<i>Environmental and closure provision audit</i>						✓
<i>Greenhouse gas emission strategy</i>					✓	✓
<i>Annual verification of corporate greenhouse gas emission</i>						✓
<i>Environmental Impact Assessment (EIA) and Integrated Pollution and Prevention Control (IPPC)</i>						✓
<i>EU Funds advisory related to energy and environmental infrastructure projects</i>						✓

Success stories

There are two fundamental ways by which Deloitte CE assists clients with their sustainability agendas:

First, sustainability can be used as a transformational tool for existing businesses, where the creation of long-term stakeholder value is achieved through the integration of sustainability into a companies' value chain with the help of our consultants. In such a case, the provided service makes a successful business sustainable.

Second, services can be provided to help make sustainable businesses (such as clean-tech companies, the non-profit sector, infrastructure investment projects and services) more successful. In such cases, sustainability is the core of the clients' business and the provided advisory or risk services are aimed at optimizing operational and financial performance.

Below, we showcase four success stories from the Central European region where sustainability creates significant added value for our customers

Warsaw Stock Exchange (WSE)

Deloitte CE Practice: Poland

Type of service: Sustainability assurance

Project aim: Establish and maintain the first CSR share index (RESPECT) in Central and Eastern Europe.

Deloitte objectives:

- To undertake detailed analysis to determine how the statements of companies on the index compare with their actual sustainability performance.
- To conduct a comprehensive survey on the impact and consideration of ESG (Environment, Social and Governance) factors in investment decisions.

Outcomes of Deloitte involvement:

- Stakeholders received assurance on the actual sustainability performance of the companies included in the index.
- Results of the survey were published in a separate report informing all relevant index stakeholders about the latest and future developments in socially responsible investing.

Background:

- The RESPECT Index project aims to identify large, midcap and most liquid companies managed in a responsible and sustainable manner; it emphasizes the investment attractiveness of companies that are characterized, among other factors, by their reporting quality, level of investor relations or information governance. A three-stage review process is carried out annually. The first two stages use only publicly available information while the third one involves a questionnaire-based assessment of the company's maturity in terms of their operational social responsibility.
- A group of 120 institutional investors with their capital market analysis and investment professionals are invited to complete the inaugural online questionnaire containing 13 detailed questions.

The Polish Confederation of Private Employers (PKPP) Lewiatan

Deloitte CE Practice: Poland

Type of service: Sustainability consulting (pro bono)

Project aim: To develop a tool for mapping, planning and carrying out a dialogue with stakeholders.

Deloitte objective:

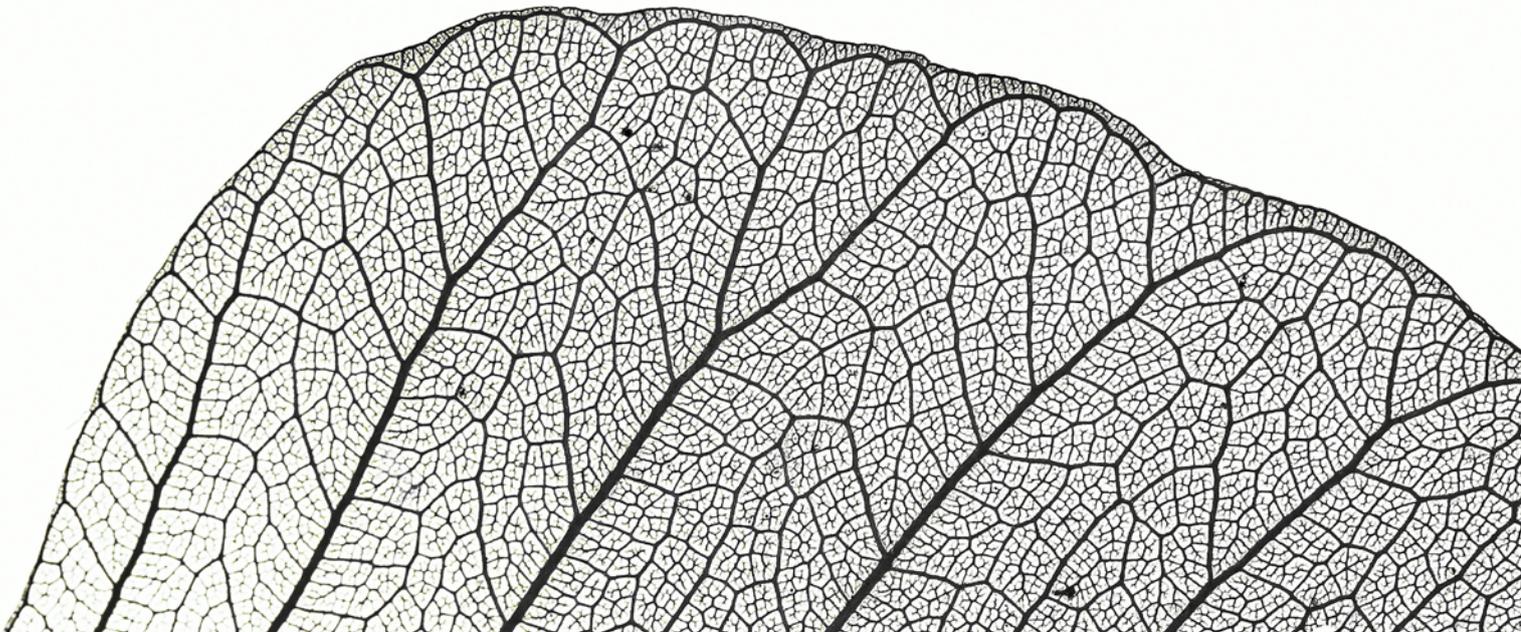
- To provide help to members of PKPP on various issues from issuing reports to strategy consulting.
- Outcomes of Deloitte involvement:

