



# The Global Retention of Women (GROW) 2011 International Women's Day Toolkit

Empower.  
Invest.  
Accelerate.



# The 2011 GROW International Women's Day Toolkit

Tips, resources, and tools  
for hosting successful IWD events

IWD 2011 can help your member firm to:

- Celebrate the contributions and value women bring to the workplace and local culture
- Raise awareness of Deloitte Touche Tohmatsu Limited and its member firms' initiatives for diversity and inclusion
- Make the business case for creating local market and organizational cultures in which women can reach their full potential
- Build eminence and strengthen important community and business relationships

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# A message from Jim Wall



Dear Colleagues:

Here we are at the third Global Retention of Women (GROW) International Women's Day webcast. This year, Deloitte Touche Tohmatsu Limited (DTTL) Diversity and Inclusion is keeping its focus on advancing women to leadership. That's

the directive from DTTL leadership, and we continue to work to deliver. This year's theme is "Empower. Invest. Accelerate. The Gender Dividend: Women as the next smart business strategy." We have brought together a high-powered panel for a 60-minute, market- and value driven March 2 event.

In 2010, over 800 men and women from Deloitte, clients, and other interested organizations in 38 countries attended the GROW IWD webcast. *Harvard Business Review*, *Bloomberg.com*, *Reuters Life!* and *The Financial Review* gave Deloitte mentions in articles on gender diversity post-IWD. "[Paths to power: Advancing women in government](#)," a report from the Public Sector Industry Group, shared the insights and experiences of women around the world with successful careers in the public sector and gathered a good deal of attention. Member firm celebrations, which are spotlighted on pages 17–23, will also give you a good idea of the kind of attention Deloitte's recognition of IWD attracted around the world.

Deloitte aims to create an inclusive work culture that is a magnet for diverse talent by harnessing strength from all backgrounds, experiences, and perspectives to the benefit of member firms and their clients. With our sponsorship of the GROW IWD webcast and involvement with the UN Women's Empowerment Principles, for example, we reaffirm our commitment to diversity and inclusion as a core strength that is integral to our business strategy and the successful service delivery to our member firm clients worldwide. With IWD, we have built momentum in the business and diversity communities. If we all do our utmost to support the IWD across DTTL, the member firms, industries, and functions, this 2011 IWD event will build even greater awareness and brand recognition.

Thank you to all the member firms who have participated in past IWD webcasts and events. Thanks also to all of you who have been a part of seating this year's world-class panel and who worked to bring this event to market. Your efforts are much appreciated.

Stephanie Quappe and I are pleased to announce that on March 2, 2011, Heather Hancock, Managing Partner for Innovation and Brand, Lead Partner for London 2012 Olympic and Paralympic Games, Deloitte United Kingdom, will participate on a panel of senior global business leaders that will meet online from 8 a.m. to 9 a.m. EST (GMT-5). In a virtual panel discussion, they will offer insights into why advancing women to leadership is the next smart business strategy and how organizations and governments are achieving this objective.

Thanks to all of you who sent along information about member firm events and programs. Your practices have been included in this updated GROW IWD 2011 Toolkit. If your member firm is still planning an IWD 2011 event, reading this toolkit and borrowing from the practices and tools provided is a smart place to start. I wish you the best of luck with your IWD events and hope they advance your diversity strategy and goals. Please let us know if you find the tools we are providing helpful and of other ways we might be able to lend support for IWD and your member firm's diversity and inclusion work. If you need any further information, please contact Stephanie Quappe, Manager Global Diversity and Inclusion, DTTL. Thank you.

Best regards,

A handwritten signature in black ink, appearing to read "Jim Wall". The signature is fluid and cursive, with a large initial "J" and "W".

James H. Wall  
Chief Diversity Officer and Global Managing Director, Talent  
Deloitte Touche Tohmatsu Limited

# The GROW Council Members

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The GROW Council is a DTL group made up of member firm representatives from Australia, Brazil, Canada, China, Middle East, Southern Africa, Sweden, the United Kingdom, and the United States. In 2007, the Council began the work to establish an initiative to support member firms in their efforts to start, implement, or further enhance programs to attract, retain, and advance female talent.



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# How to use the International Women's Day Toolkit

Mark your calendars. March 8 is the date designated by the United Nations for IWD celebrations each year. GROW has selected March 2, 2011 as the date for DTLT celebrations. Like previous IWD's, we'll be hosting another global web-cast, and we're working to ensure that member firm events will be resounding successes. To help reach that goal GROW created this toolkit.

Inside the toolkit you will find:

- Information that makes the business case for gender diversity and can help you to make the business case for hosting an IWD event
- A look back at IWD 2010 spotlighting the rewards and benefits of being part of and leveraging the 2011 event
- Event goal setting, planning, and hosting advice
- Member firm IWD practices that can guide you in creating your own event
- Strategies for involving and inviting the right people
- Ideas for promoting and marketing your event
- Diversity and IWD resources—internal and external
- A history of International Women's Day



## Gender makes a difference

In the BRIC and N-11 countries, gender gaps in education, employment, health, and political representation are narrowing. At the same time, laws and social norms that have discriminated against women are shifting in some countries. Together, these factors are giving women greater influence and decision-making power within households and markets.

—2009, *The Power of the Purse: Gender Equality and Middle Class Spending*, Global Markets Institute, Goldman Sachs

# IWD: A day to make the business case for gender diversity

International Women's Day (IWD) was first observed to draw attention to women's equality and workplace issues at the beginning of the 20th century. For GROW and Deloitte, this annual event is a reminder that the recruitment, retention, full participation, and advancement of women are business imperatives. Events hosted by member firms provide an ideal opportunity to make the business case for gender diversity and are prime opportunities to achieve a number of strategic and bottom-line objectives:

- Build awareness of and support for our Gender Diversity and Inclusion strategy, which is key to meeting member firm new female partner, principal, and director admission goals.
- Recognize top-achieving women and keep our organization and the larger business community focused on the value women bring to the workplace.
- Leverage the success of DTTL's IWD events to further Deloitte's thought leadership on women's workplace issues and practices/programs to help women reach their full potential.
- Identify issues and initiate change efforts to create an inclusive work environment.
- Create networking opportunities that build business skills and marketplace growth.
- Gain recognition among the world's most sought-after talent and clients.
- Share best practices among member firms.
- Co-host events and strengthen client relationships.

