

# Our Talent agenda

## Achieving supreme market leadership depends on our ability to deliver exceptional service to the market.

**84%**

The percentage of our people who are proud to tell others they work with Deloitte.

**14%**

Internal hires have risen from 7% to 14% in the past year.

### Introduction

Achieving supreme market leadership depends on our ability to deliver exceptional service to the market.

Managing Partner for Talent, John Kerr explains: “We do this by building long-term and high-value relationships with our clients, by focusing passionately on quality and innovation in everything we do.

“All of this, however, would be impossible unless we recruited the best people – and without our ability to provide them with opportunities to develop and progress quickly. This means building a mentoring culture, giving our people opportunities to work with the best – and using our near-unrivalled depth and breadth to provide our people with a wide range of career options.

“It means also that we won’t compromise on our standards of quality – only the best is acceptable for our clients. This cycle of development, coupled with the highest standards, creates the partners of tomorrow”.

As part of our firm’s Respect, Inclusion and Diversity agenda, Deloitte’s internal diversity networks help to connect our partners and employees around shared identities and experiences of gender, race, religion and sexual orientation. With more than 2,300 members, these groups provide our people with a shared sense of belonging, help them balance their working and non-working lives – and help to build bridges between our people and the world outside the firm.

### So how are we doing?

The growing strength of our employer brand is reflected in the fact that more than one in five of our hires now come to us via our Talent Scouts refer-a-friend programme. Additionally, our rate of internal hires has risen from 7% to 14% in the past year.

And, at the same time, we have enjoyed a 30% jump in the number of experienced people applying directly to join us via our website – with a quarter of last year’s 1,400 experienced hires coming to us this way.

We are doing well in terms of graduate recruitment too. This year, we are on target to take on almost 1,300 graduates, making Deloitte one of the UK’s largest private sector graduate recruiters. Additionally, our proportion of recruits from our target universities increased again this year – and now stands at 92%.

### Making a difference to the world outside Deloitte

Two weeks of work experience with Deloitte made a world of difference to Myles Boaten and Manny Bamigbola, two secondary school students from south east London.

Fourteen year-old Myles Boaten, a student at The Business Academy Bexley in London’s Thamesmead neighbourhood, learned a lot during two weeks of work experience with our HR team earlier this summer.

Explains Myles: “My time with Deloitte taught me how to manage day-to-day life as a worker within a large organisation. It taught me how to put together a good CV. And I improved my information and communications technology skills a lot, too – because of the time I spent on one of the firm’s editorial training courses and also creating content for the firm’s intranet,” he says.

Adds Manny: “Everyone I met in HR was really welcoming, friendly and highly knowledgeable. And, overall, I found my time with Deloitte exciting, enjoyable and challenging”.

### Supporting Deloitte parents and carers

Our Working Parent and Carer Network provides a great example of the benefits these groups are delivering to our people. Deloitte set up the firm-wide network to help employees and partners who are parents and carers balance their busy working lives with their responsibilities at home. The network connects employees and partners who have an interest in parental or care issues, enabling them to share best practices, resources, ideas and information – or simply swap stories and offer mutual support. In addition, the network serves also to spread information and understanding of the firm's care-related benefits and policies; helping managers of employees with special parenting needs – creating awareness of our efforts to offer our people greater flexibility and choice. The network also provided a driving force for the publication of our comprehensive Parenting Guide. The guide, written by parents from right across our organisation, offers plenty of first-hand advice about preparing for parenthood – and returning to work afterwards.

Finally, the past year has seen Deloitte team up with one of the country's leading nursery networks to provide our people with 20 days of emergency back-up child care each year, at minimal cost to themselves.