Two conferences:

- A workshop with Polish CSR experts which resulted in a special report on dialogue with stakeholders.
- The creation of CSR strategies for 10 Polish companies from various sectors.
- A special tool for the purpose of stakeholder mapping, planning and carrying out a dialog with all interested parties.

Background:

Deloitte and PKPP Lewiatan have been carrying out a project co-financed by EU under the European Social Fund, named "Promoting business involvement in building social capital in Poland through the use of CSR tools". The project involves the development, testing and promotion of tools and best practice kits to be used independently and free of charge for mapping, planning and carrying out a dialogue with stakeholders (all interested parties). These are considered to be the necessary conditions to enable the efficient performance of CSR activities. Related services are available in the marketplace, but their price is very high, thus constituting a barrier for most users.



Client

Deloitte CE Practice: Latvia

Type of service: Cleantech, Legal

Project aim: An analysis of a bioethanol production plant business potential.

Deloitte objectives:

- Deloitte Latvia undertook an analysis of the business potential of a bioethanol production plant in Latvia, and reviewed legal aspects associated with setting up the plant, as well as preparing a business plan. The bioethanol production plant intends to use next-generation technology that can extract ethanol from waste.

Outcomes of Deloitte involvement:

General analysis, legal aspects analysis, preparation of business plan.

Background:

The project scope consisted of the following:

- analyze produced waste volumes;
- identify companies operating in the waste industry;
- review the state policy documents and environmental law requirements governing the waste-management system;
- review tariff policy;
- undertake a detailed analysis of the applicable tax regime;
- analyze potential sites for the bioethanol production plant;
- analyze traffic flows, access to infrastructure and its associated costs;
- describe the requirements regulating the designing and construction process for the bioethanol production plant;
- review the necessity of acquiring a license to operate the business;
- review available state aid;
- forecast cash flows;
- undertake market analysis;
- describe the business model.

Major sugar provider

Deloitte CE Practice: Romania

Type of service: GHG emission allowances for 2013-2020

Project aim: Assisting a major sugar producer to obtain a free-of-charge allocation of greenhouse gas emission allowances for 2013-2020.

Deloitte objectives:

- To help prepare the questionnaire and necessary documents for submission to the competent authorities with respect to GHG allocations.
- To hold discussions with and gain confirmation from the competent authorities fulfilling the conditions for obtaining a free-of-charge allocation.

Outcomes of Deloitte involvement:

- The company successfully obtained a preliminary free-of-charge allocation of its GHG emission allowances for 2013-2020.