## Gender makes a difference



Paths to Power, a March 2010 report by Deloitte Touche Tohmatsu Limited and Forbes Insights, reveals that women worldwide are rapidly advancing in the public sector, making government a leading example for businesses. The study reported that women hold chief executive and presidential positions in three percent of the world's top 1,000 companies, yet almost 10 percent of United Nations countries now have women heads of state.

—2010 Paths to Power, Deloitte Touche Tohmatsu, Limited

# IWD: More than a century of history

The first International Women’s Day was celebrated in the United States in 1909 to honor the 1908 garment workers’ strike in New York. Since then, IWD has been celebrated in many countries around the world with events focused on improving rights, working conditions, and opportunities for women. In 1977, the United National General Assembly adopted a resolution designating March 8 as International

Women’s Day. Celebrations now build support for women’s rights and rally for greater participation of women in the political, social, and economic arenas. For more information, go to <http://www.un.org/womenwatch/feature/iwd/history>.

## Gender makes a difference

Women may well be the dominant source of economic growth in the near future—and organizations that are able to capitalize on the roles women play as economic actors will most likely have a competitive advantage as the world pulls out of the global recession.

—“The Gender Dividend: Making the business case for investing in women,”  
Deloitte Touche Tohmatsu Limited, 2011 (see [www.deloitte.com/genderdividend](http://www.deloitte.com/genderdividend))

Fortune 500 companies with higher percentages of women board directors, on average financially outperformed companies with the lowest percentages of women board directors by significant margins.

—Catalyst, *The Bottom Line: Corporate Performance and Women’s Representation on Boards*, 2007



# Start Planning: Tips for planning and organizing your event

IWD is nearly here, so it's time to fast-track your planning. Here are some general tips and insights to get your team focused and off to a strong start.

## Tips and checklist for hosting an IWD event

- Select your IWD event team—and assign roles and responsibilities.
- Set event goals.
- Set your budget and identify resources you can leverage—financial, talent, existing programs.
- Define the ROI for your event and set metrics to measure results against goals.
- Build and promote the business case for gender diversity and your event.
- Outline and schedule the steps you'll need to take to host your event, providing enough time to invite speakers, send out your “save the dates” and invitations, etc.
- Target your audience—think internal and external, including clients—and give them a good reason to participate.
- Remember that “women only” events can be great for morale, mentoring, and networking, but they can communicate that women are different, and that their differences are the issue not the organizational practices or cultural norms. To avoid resentment and backlash, make the business case for your approach, communicate that gender is only one dimension of your diversity strategy, and involve men in the planning.
- Identify your key stakeholders.
- Secure leadership support or sponsorship, and invite leadership participation.
- Choose an external sponsor or co-host—if that's an available option.
- Identify your speakers/presenters/facilitators and get them on board.
- Design an event that's right for your market and your resources.
- Timing is everything; be mindful that global events require you to schedule your program for a time that will work across multiple time zones.
- Choose a format—live, virtual, or multimedia.
- Find the right venue—consider the physical setup, the room's capacity, ambiance, and comfort.
- Pay attention to the details: where will the registration table be located, who will staff it, where will you check coats and bags, does your venue have enough restrooms, are any of your guests on special diets, etc.?

## Gender makes a difference

“Harnessing strength from a variety of backgrounds, experiences, and perspectives allows Deloitte member firm professionals to bring a more diverse perspective to their client engagements, as well as create a culture that is a magnet for talent. The UN Women's Empowerment Principles are a means to further underscore our commitment to promote gender equality throughout the Deloitte organization and to our communities worldwide.”

—Jim Quigley, CEO Deloitte Touche Tohmatsu Limited  
(Deloitte recognized for support of UN's Women's Empowerment Principles)

- Hire a caterer and plan your food and drink menu, taking into account cultural and individual requirements.
- Get your audio-visual equipment—microphones, laptop, screen, projector, flip charts, etc.—and technology support team in order.
- Schedule your event at a convenient date and time for your target audience—you want a strong turnout, so try to avoid busy seasons or times. Busy season can be an issue, and this is why the Southern African and the UK member firms also allocate time later in the year to celebrate women.
- Link your event plans and goals and marketing messages to local—and wherever possible, global—issues, needs, talent, and larger diversity and business strategies and objectives.
- Keep your program positive—discuss gender and workplace issues, but focus on actions that can be taken to drive change.
- Promote and market your event internally and externally, where appropriate.
- Recognize all the people who worked to make the event a success.
- Follow-up with participants for feedback and to strengthen relationships with presenters, and speakers to say thank you, and with event teams to identify next steps, etc.
- To build on the momentum of IWD, link your event to gender and other diversity programs and activities you'll roll out throughout the year. And follow up, follow up, follow up. This can help to ensure you gain long term value from all your hard work.
- Communicate the results and success of your program.



# IWD 2010: Deloitte celebrated women, member firm programs, and gets major press

The second annual GROW International Women's Day webcast, "Empower. Invest. Accelerate. Women leaders: the new power behind the global economy" on March 1 drew more than 800 women and men from across Deloitte member firms, clients, and public and private sector organizations in 38 countries.

During the 60-minute virtual discussion, the panel of women leaders from South Africa, France, and Mexico tackled questions on women's advancement; innovative approaches to accelerate women into leadership roles in business, government, and society; and how the recent economic downturn impacted women's advancement in their regions. Webcast moderator, Sylvia Ann Hewlett, President of the Center for Work-Life Policy, Director of Gender and Policy Program at the School of International and Public Affairs, Columbia University, drew on "In Plain Sight: Female Talent In Emerging Markets" a research study she conducted, was released in June 2010, to frame the panel's discussions.

The panelists, moderator, and the audience as evidenced by their responses to polling questions appeared to be in consensus on one important fact. Women have made progress in their advancement to leadership, but it has been slow—particularly in the private sector—and there is much work to be done to reach the critical mass needed to affect wide-reaching organizational and societal change. A download and transcript of the IWD webcast are available at <http://www.deloitte.com/iwd>.