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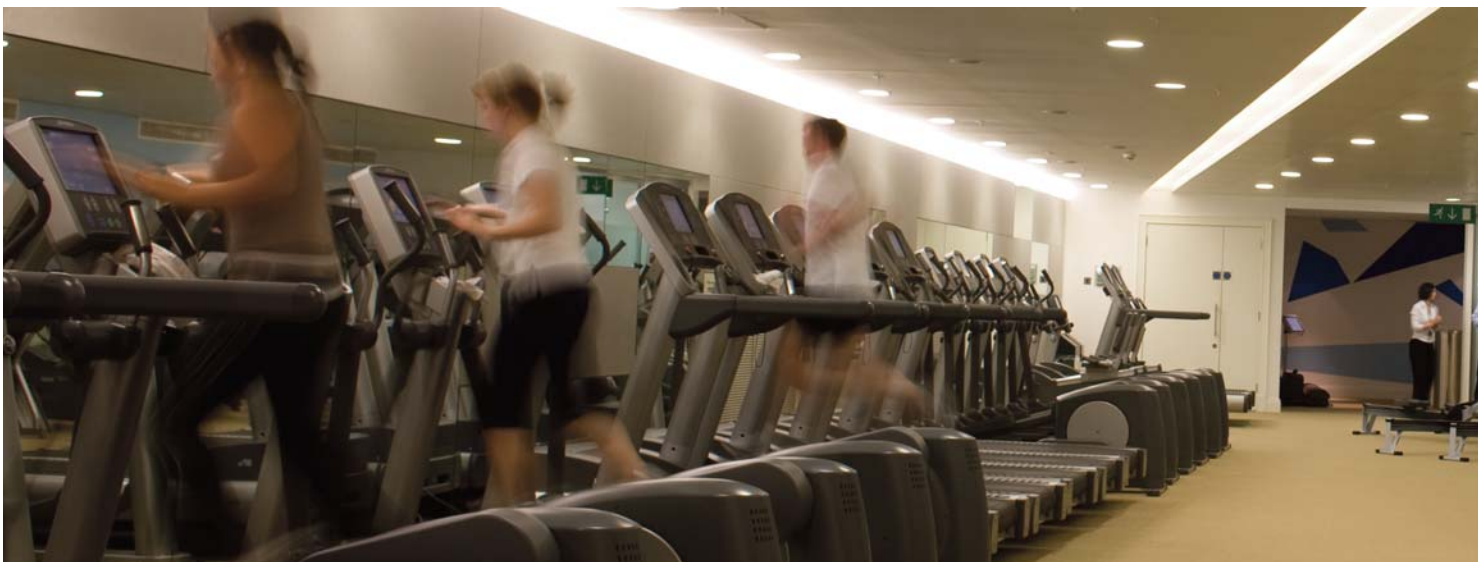
## Well Now was set up to help our people balance better the daily demands of life both inside and outside the office.

### A healthy respect for our people

We appreciate that many of our people are spending more of their time doing increasingly demanding jobs in a fast-paced workplace. That's why we have created Well Now, our wellbeing programme. Set up to help our people balance better the daily demands of life both inside and outside the office, the programme offers:

- a subsidised gym membership throughout almost all of our offices;
- our onsite restaurant in London serving a variety of healthy food options;
- a series of regular wellbeing-related events throughout the year – including health check-ups and stress management seminars; and
- an externally hosted, confidential and impartial telephone counselling service to provide our people with specialist legal or financial advice, career counselling and personal and emotional support.

The Deloitte gym



# Our Talent agenda

## Deloitte is using diversity to recruit and retain the best talent.

### Addressing the gender gap

We aim to lead the market in areas such as sustainability and diversity. Senior Partner and Chief Executive John Connolly explains: "We can't afford to be the best in only a few areas – especially when it comes to fulfilling the needs of the most talented people".

Our Deloitte Women's Network – one of our internal diversity networks – provides a good example of how Deloitte is using diversity to recruit and retain the best talent. Launched on International Women's Day last year, the network provides our female partners and employees with a forum to develop relationships with existing and potential clients – and to build an internal network within which our people can access role models and raise issues relevant to women in the workplace. Network sponsor and Forensic & Dispute Services partner Emma Codd explains: "Deloitte has some work to do when it comes to ensuring a greater proportion of our women make it into senior roles within the firm. The network's primary objective is, therefore, to support women coming up through the firm's ranks".

### Switzerland Women's Initiative Network

Launched on International Women's Day 2007, the Deloitte Women's Initiative Network (WIN) provides women across the Swiss firm with access to role models and a forum through which to raise and discuss issues relevant to women in the workplace. The Network organises monthly lunches for women of all levels from across the business to share ideas and discuss issues. In addition, WIN organises regular events with talks and discussions led by prominent Swiss women. Most recently, Barbara Ludwig, spoke about her experience as former Chief of the Victims and Witnesses Section of the UN International Criminal Tribunal for the former Yugoslavia in The Hague. Deloitte plans to extend the reach of WIN by holding events for women from the external business community, and by working with the Global Advancement of Women network. Jackie Hess, tax partner and leader of WIN, comments: "Through our Women's Initiative Network in Switzerland we aim to celebrate and recognise women and to help make Deloitte a magnet for Switzerland's most talented women. We are committed to the development, mentoring and preparation of Swiss women to be the next generation of business leaders".