Background:

The project involved assisting the client with the preparation of the GHG file in order to obtain free GHG emission allowances for 2013-2020. The main stages of the project were:

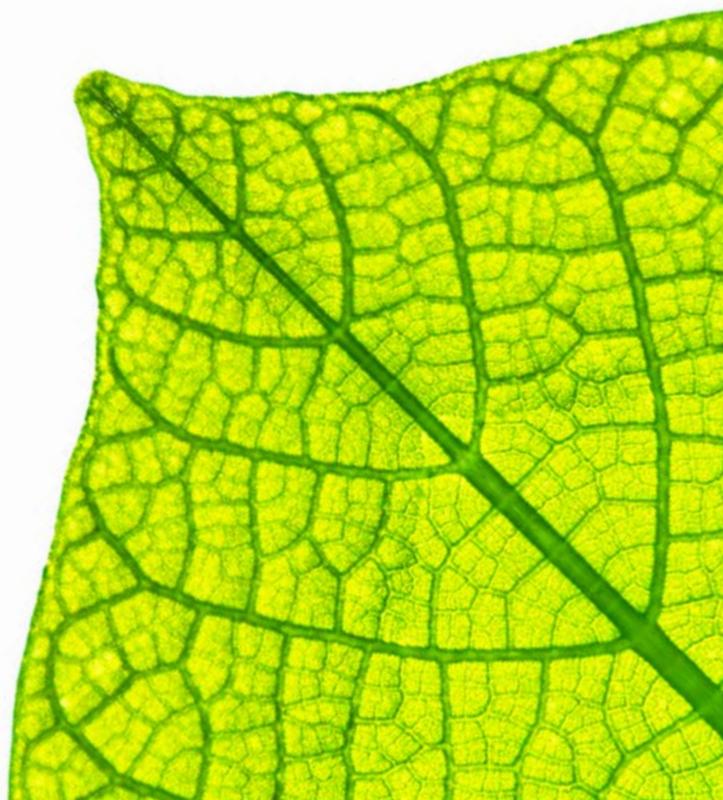
- a prior assessment of how to fulfil the conditions for free allocation;
- a review of all available relevant documents and information;
- guidance in preparing the questionnaire and the methodological report;
- submitting the file to the competent authorities and holding further discussions.

Performance data & GRI index

Performance data

People

Measurement	FY 2012	FY 2013
People		
Total number of offices	41	42
Aggregated number of people	3 593	3 986
Employee turnover rate	21,70%	20%
Percentage of women		
Overall	52%	53%
Amongst managers	42%	42%
Amongst senior managers	29%	30%
Amongst directors	26%	27%
Amongst partners	13%	13%



Performance data

Environmental performance

Measurement	FY 2012	FY 2013
Environmental performance		
Number of reporting practices	18	19
Percentage of total	95%	100%
CO ₂ /revenue (t/ '000 EUR)	39,3	38,00
GHG emission per FTE (tCO ₂ /year)	2,59	2,38
Aggregate Greenhouse Gas Emission (t CO₂e)	9 311	9 501
Buildings	3 682	4 797
Travel	5 377	4 663
Resources	251	40
Transportation	980	490
Aggregate greenhouse gas emissions by GHG Protocol scope (t CO₂e)		
Scope 1*: direct GHG emissions	2 976	3 302
Scope 2**: electricity indirect GHG emissions	2 864	3 205
Scope 3***: other indirect GHG emissions	3 471	2 993
Total distance travelled by air travel (km)	12 638 311	16 954 858
Aggregate usage of purchased electricity in Deloitte facilities (MW/h)	5 392	6 005
Paper consumption (t)	89,2	82,3

*: Scope 1: All direct GHG emissions.

** : Scope 2: Indirect GHG emissions from consumption of purchased electricity, heat or steam. , electricity-related activities (e.g. TGD losses) not covered in Scope 2, nor outsourced activities and waste disposal.

***: Scope 3: Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity

GRI index

The report was prepared in line with the GRI G3.1 guidelines, the worlds most recognized volunteer sustainability reporting scheme. This is the part where we list which indicators are included and where these can be found in the report (for more info on this please visit: www.globalreporting.org).