## A high-profile panel

**Jim Wall**, Global Managing Director, Talent, and Chief Diversity Officer, DTTL, opened the program and **Sylvia Ann Hewlett**, President of the Center for Work-Life Policy, Director of Gender and Policy Program at the School of International and Public Affairs, Columbia University, moderated the virtual panel of three highly esteemed women from around the world.

**Futhi Mtoba**, Chairman Deloitte Southern Africa, Member of the Board of the United Nations Global Compact

**Clara Gaymard**, VP Government Strategy and Sales, GE International, and President and CEO, GE France

**Gabriela Hernández Cardoso**, Undersecretary of Communications, Department of Communications and Transportation, Mexico

## A market-driven agenda

For 60 minutes—and participants stayed with the webcast through the final Q&A—the panel:

- Offered insights into how organizations and governments are capitalizing on women as the largest market opportunity in regions around the world.
- Explored perspectives, practices, and the business case for the retention and advancement of women to leadership.
- Spotlighted how women's leadership is shaping organizations and impacting societies.

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"In the present business environment, it's important that we are seen as not just an employer of choice, but as a trusted advisor to clients. Lead client service partner involvement in organizing the event, along with the topics covered and global approach, helped to move diversity from a 'nice to have' to a business conversation."

—Stephanie Quappe, Manager, DTTL Global Diversity and Inclusion

## Retention and advancement of women a global priority

### A global audience

There were 800+ viewers from 38 countries who watched the webcast live or on demand. Those numbers are even more impressive when you take a deeper dive. Approximately 40 percent of attendees were from Deloitte member firms—the rest were clients, members of the larger business community, and other interested parties.

Member firms celebrated women's achievements with local market programs and by tapping into the DTTL International Women's Day webcast during and after the March 1 event. Deloitte Central Europe's office in Poland participated in the March 8–12, 2010, "Week of Women of Success" at the Warsaw School of Economics with ongoing presentations of the GROW IWD 2010. Five senior women from business, government, and the arts participated in a panel discussion led by a local TV journalist. The 93 students from Economic University in the audience voted live online on two of the polling questions from the March 1 webcast and two questions crafted by Deloitte Central Europe. In her opening remarks, Ewa Rzeczkowska, Marketing/PR Manager, Deloitte Central Europe, referred to the GROW initiative, and she believes, "As a result of the program, we were seen as an organization very much involved in addressing women's issues and working out equal rights for women."

"Paths to power" was the theme for Deloitte Austria's March 8 IWD event, featuring a panel of women who have moved from political careers to business leadership positions in Austria. "[Paths to power: A model for the future of women in government](#)"—a research project and point of view developed by the DTTL Public Sector practice—was the topic of a panel discussion. Panelists included Brigitte Ederer, CEO Siemens Austria and CEE, Monika Langthaler, owner of a consultancy practice and ex-member of parliament for the Green Party, and Henrietta Eggerth, CEO of an Austrian research fund.

A communications campaign highlighting IWD events like the GROW webcast and "Paths to Power" went out



to Deloitte Middle East professionals and clients. A new Deloitte.com/ME page profiling successful women in the region was launched, and then the Middle East member firm went one step further. Paternity leave for fathers after the birth of a child was introduced on March 8.

### Mission accomplished

Stephanie Quappe, Manager, DTTL Global Diversity and Inclusion, lead the multi-functional, cross-border team behind the GROW IWD Webcast. "Achieving eminence for our member firms worldwide around women's advancement is one of the GROW Council's goals. The webcast created a platform for sharing information and business value," says Stephanie. "In the present business environment, it's important that we are seen as not just an employer of choice, but as a trusted advisor to clients. Lead client service partner involvement in organizing the event, along with the topics covered and global approach, helped to move diversity from a 'nice to have' to a business conversation."

### 2010 GROW IWD Webcast—the numbers:

- 800 viewers (open lines) from 34 countries
- 200+ post-event downloads of the webcast recording
- 40 percent of attendees from DTTL and its member firms
- 95 percent of participants believe there has been some or great movement to advance women into leadership roles in the last 10 years in their country
- 58 percent said that the economic development has had a mixed impact on women's advancement, based on their careers
- 67 percent said they believed that having more women leaders in the public sector has an impact on the advancement of women in the private sector

## Gender makes a difference

“The findings of The Corporate Gender Gap Report are an alarm bell on International Women’s Day that the corporate world is not doing enough to achieve gender equality. While a certain set of companies in Scandinavia, the U.S., and the UK are indeed leaders in integrating women, the idea that most corporations have become gender-balanced or women-friendly is still a myth.”

—2010, Saadia Zahidi, Head of the world economic forum’s Women Leaders and Gender Parity Programme

### FAQs

#### Who should be on your event team?

Getting the right people on your team and visible and vocal leadership participation are essential. The most successful events typically enlist male and female leaders for their planning teams. Overall, you want people with the following characteristics and capabilities—and keep in mind that one person can play a number of roles.

- Good facilitators who can keep the team and project on task and target
- Idea generators
- Resource connectors, who know who to go to for whatever you need
- Worker bees, ready to roll up their sleeves and willing to do the work beforehand, on site, and during the event
- Representative of your key audience groups
- Marketing/Communication specialists

#### What do you need to launch an IWD event?

The planning guidelines above itemize all the details. An event team, clear plan, leadership support, sponsor, target audience, and budget are absolute necessities. To keep your event relevant to your audience and business issues, leverage local women’s networks to learn what’s top of mind for your staff.

#### Who is your target audience?

You can invite any one you like to your event, but it’s best if your event goals drive your audience selection. An internal event to build awareness of your gender diversity strategy might target all employees or, for example, women only, managers and above, people from specific functions or industry groups. External events can target your member firm’s clients, prospects, or community groups. Strengthening client relationships and finding new opportunities are Deloitte’s priorities. IWD events provide excellent networking opportunities and a forum for spotlighting Deloitte’s efforts to create an inclusive culture. Co-hosting an IWD event with a local women’s, girls’, or youth program, for example, can be a smart way to support your Corporate

Social Responsibility (CSR) initiatives. Again, consider your event goals and diversity and business objectives.

