

Deloitte.

The Initiative for the Retention
and Advancement of Women

WIN

2007

Annual Report

Women's The

Initiative

OUR VISION

To drive marketplace growth and create a culture where the best women choose to be

THE BUSINESS CASE

We see attracting, retaining, and developing women as a business imperative to fuel our growth. Women represent a growing proportion of a shrinking pool of talent, and a growing number of decision-makers in our client organizations are women. We have found that creating a culture where the best women choose to be creates an organization where the best *people* want to be.

About Deloitte
As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries.
Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

We are proud of the progress we've made since we launched the Women's Initiative (WIN) in 1993 — and we feel honored whenever we are recognized. Yet, we cannot rest. The momentum that we've created over the years continues to move us forward, and we remain committed to reaching even greater heights.

In 2007 we focused on a number of innovative programs that will improve our talent and growth strategies for years to come. After a successful pilot, Mass Career Customization™ was made available to 20 percent of our U.S.-based professionals. This year it will be extended to the rest of the organization as we embrace the concept of the *corporate lattice*™, which gives all of our people greater career flexibility. We also continued to pilot our “Women as Buyers” workshops and will offer them more broadly this year.

In terms of performance measures, WIN delivered the goods in 2007. For the third year in a row, we retained our women at the same rate that we retained our men. Beyond that, our WIN-related programs were recognized with eight national awards. The Women's Initiative and its programs received more than 140 mentions in print and electronic media outlets, our women received scores of awards and recognition for their professional and personal contributions, and we hosted more than 500 professional development, networking, and mentoring WIN events in 2007 alone.

To continue on this path, we've put in place a dynamic new structure. We now operate under an integrated All Inclusive model that brings together three key Talent areas: the Women's Initiative, Diversity, and Inclusion. With the improved efficiency and synergy of this structure, we can and will do more, and in the process we'll build on the strong foundation created by our past successes.

We continue to push ourselves because we still have much to do. If we are to maintain our momentum, we must continue to raise the standard of excellence.

And as in the past, we will trust the ongoing help of our people in guiding our continued success.

THE DELOITTE TALENT EXPERIENCE

An **Inclusive Environment** is one of the key attributes of our Talent Experience, the goal of which is to celebrate and harness strength from diversity of all kinds — backgrounds, experiences, and perspectives — to the benefit of our clients and ourselves.



BARRY SALZBERG
Chief Executive Officer
Deloitte LLP



BARBARA ADACHI
National Managing Principal
Initiative for the Retention and
Advancement of Women
Deloitte LLP

1848

The first Women's Rights Convention meeting is held. Elizabeth Cady Stanton proposes a constitutional amendment giving women the right to vote.

1935

While most women accountants are forced to work for themselves or for smaller firms, Jennie Palen works for a Deloitte predecessor firm and is appointed principal in 1935 — a first for any woman. Palen is also the first woman to head a department at a leading accounting firm.

It was not so long ago that the Women's Initiative was a seedling, nothing more than an idea with potential and promise. Today, because of the commitment of our leadership, that potential and promise is being recognized in our organization and beyond. On all fronts, 2007 was another year of extraordinary performance.

extraordinary performance

30% of new partner, principal, and director admissions were women.*

*Refers to internal candidates who were either admitted into Deloitte's partnership or promoted to director.

Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce was published in September by Harvard Business School Press.

For the **3rd** straight year we retained our women professionals at the same rate that we retained our men.

Working Mother magazine named us to its 100 Best Companies list for the **14th** consecutive year.

Our women professionals were recognized with **115** awards for excellence in their fields and communities.

Mass Career Customization was formally launched and by the end of 2007 was available to **20%** of our professionals.

WIN leaders were invited to meet with **56** client companies to help them initiate or better execute their own WIN efforts.

WIN teams delivered more than **500** professional development, networking, and mentoring activities attended by more than 13,000 professionals.

140 stories in print and electronic media outlets mentioned the Women's Initiative and its programs.

Pilots of our "Women as Buyers" workshops received very positive feedback, and we made plans to extend them to a broader audience.

\$1.5 million was raised to endow the Deloitte Ellen Gabriel Chair for Women and Leadership, currently held by Dr. Deborah M. Kolb, professor at the Simmons School of Management, and an international expert on gender issues in negotiation.

1964

Congress passes the Civil Rights Act.

1978

The Pregnancy Discrimination Act amends the Civil Rights Act to ban employment discrimination against pregnant women.

The Women's Initiative drives marketplace growth and creates a culture where the best women choose to be. Indeed, its success is just one of the many things that Deloitte is recognized for in the marketplace. Since we launched WIN, we have continually invested in programs to recruit and invest in our women.

not
business
as usual

1983

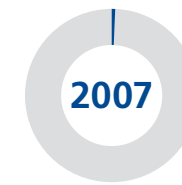
Sally Ride becomes the first American woman in space.

Some people wonder why we continue to push our Women's Initiative so hard. Haven't we done enough, they ask? Our answer is a resounding "no."

The workforce is changing. We cannot sustain our growth without attracting, developing, and retaining talented women to serve our clients and grow our business.

The workforce is shrinking.

The **domestic labor force** will grow at the anemic rate of **0.8%** annually through 2016.