Code	GRI performance indicator Description	Location or disclosure
1	Strategy and Analysis	
1.1	Statement from the most senior decision maker	Message from Deloitte CE CEO
1.2	Description of key impacts, risks, and opportunities.	About Deloitte CE
2	Organizational Profile	
2.1	Name of the organization.	About Deloitte CE
2.2	Primary brands, products, and/or services.	About Deloitte CE
2.3	Operational structure of the organization	About Deloitte CE
2.4	Location of organization's headquarters.	About Deloitte CE
2.5	Number and names of countries where the organization operates covered in the report.	About Deloitte CE, Annual Review 2012, 2013
2.6	Nature of ownership and legal form.	About Deloitte CE, Boiler-plate
2.7	Markets served	About Deloitte CE
2.8	Scale of the reporting organization.	About Deloitte CE, Performance data
2.9	Significant changes during the reporting period.	About Deloitte CE
2.10	Awards received in the reporting period.	Awards
3	Report Parameters	
3.1	Reporting period for information provided.	Corporate responsibility
3.2	Date of most recent previous report (if any).	Corporate responsibility
3.3	Reporting cycle (annual, biennial, etc.)	Corporate responsibility
3.4	Contact point for questions regarding the report or its contents.	Impresum, at the end of the report
3.5	Process for defining report content.	How we report
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	How we report
3.7	State any specific limitations on the scope or boundary of the report.	How we report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities etc.	How we report
3.9	Data measurement techniques and the bases of calculations	How we report
3.12	Table identifying the location of the Standard Disclosures in the report.	GRI Content index
3.13	Policy and current practice with regard to seeking external assurance for the report.	How we report

Code	GRI performance indicator Description	Location or disclosure
4	Governance, Commitments, and Engagement	
4.1	Governance structure of the organization, including committees under the highest governance body.	About Deloitte CE, Annual Review 2012, 2013
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	No
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Vision and values
4.7	Process for determining the qualifications and expertise of the members of the highest governance body on economic, environmental, and social topics.	There is no such process in place
4.8.	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance.	Vision and values
4.10	Processes for evaluating the highest governance body's own performance, with respect to economic, environmental, and social performance.	About Deloitte CE
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Ethics and compliance
4.14	List of stakeholder groups engaged by the organization.	About Deloitte CE – clients, client satisfaction People – Employees Community investment – community
4.15	Basis for identification and selection of stakeholders with whom to engage.	About Deloitte CE – clients, client satisfaction People – Employees Community investment – community
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	About Deloitte CE – clients, client satisfaction People – Employees Community investment – community
4.17	Key topics and concerns that have been raised through stakeholder engagement.	About Deloitte CE – clients, client satisfaction People – Employees Community investment – community

Code	GRI performance indicator Description	Location or disclosure
5.	Management Approach and Performance Indicators	
EC	EC management approach	
EC1 core	Direct economic value generated and distributed,	Annual Review 2012, 2013
EC7 core	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	People
EC8 core	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in kind, or pro bono engagement.	Performance data
EC9 add	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Success stories in 2011-2013
EN	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Success stories in 2011-2013
EN1* core	Materials used by weight or volume.	Performance data
EN2 core	Percentage of materials used that are recycled input materials.	19.1% of 89,258kg paper recycled.
EN3 core	Direct energy consumption by primary energy source.	Performance data
EN4 core	Indirect energy consumption by primary source.	Performance data
EN16* core	Total direct and indirect greenhouse gas emissions by weight.	Performance data
EN26 core	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	About us
EN28 core	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	There were no such issues reported in the reporting period.
EN29 add	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Performance data
LA	Labor Practices and Decent Work Performance Indicators	
LA1* core	Total workforce by employment type, employment contract, and region.	People, Annual Review 2012, 2013
LA3 add	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	People
LA8 core	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	People, Annual Review 2012, 2013
LA10 core	Average hours of training per year per employee by employee category.	People
LA12 add	Percentage of employees receiving regular performance and career development reviews.	People

Code	GRI performance indicator Description	Location or disclosure
HR	Human Rights Performance Indicators	
HR5* core	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	Not material, as no related significant risks apply to Deloitte's direct operations
HR6 core	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	Not material, as no related significant risks apply to Deloitte's direct operations
HR7 core	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	Not material, as no related significant risks apply to Deloitte's direct operations
HR8 add	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not material, as no related significant risks apply to Deloitte's direct operations
HR9 add	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not reported as violations of rights of indigenous people is not applicable to operations in Central Europe.
S	Society Performance Indicators	
SO1* core	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Community investment
SO3 core	Percentage of employees trained in organization's anti-corruption policies and procedures.	About us
PR	Product Responsibility Performance Indicators	
PR2 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Deloitte had no such incidents during its fiscal year 2012 and 2013
PR4 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Deloitte had no such incidents during its fiscal year 2012 and 2014
PR7 add	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Deloitte CE had no such incidents or non-compliances during its fiscal year 2012 and 2013.
PR8 add	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Deloitte CE received no such complaints during its 2012 fiscal year.
PR9 core	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	Deloitte CE incurred no such fines during its 2012 and 2013 fiscal year.

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