#### What type of IWD event should you host?

Remember event, diversity, and business goals drive everything. IWD activities often include luncheons, speaking engagements, webinars, photo galleries, wine and cheese parties, golfing, spa days, picnics, family days, community volunteer projects, etc. On pages 17–23, member firms share some of their IWD practices, and their stories may give you some ideas. And here’s a list of themes around which you can organize IWD activities and even programs that run throughout the year.

- Raising awareness of women’s workplace issues, achievements, and Deloitte initiatives
- Role modeling—highlight the achievements of women in your member firm and community
- Mentoring, networking, support and resources available for women—create opportunities for women to connect with other women and leaders responsible for making deployment, staffing, and advancement decisions
- Outreach—host an event that benefits a local organization, bring successful women together with girls’ groups, women’s shelters, etc. for role modeling, empowerment, and to underscore Deloitte’s commitment to women
- Lunch and Learns—bring women and men together for presentations/speaker programs on newsworthy topics
- Skill-building—learning something new, and not necessarily a skill associated with work
- Publish special IWD communications—email, online, etc.

# International Women's Day 2011: The global and local celebrations

## Global

### GROW International Women's Day Webcast

March 2, 2011

8 a.m. to 9 a.m. EST (GTM-5)

Deloitte will celebrate International Women's Day 2011 with a global Webcast featuring business leaders from Asia, Europe, and the Americas.

**The theme: "Empower. Invest. Accelerate."**

**The Gender Dividend: Women as the next smart business strategy**

#### *The virtual panel:*

- Moderator: Laura Liswood, Secretary General, Council of Women World Leaders, Senior Advisor, Goldman Sachs, Author, *The Loudest Duck*

- Opening remarks: James H. Wall, Global Managing Director, Talent, and Chief Diversity Officer, Deloitte Touche Tohmatsu Limited
- Panelists:
  - Heather Hancock, Managing Partner, Innovation and Brand, Deloitte United Kingdom, Lead Partner for London 2012 Olympic and Paralympic Games
  - Shireen Muhiudeen, Managing Director, Corston-Smith Asset Management, Malaysia
  - Paula Goodman, Director WOLF Enablement Team, Women's Leadership Forum, Best Buy Co., Inc.



### *The agenda:*

Governments and organizations around the world have an opportunity to tap into an untapped source of economic growth: women. This virtual panel of highly acclaimed senior women business leaders from around the world will discuss how investing in developing women as workers, leaders, and consumers can yield a significant return—the Gender Dividend and:

- Offer insights into why the investment in women is a smart decision in different regions around the world
- Explore perspectives, practices, and lessons learned in the marketplace
- Spotlight bold moves organizations and governments can make to benefit from the gender dividend

The 60-minute webcast will be recorded and available for download after the event. That means member firms still looking for good ideas for IWD programs can also leverage the GROW IWD Webcast to create local programs.

The business case: The GROW IWD Webcast features and targets business decision-makers, and it is a high-profile opportunity for GROW and Deloitte to:

- Keep our organization and the larger business community focused on the value women bring to the workplace
- Build awareness of our Gender Diversity and Inclusion strategy
- Gain recognition as the choice of the world's top talent and clients
- Clearly communicate that Deloitte is the professional services firm where people can realize their full potential
- Strengthen client relationships
- Provide opportunities for women to build the networks that lead to advancement

The GROW IWD Webcast is a collaborative effort, created and developed by GROW, Global Talent Management, Global Talent Communications, Global Center for Corporate Governance, DTTL Public Relations, LCSPs, and DTTL's Diversity and Inclusion Community of Practice members, in particular from Deloitte Canada, United Kingdom, South East Asia, and United States.





## Local

### IWD member firm event suggestions

Member firms around the world are organizing and will be hosting events on March 2 and throughout the month of March. If you haven't planned an event yet or are still in the process, this GROW IWD Toolkit can help. A list of program suggestions follows. You can find descriptions of past member firm events in the next section. They might provide some inspiration. After March 2, you can log on to [www.deloitte.com/iwd](http://www.deloitte.com/iwd) for IWD 2011 updates and news you can feature on your local websites.

- Build on the Global IWD webcast: Consider holding an on-site client event. Hold a breakfast, lunch, or after hours cocktail event to coincide with the timing of the live webcast. Invite member firm leaders and key internal audiences. Gain support from a leader and have them promote and facilitate the event. If the timing isn't right for a live webcast event, host an event at any time that's convenient for you. The webcast will be available for download shortly after March 2. Create your own panel of business leaders—internal and clients—show the webcast and discuss the topics from a local perspective.
- Organize a staff meeting: Communicate your member firm's commitment to women's advancement. You can use the DTT GROW tools and your own resources to identify discussion topics and create program materials.
- Lead a book discussion: Invite the author of one of the books available on the [GROW Learning Solution](#) to lead a book discussion. Use this event as an opportunity to gain understanding of perceptions and issues among local women around advancement and retention.
- Communicate and Raise Awareness: Announce IWD on your intranet, provide background information, and highlight women leaders. Create posters to celebrate IWD and post them in prominent places in your office.
- Celebrate women: Hold a celebratory breakfast or awards luncheon to honor women in your office. Invite and celebrate women leaders and rising stars who are contributing to your business, the community, and the profession.
- Role modeling: Hold a workshop featuring a panel of highly respected women—or cohost an event with an industry group to spotlight Deloitte women eminent in their field.
- Networking activities: Hold an event focused on developing networking skills and facilitate networking—invite a prominent speaker, make it a client event, or keep it internal. Speed networking events are popular and can take some of the stress out of networking. Theme events are always popular, like a “Scoop on Industry” ice cream socials. Set up ice cream stations and staff each with scoopers/representatives from a different industry groups. When women come for ice cream, the scoopers share information about that industry.
- Skills development workshops: Use IWD to focus on issues and skills that are of interest to women at your member firm. Bring in internal or external facilitators and build programs that improve: career development, building your eminence, communicating effectively, business development skills, decision making, and networking.
- Community service events: Women at your member firm probably have some favorite causes. Some popular programs include sponsoring the collection of work clothes for “Dress for Success” (or a similar organization) that supports women entering the workforce or support for a women's health care initiative.
- Share information: Use IWD as an opportunity to invite women and men in your organization to share photos, stories, videos, etc., from previous IWD or other events to support women's advancement in your eRoom.