### Women's Initiative

Beth Green, an assistant director in our Corporate Finance service line, is living proof of the development dividends the network is delivering.

Explains Beth: "Since signing up, I've been able to network with women in the firm whom I wouldn't otherwise have met. In particular, the events have given me access to a number of senior female partners who've built successful careers here at Deloitte – while providing me also with insights into other areas of our organisation. It's also been very reassuring to realise that other women in the firm are facing many of the same issues I am – and to learn how they're dealing with them".

### A place where women want to work

The past year also saw Deloitte win external recognition as a place where UK women most want to work.

The Times Top 50 Where Women Want to Work list allows potential recruits to research and compare employers. This year's list attracted hundreds of entries from a wide range of the country's leading organisations. Specific awards were presented to organisations fielding the best entries in five categories.

Deloitte won the award for connectivity, a category that assessed entrants' ability to keep their people linked into – and engaged with – their organisation. In particular, the judges were impressed by the firm's appropriate use of social networking tools, by its deployment of internal and external blogs and remote working technology, by our role modelling through employee profiles, and by our use of internal seminars to spread knowledge and understanding. Deloitte was the only Big Four firm to win a category award, sharing the limelight with Google, Cisco, Citibank and McDonalds.



Margaret Ewing, Deloitte Vice Chairman

### Women in Leadership

Our Women in Leadership group is another strong change catalyst in the drive for equality within our organisation.

Explains Deloitte Vice Chairman and group chair Margaret Ewing: "Consisting of some of the firm's most senior male and female partners, the group's role includes listening to what our women have to say about working at Deloitte – and then driving change accordingly.

"For example, based on feedback from our people, the group has made a lot of progress with helping junior female partners to find suitable senior female mentors within the firm, thereby helping to nurture and advance our most talented women".

### Flexibility and choice

Globalisation, advancing technology, fast-shifting demographics and expectations – all these changes mean we need to alter the way we work if we want to continue to recruit and retain the top talent.

In part, this means providing our people with as much flexibility and choice as possible – to help them balance the daily demands of delivering high quality client service with their need to make the most of life outside of the office. That's why we have set up Flexibility and Choice, a firm-wide programme that helps clarify Deloitte's flexible working benefits and principles – while making it easier for our people to apply to work flexibly.

Below we highlight some of our flexible workers.

#### **"I'm better motivated at work all round, because I feel there is a balance in my life."**

Guernsey-based Jo Huxtable – a director in our Tax service line – works three long days Wednesday to Friday and from 8.30am to 2.30pm on Monday, making up the hours on other days – including during the evening. Explains Jo: "Being able to work flexibly means a lot to me, as it allows me to spend time with my children after school during the week and, therefore, have more of a work-life balance.

"While at work, I'm focused and organised enough to ensure I can complete work within the reduced hours. And when I'm at home, I'm happier – as I have time with my family, which is very important to me. The business doesn't suffer because of these arrangements, as I ensure I'm available at all times. And, in any case, my clients are aware of my hours and we work around them without any problems.

"Meanwhile, I'm better motivated at work all round, because I feel there is a balance in my life, which makes me more productive. And with the business helping me to balance life inside and outside work, I feel like putting more back in when I am at work".

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## **Flexible working playing a big part in sailing star's global success**

Southampton-based Ben Field, a senior associate in our Audit service line, began to work flexibly at Deloitte even before he joined the firm.

Explains Ben: "After accepting my job offer in 2005, I asked if I could begin one week later than the rest of my intake – so I could compete in the European Sailing Championships. The firm kindly allowed me to do so and, in return, I was able to bring back a gold medal for Great Britain".

Nevertheless, having only just joined the firm, Ben felt daunted by the prospect of asking for extra leave. However, he found himself pleasantly surprised by the "relaxed and open" way that the Southampton partnership took his special situation on board. Says Ben: "The partners seemed really keen for me to continue to compete internationally – and were, therefore, happy to help me do that wherever possible. Meanwhile, my more immediate colleagues have been supportive, too. They see I'm doing something unusual, and are interested whenever I take time off to compete".