# IWD Member Firm Practices

DTTL first celebrated IWD globally in 2005. Programs have been based on local customs and talent or business priorities. Here are some notable member firm practices and events from past years. If you're still looking for IWD ideas, these might provide some inspiration. For more details on these events, go to the [Shared Diversity and Inclusion Resources eRoom](#).

## The theme: Gift-giving

**Moscow CIS Risk and Reputation:** The celebration of March 8 as International Women's Day is rooted firmly in Russian (previously Soviet) culture. Each Deloitte CIS office and group celebrates the day differently. The head of the group hosted a luncheon. Each woman who attended received a pink rose, a box of chocolates, and an iPod Nano.

**Colombia:** An email greeting reinforcing the importance and value Deloitte LATCO's Colombia office places on women and a small gift were sent to all women employees.

**Neuilly, France:** In the French member firm, women's initiative events are run throughout the year. For International Women's Day, every woman in the office received a rose, and the day provided an opportunity to communicate action plans to support women's diversity efforts. Events throughout the month marked IWD, including a CSR initiative to support educational programs for girls in Africa.



**Vietnam:** With women representing more than 60 percent of staff population, including Deloitte Vietnam's CEO Mrs. Ha Thu Thanh, International Women's day is considered a very important event at our member firm. Even though this day falls during peak busy season, this does not hinder all of our staff from getting together to celebrate the day in a unique way that showcases the Vietnamese culture and Deloitte Vietnam's spirit of teamwork and friendship. On the morning of 8 March, the male staff dress very fashionably and come to the office with bunches of flowers and cakes. The men wait at the front door of each department and offer flowers and cake to the women as they arrive at

## Gender makes a difference

It is becoming increasingly clear that diverse perspectives and experience are critical to solving complex problems and innovating in the midst of rapidly changing conditions. In reality, the question is not women or men, it's how to ensure women and men are working together in decision-making roles.

—The Source: "The Gender Dividend: Making the business case for investing in women,"  
Deloitte Touche Tohmatsu Limited, 2011

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“I attended the International Women’s Day webinar, and I wanted to send you a quick note to mention how impressed I was. The panelists were excellent, and in a very short time provided concrete and realistic information. We placed the link to the broadcast on the Global Workforce Roundtable members’ only website, as I imagine, many of our members, if they were not on the call already, would also find the information valuable. Well done!”

—Danielle Harman, Director of Corporate Partnerships, Boston College Center for Work and Family

work. When people turn on their computers, the first message of the day is an e-greeting card sending best wishes from the men to all the women in the office. So, we all start our busy, but important day, with smiles, wishes, and warm congratulations. This year, Human Resources coordinated with the Youth Union to organize a fashion event entitled “Charming Deloitte Women,” which was an opportunity for all of us to glory in the style and uniqueness of our female colleagues.

**Brazil:** On IWD, we typically distribute a gift to all women working with us, including third parties and temporaries. Women come together for lectures on key themes like business, everyday life, and fashion. Women professionals, in a video, share how they balance their careers and personal life, family, and children. Contests are also part of IWD. Recently, we invited professionals to write about a woman who inspired their lives. Each of these inspiring women also received a gift from Deloitte Brazil.

**The theme: Acknowledging women’s contributions**

**Nairobi, Kenya:** Over the last 10 years, the number of professional female employees increased from 10 to 155. Women celebrated this achievement with Deloitte Kenya’s Managing Partner, Daniel Ndonge; Staff Partner, Kimani Njoroge; the office’s only female Partner, Julie Nyang’aya; and Regional HR Director, Catherine Wahome. A celebration cake, motivational speeches, and a call to action to aim for even greater gender diversity marked IWD.

**New Delhi, India:** The Deloitte India tax office team hosted training off site at the resort in Chail, a hill station in the Himalayas. Neeru Ahuja the Deloitte India tax partner who heads the New Delhi tax practice, and S. P. Singh, a senior director of Deloitte India, cheered the accomplishments of women. An evening of music, dance, cocktails, and dinner followed.

**LATCO:** Each HR leader was sent a greeting card celebrating IWD. Deloitte LATCO has also celebrated IWD by profil-

ing remarkable women in leadership who are an inspiration to other women.

**China:** Chris Lu, Deloitte China CEO, sent an e-card to all women celebrating the contributions of the member firm’s “Superwomen” to its continued success and sharing tip from women colleagues on how to balance busy professional and personal lives. The e-card captured the member firm’s recognition of the contribution of women, the value of diverse perspectives and experiences, and its continued commitment to an inclusive work environment.

**Ecuador:** The Guayaquil and Quito offices celebrated IWD with events throughout the month of March. To announce the schedule of events, Rafael Muñoz, Office Managing Partner, Deloitte LATCO’s Ecuador office, sent an email greeting to all women. On the IWD program were:

- “Only Women” campaign featuring personal care and etiquette panel discussions and talks. Emails with personal care tips were sent to all women every Friday.
- Breast cancer prevention panel discussions.
- Two women received awards for their contributions to Deloitte LATCO’s Ecuador office.
- A corporate responsibility campaign to benefit an organization that cares for pregnant adolescents was launched.

**Australia:** Deloitte Australia celebrates IWD each year by launching its Deloitte Business Woman of the Year (DBWY) program and announcing that nominations are open. DBWY was introduced in 2004 to identify, recognize, and celebrate the member firm’s most talented women. The program is instrumental in not only building strong, relatable role models for women at Deloitte, but also in making them role models for all employees. Events are held in each Australian office including Papua New Guinea and are supported and attended by senior leadership. Deloitte Australia Senior Partner and Inspiring Women champion Margaret Dreyer participates and provides support to the GROW IWD Webcast.

**Guatemala:** For IWD, women gathered for a breakfast and to honor distinguished women from Deloitte LATCO's offices in Guatemala and El Salvador. A special message and gifts were also delivered to women employees.

**The theme: Building awareness of the importance of women in the workplace**

**Luxembourg:** A number of gender diversity initiatives were launched on IWD. Details were communicated in a PDF brochure, which was distributed to the staff of Deloitte Luxembourg, along with a rose "Marie Claire."

**United Kingdom:** A Deloitte-branded gender blog—"Raising the profile on Deloitte's diversity agency"—marked IWD in Deloitte United Kingdom. The goal is to position Deloitte as a thoughtleader on gender issues and an inclusive employer among talent inside and outside the member firm, as well as in the larger business community. Three to five female bloggers posted their personal thoughts on work-related gender issues like career paths for women—across the United Kingdom and at Deloitte—and spotlighted member firm diversity activities.

**British Virgin Islands:** Promoting awareness and establishing benchmarks to build on for the future is the goal of Deloitte Caribbean/Bermuda's office in the British Virgin Islands. A survey on women's roles and advancement in the workplace—sponsored by the member firm—went out to the local business community. The findings were presented at the member firm's Women in Power luncheon in March.

**The theme: Skill building**

**Croatia:** "Women's Day in Deloitte Central Europe's Croatia office—How to be Assertive" was the topic of an IWD event. Respecting differences is an important part of Deloitte's culture and brand. Deloitte Central Europe's Croatia office took a practical approach to IWD and offered assertiveness skills training. The goal was to improve women's assertiveness, including improving business communications between genders and interpersonal skills, and building assertiveness. Trainings, lectures, and group discussions were held on two days in March and facilitated by

psychology professor Jasna Belamarić. The Croatia office also planned to expand this first IWD program into a series of interpersonal skill-building events.

**The theme: Networking—celebration**

**Belgium:** The Deloitte Belgium CEO opened the IWD celebration evening with a statement on the importance of diversity on the talent agenda. Tom Declercq, Talent Partner, Deloitte Belgium, spotlighted the opportunities to be gained by gender diversity and introduced the theme: Celebrating our women and balancing our lives. Then the audience of women and men enjoyed thought-provoking discussions on career-life fit with external coaches, commenting on best practices and a presentation on Mass Career Customization by our Dutch colleagues. In addition, we organized preliminary breakfast sessions to help both women and men address the daily challenge of work-life balance.

**Middle East:** For several years, Deloitte Middle East has used International Women's Day as a platform to further support workplace and community awareness of women's empowerment and advancement. Deloitte ME women leaders, clients of the ME member firms, and the media participate in communication campaigns and internal and external events. In 2009, Rana Ghandour Salhab, Partner Deloitte ME, Human Resources & Communications, and Maya Rafii from the Deloitte regional ME HR team played key roles in the Global IWD



## Gender makes a difference

### “Companies with formal policies and procedures regarding succession planning have more women in senior management positions.”

—Constance E. Helfat, professor of strategy and technology at Dartmouth College’s Tuck School of Business, and co-author *The Pipeline to the Top: Women and Men Executives in U.S. Corporations*

Webcast, including securing the participation of a key ME region woman leader for the webcast. Three hundred women across the region watched and participated in the webcast, and throughout the month of March, local events raised awareness of the challenges surround the advancement of women in the Middle East.

In 2010, Deloitte ME participated in a DTTL thought leadership publication (Deloitte /Forbes study), “Paths to Power: Advancing women in government” by inviting her Excellency Maha El Khatib, Minister of Tourism and Antiquities, Jordan, to share her experiences and point of view on incubating women’s entrepreneurial spirits in the Middle East. IWD also saw the launch of a paternity leave across the region, as well as regularly profiling key women on the Deloitte.com Middle East career pages to inspire women candidates to join our member firm.

#### **The theme: Celebrating Deloitte women**

**Cyprus:** IWD was celebrated with luncheons—for all Deloitte Cyprus female employees—and guest speakers in two Cyprus cities, Nicosia and Limassol. “Prevention of Breast Cancer” was the subject of the presentation given by Ms. Stella Kyriakidou, Member of the House of Representatives, President of Europa Donna Cyprus, and Clinical Psychologist. Ms. Eleni Theocharous, Member of the House of Representatives and President of the Medicins du Monde-Cyprus spoke on “Women in the Workforce.” The objective for the event was to both celebrate women and provide them with useful information.

**Philippines:** Weeklong celebrations have marked IWD. Daily email campaigns recognized the contributions of women from Deloitte Philippines and around the country.

At the end of the week, local offices hosted a get-together and employees were given the opportunity to show their appreciation of their female colleagues with flowers and messages posted on the wall for everyone to read.

**Argentina:** All the women in the member firm were sent a greeting card celebrating IWD. Representatives of the Women’s Committee hosted a breakfast for women seniors and managers and used it as an opportunity for them to share their experiences with the member firm. A flash communication—“Famous Women in History”—prepared by the marketing department rounded out Deloitte Argentina’s IWD celebrations

**Peru:** Flowers at all reception desks and flash greeting cards and gifts for all the women at Deloitte LATCO’s office in Peru from the office managing partner marked IWD.

**Venezuela:** A message went out from the CEO highlighting the role of professional women. An Internet feature article spotlighted women distinguished for balancing work and life priorities. Messages highlighting the professional contributions of women were posted on communications boards, and in a special edition of our internal newsletter Nexos.

**Dublin, Ireland:** Deloitte Ireland Partner Joan O’Connor sponsored the IWD celebrations in Dublin. Managing Partner, Pat Cullen, opened the seminar for all women employees. Veronica Canning, a motivational speaker, gave the key note address, and a wine reception followed. The objectives of the event were to demonstrate Deloitte’s commitment to supporting the personal and professional development of women, to focus the audience on reaching their full potential, and to provide networking opportunities for women at all levels.

**San Jose, Costa Rica:** A breakfast was hosted to celebrate equality and to reinforce Deloitte's commitment to supporting the personal and professional development of women. Lic. Anabelle León, Judge at the Supreme Court of Justice, was the guest speaker and delivered a speech on the professional contributions of women and how to balance personal commitments with a successful career.

**Honduras:** Eduardo Madriz, Office Managing Partner Deloitte Honduras, Jose Wilfredo Salinas, Audit Director, and Rita Maria Silva, Tax Partner, hosted a lunch in Tegucigalpa to celebrate IWD. Forty-four women attended and each was given flowers. In San Pedro Sula, women celebrated at a lunch hosted by Juan Diego Flores, Audit Partner, Deloitte LATCO's office in Honduras, and were thanked for their contribution to the organization.