Being able to work flexibly brings benefits to our business, too: "Being able to work flexibly in order to pursue my passion, and represent the country, makes me feel valued – rather than like I'm just some tiny cog in a huge machine. It leaves me wanting to work as hard as I can, and to give as much back to my colleagues and clients – and to the firm – as possible.

"Meanwhile, allowing me to work this way shows the outside world that our people have more to offer than just business advice.

"My experience at Deloitte is proof that a demanding career doesn't need to stop you from continuing to achieve your dreams outside work."



Conrad Young, Tax partner

## **Summer sabbatical helps partner put family first**

Conrad Young, a Tax partner based in our London campus, took three months off to spend summer with his wife and three children. Here, he talks about the benefits the break delivered to him, his family – and to the firm.

### **Why did you take a sabbatical?**

"My wife extended her maternity leave and I wanted to spend some time with her, my then seven-month-old daughter and my two teenage boys – both of whom were on their summer holiday."

### **How did your team and your fellow partners react when you told them you were taking the summer off?**

"Most of them were interested in what I was doing – and why. I think they thought it was a good thing to do – and seemed pleased for me."

### **What did you do on your sabbatical?**

"I quite deliberately set out to achieve nothing – no new languages or musical instruments, for example. As a result, I met my objectives! Instead, I spent my time drinking coffees in Costa with the mums of my daughter's friends. I also hit the gym quite a bit. And we spent a month windsurfing in Cyprus, as well as a couple of weeks relaxing in the south of France."

### **What did you gain from your sabbatical, personally and professionally?**

"I got a great three months with my family, at a really good time in their lives. And I must confess to catching up on some reading around the innovation and technology arena. So I guess I brought back a bit more insight – and a lot more energy."



Simon Davis, Audit manager

### Internal move proves just the job

Last year, Simon Davis – then a London-based manager in our Audit service line – found himself at a career crossroads.

“My Audit job had taught me a huge amount. However, having predominantly worked for the same client for several years, I needed a change – to accelerate my rate of development again.”

Simon decided to look for his next opportunity within another service line – and eventually transferred into our Corporate Finance Insurance practice.

This new role has seen Simon working on financial due diligence projects for insurance brokers and companies, commercial due diligence and strategic advisory work in the corporate and Lloyd’s markets – and on secondment for six weeks with a City client.

“The variety of work and people I’ve been exposed to since starting the new job fully vindicates my decision to pursue an internal opportunity,” he says. “My learning curve has steepened again, I’ve gained new skills, improved my market and commercial knowledge hugely – and broadened my internal and external network”.

### Flexible working allows Audit manager to take time off for first love

Since joining Deloitte as a graduate five years ago, Gatwick-based Audit manager Tom Paine has regularly used the firm’s flexible working arrangements to meet his commitments to the Crawley Operatic Society. Performing to audiences of up to 3,500 a night, Tom’s involvement with the society sees him play different parts in shows such as Hello Dolly, 42nd Street, Guys and Dolls and Barnum – as well as acting as the society’s treasurer.

With rehearsals taking place one to two nights a week throughout the year, Tom agrees with his colleagues in advance which days he’ll need to leave on time or early, making up the hours on other days. Says Tom: “The firm’s ability to deliver flexible working pays dividends for both me and for Deloitte. I get to indulge my passion by being involved in up to two large-scale productions a year – which makes a very positive contribution to my motivation and enthusiasm when I’m at work”.

### £1,000 Thank-you bonus

This summer we gave all our people a £1,000 thank-you bonus for their part in delivering a super performance culminating in £2 billion of revenue in two years.

### Further external recognition

Meanwhile, our approach to talent has earned our organisation many awards in the past twelve months. These include: coming runner up in The Times Highfliers Graduate Employer of Choice survey of more than 15,000 final-year students; winning recognition as the country’s top financial and professional services graduate employer at the Target National Graduate Recruitment Awards; building the UK’s best career website – according to Top Employer Web Benchmark – and picking up an award for best practice in diversity and equal opportunities at this year’s DWF Employer Awards (sponsored by law firm DWF LLP).