**The theme: Client networking event**

**Cork and Limerick, Ireland:** Deloitte Ireland Partner-in-charge of the Region, Ger O'Mahoney worked with the IWD committee to host a wine reception and dinner for women clients and key women managers and above to celebrate IWD. The centerpiece of the event was a panel discussion featuring five high-profile women clients and chaired by Deloitte Ireland female Partner, Honor Moore. Panelists also fielded questions from the audience. The objectives of the event were to build eminence and demonstrate Deloitte's commitment to supporting women in leadership, to provide a forum for the member firm's clients and staff, to learn from the five client panelists, and to provide networking opportunities.

**The theme: The Power of women**

**Panama:** IWD was a big event at Deloitte Panama. As part of a larger corporate social responsibility effort, the member firm treated children from a local orphanage to "Bikes



Afternoon" and took them for a ride and other activities at the Amador Coseway. At a breakfast at the City Club to honor women employees, a high-profile woman chaired a panel discussion on "Innovation and challenging dreams" and fielded questions from the audience on roles, challenges, and the future of women at Deloitte. The women who attended shared their experiences and challenges and received gifts, and the woman with the longest tenure at the member firm was honored with a special gift. A flash collage of women at Deloitte LATCO's office in Panama and distinguished women from around the world was introduced at the breakfast event and posted on Deloitte Resources, and when each woman turned on her computer, an IWD greeting displayed.

**The theme: Retaining and advancing women**

**Mexico:** In the Mexico City office, 130 women managers, directors, and partners gathered to attend a breakfast discussion with Nicole Reich, President and CEO of Scotia Bank Mexico, for International Women's Day. The event was recorded and is now available on Deloitte Mexico's intranet site.

**Denmark:** The goal of this event was to build awareness of the need to increase the number of women at the higher levels of our organization. This is primarily a job for local leaders, part of their everyday dialogues with

female employees, and a high-priority topic during annual Performance Management reviews. For IWD, Deloitte Denmark continued to focus on developing women leaders and the retention and advancement of women through their leadership development program and women's networks.

### **The theme: Women in positive leadership**

**Nicaragua:** Vilma Reyes, Principal Commissioner of the Nicaragua National Police, was the speaker at our IWD event. Vilma shared her experience as a mother and professional in a traditionally male profession. A single mother of two girls—including Yahosca Melendez Reyes, a tax assistant at Deloitte LATCO's office in Nicaragua—Vilma is a strong advocate against gender discrimination and exemplifies the member firm's commitment to equality for women.

**Southern Africa:** IWD in March isn't a big celebration in South Africa. IWD is a public holiday celebrated in August, and for the entire month, Deloitte Southern Africa focuses on women. For one celebration, Deloitte Southern Africa profiled women in leadership roles inside and outside the member firm. Photos and information about each woman were posted around the offices. The Johannesburg office hosted a breakfast, with an introduction by the CEO and discussions on the responsibilities of ethical leadership. There were lucky draws—spa treatments, dinners, etc.—and gifts were purchased from local small businesses. Media interest in women's issues increases in August and Deloitte Southern Africa is very proactive about getting

coverage. Deidre Botha, GROW council member and chairwoman of Deloitte Southern Africa's women's initiative, appeared on a TV program, speaking about the "Succeed" program, in which the member firm mentors women entrepreneurs for a year to help their businesses be more successful and sustainable. The Business Women's Association (BWA) of South Africa also hosts their annual Business Women of the Year awards in August. Typically, Deloitte Southern Africa reserves several tables at the gala dinner and Chairman Fuhti Mtoba, a former winner of BWA's Business Woman of the Year award, hosts a breakfast for the finalists.

### **The theme: Well-being**

**Dominican Republic:** Between March 9 and 12, Deloitte LATCO's office in the Dominican Republic hosted several events to recognize IWD. A panel discussion on breast cancer prevention was hosted, and Dr. Gloria Enarnació answered questions from women in the audience. Mayra Holguin, president of the Rep. Dominican Association of Business Women, hosted an event at Deloitte's offices, and all women employees were invited. The important role of women and their contributions to the member firm were highlighted throughout the events.

### **The theme: Marketplace programs**

**Poland:** Deloitte Central Europe's Poland office participated in the "Week of Women of Success" at the Warsaw School of Economics with ongoing presentations of the GROW



IWD 2010. Five senior women from business, government, and the arts participated in a panel discussion led by a local TV journalist. The students from Economic University in the audience voted live online on two of the polling questions from the GROW IWD webcast and two questions crafted by Deloitte Central Europe's Poland office. In her opening remarks, Ewa Rzczkowska, Marketing/PR Manager, Deloitte Central Europe's Poland office, referred to the GROW initiative, and she believes, "As a result of the program, we were seen as an organization very much involved in addressing women's issues and working out equal rights for women."

**Austria:** "Paths to power" was the theme for Deloitte Austria's IWD event. The program started with a re-play of the GROW IWD Webcast. A panel, featuring women who have moved from political careers to business leadership positions in Austria, followed. "Paths to power: A model for the future of women in Government"—a research project and point of view being developed by the DTTL Public Sector practice—was the topic of the panel's discussions. Brigitte Ederer, CEO Siemens Austria and CEE, Monika Langthaler, a very successful owner of a consultancy practice and ex-member of parliament for the Green Party, and Henrietta Eggerth, CEO of the most important Austrian research fund, were on the panel.

**United States:** Women as Buyers Workshops: Women and men partners were invited to this U.S. member firm's half-day IWD event. One objective of the "Women as Buyers Workshops," which were facilitated by an external consultant/trainer, was to examine and understand how women decision-makers chose professional providers." To help our talent better understand gender differences among clients and potential clients, content was specifically intended to promote understanding and relationships with female executives through learning about women executive's decision-making style.

**United States:** Creating Your Personal Success Story: Leveraging your strengths for long-term success—Lynette Lewis, author of *Climbing the Corporate Ladder in Stilettos*, presented and facilitated this highly interactive session.



Deloitte United States senior managers were invited to bring an "up and comer" client. The workshop helped participants to discover their individual strengths by identifying past achievements and learning how to harness these characteristics for long-term success. The program was followed by a cocktail networking reception.

#### **The theme: Spreading the word**

**Canada:** The Canadian practice celebrated international women's week by profiling a number of talented women on both the national and local Gateway intranet sites. Jane Allen, Deloitte Canada's Chief Diversity Officer, reinforced the diversity council's focus on the advancement of women in her messages and directed people to gateway intranet sites where communications were posted.

# IWD: Internal resources

## GROW Diversity and Inclusion tools and resources

For even more support for IWD, [DTTL's Global Diversity and Inclusion website on Deloitte Resources](#) is home to a number of tools and resources. The GROW Council created these tools to advance and support your diversity work. While you may use these tools differently in each of your member firms, they offer the support and guidance to help you deliver against Deloitte's gender representation goals. If building awareness of the business case for gender diversity or GROW strategies is your IWD plan, you can post links to these resources—or download specific documents—to your local intranet and use materials for local events.

### **Diversity and Inclusion Community of Practice**

Once every two months, the Diversity and Inclusion Community of Practice—a global network of 100+ member firm HR and Talent leaders—meets virtually. Discussions center on strategy updates, the diversity and inclusion business case, tools to support diversity work, best practices, and how the global team can best support local efforts. Recordings of the meetings are available on [DTTL's Global Diversity and Inclusion website](#). Visit the internal website to get information on some of the Community of Practice's most recent calls.

### **Shared Diversity and Inclusion Resources eRoom**

Knowledge sharing is central to the work of the Community of Practice. Members can share research, articles, and practices in a password protected [Shared Diversity and Inclusion Resources eRoom](#).

For information on women's advancement, go to [Shared Diversity and Inclusion Resources > Best Practices / Research > By Diverse Segment > Gender/Women](#). For information on past IWD events, go to [Shared Diversity and Inclusion Resources > DTTL Diversity and Inclusion >IWD](#).

### **The Diversity and Inclusion Toolkit**

Go to [the Diversity and Inclusion Toolkit online](#) for step-by-step guidance, tools, examples, and member firm practices for rolling out a gender diversity program. The Diversity and Inclusion Toolkit was developed jointly with Catalyst, one of the leading nonprofit advisory organizations focused on the advancement of women and diversity issues. Access to these world-class resources is limited to talent, HR, and diversity personnel at member firms. An interactive navigation graphic guides the user through a series of activities, examples, and tools, summarized in the toolkit roadmap. Please contact Stephanie Quappe for further information.

### **The GROW Business Case Video**

One of the easiest ways to demonstrate the business case for gender diversity is the [GROW Business Case Video](#). This three-minute English-language video illustrates why women in the workforce represent a key opportunity for Deloitte to fill the talent gap. For internal use only, the video can be downloaded from the Diversity and Inclusion Toolkit website, and is easy to embed in presentations to small and large audiences.

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“It was my dream to work for one of the Big Four. I was looking for an international employer that looked beyond gender and focused on talent and potential, and that was Deloitte—the only one of the Big Four hiring women in my city in Saudi Arabia. . . . I can see women making a major contribution in our society and economy. For me, the challenge is to strive to advance. I can see myself as the first Saudi female partner in Deloitte.”

—Kholoud Adnan Mousa, Senior Auditor, Deloitte Middle East; the first Saudi woman to gain a license to practice as a certified public accountant in the Kingdom

### **The GROW Learning Portal**

The GROW Learning Solution provides 24/7 access to e-learning resources, contacts, and further reading for women and men who want to enhance their careers, learn about gender diversity, and contribute to developing an inclusive culture. It is part of [the Global Diversity and Inclusion Learning Solution](#) which offers online courses, podcasts, books, and articles about for example, race/ethnicity diversity, cultural diversity, and age diversity.

### **The FY10 Global Talent Management Annual Review: Diversity and Inclusion**

FY10 results, member firm best practices, and FY11 priorities for the Global Diversity and Inclusion initiative are reported in this annual review. Click [here](#) to download the [FY10 Global Talent Management Annual Review](#).

### **The Member Firm Diversity and Inclusion Practices Report**

Information you want and can use about how the 40 largest and smaller strategic member firms are supporting diversity and inclusion is now available in this first A to Z guide. Available in the Diversity and Inclusion eRoom, for Deloitte practitioners only, this guide is your source for perspectives on diversity and inclusion and progress made toward member firm goals. ERoom members [click here](#) to download report; others contact Stephanie Quappe, Manager, Global Talent Management, DTTL.

*For more information about Diversity and Inclusion at Deloitte Touche Tohmatsu Limited, please go to [www.deloitte.com/diversity](http://www.deloitte.com/diversity)*



# IWD: External resources



## Networks and Associations

Boston College—Global Workforce Roundtable  
<http://www.bc.edu/centers/cwf/global.html>

Boston College—Sloan Center on Aging and Work  
<http://www.bc.edu/research/agingandwork>

Catalyst  
[www.catalyst.org](http://www.catalyst.org)

Center for Work-Life Policy, Columbia, the Hidden Brain  
Drain task Force  
<http://www.worklifepolicy.org>

Diversity Best Practices  
<http://www.diversitybestpractices.com/>

Diversity Inc  
[www.diversityinc.com](http://www.diversityinc.com)

European Professional Women's Network  
<http://www.europeanpwn.net>

Global Women's Summit  
[www.globewomen.org](http://www.globewomen.org)

The Conference Board  
<http://www.conference-board.org/topics/subtopics.cfm?subtopicid=130>

UN Women Empowerment Principles  
[http://www.unglobalcompact.org/Issues/human\\_rights/equality\\_means\\_business.html](http://www.unglobalcompact.org/Issues/human_rights/equality_means_business.html)

World Economic Forum: Women Leaders and Gender Parity  
<http://www.weforum.org/women-leaders-and-gender-parity>

Women's International Network (W.I.N.)  
[www.winconference.net](http://www.winconference.net)

Working Mother Media  
[www.workingmother.com](http://www.workingmother.com)

World Diversity Leadership Summit  
<http://www.wdls.eu/>

## Gender makes a difference

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“Women account for one-half of the potential talent base throughout the world and therefore, over time, a nation’s competitiveness depends significantly on whether and how it educates and utilizes its female talent.”

—Professor Klaus Schwab, Founder and Executive Chairman  
of the World Economic Forum



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