Labor needed
152 million workers
Labor available
151 million workers

Currently, there is a **gap of 1,000,000 people** in the U.S. between the number of students graduating from college and the number of workers needed to cover job growth and replace retirees.

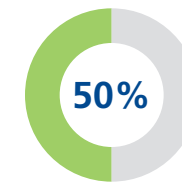


Labor needed
160 million workers
Labor available
154 million workers

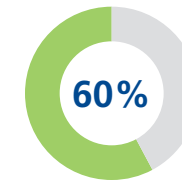
By 2012, there will be a **gap of 6,000,000 people** in the U.S. between the number of students graduating from college and the number of workers needed to cover job growth and replace retirees.*

*Ken Dychtwald, Robert Morison, and Tamara Erickson, *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent* (Boston: Harvard Business School Press, 2006).

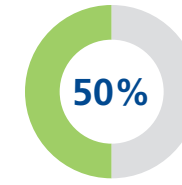
More and better-educated women are entering the workforce. They have more options now than ever before.



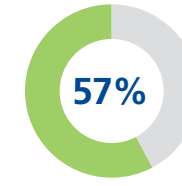
Women comprise nearly 50% of the **U.S. labor pool**.



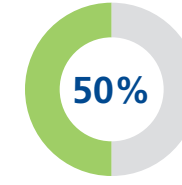
60% of **accounting bachelor's degrees** are awarded to women.



50% of **undergraduate business degrees** are awarded to women.

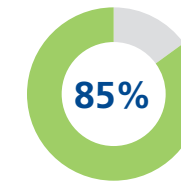


57% of **bachelor's degrees and master's degrees** are granted to women.

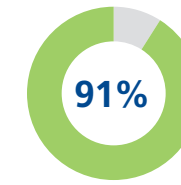


Women now hold more than half of **all managerial and professional positions** in U.S. businesses.
Source: Catalyst

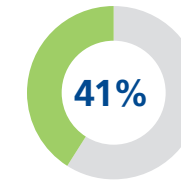
More women are moving into the executive ranks and are increasingly the buyers of our services.



85% of Fortune 500 companies had women on their **board of directors** in 2007.



91% of our partners, principals, directors, and senior managers **have pitched to women clients** in the last two years.



41% of **privately held American companies** are owned by women.

1992

Deloitte & Touche Chairman and CEO J. Michael Cook establishes and chairs the Task Force for the Retention and Advancement of Women.

The first annual work-life balance survey is conducted.

Three Deloitte women are selected as partner, principal, or director.

1993

The Initiative for the Retention and Advancement of Women is launched in April, with Ellen Gabriel appointed National Director and named to the Management Committee.

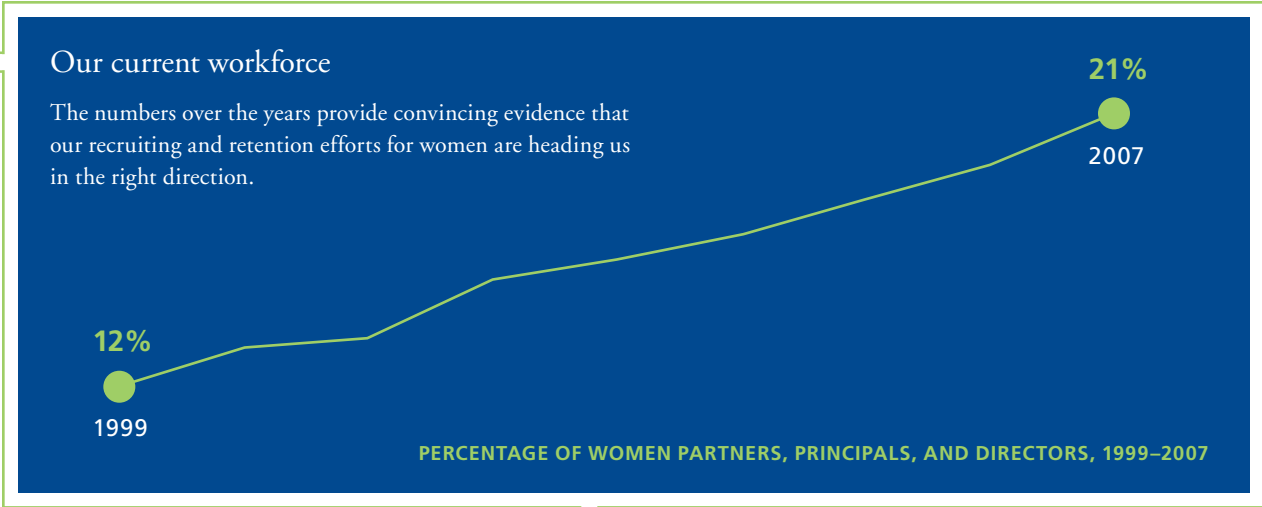
Lynn Martin, former U.S. Secretary of Labor, is named Chair of the newly created Council on the Advancement of Women.

Two-day gender awareness workshops are introduced.

13%
increase in the number of women in the highest-ranking group of partners and principals

21%
women partners, principals, and directors

11%
women partners, principals, and directors who are women of color



In the spirit of “what gets measured, gets done,” here are some key statistics we used to track our performance.

2007 performance

30%
women partner, principal, and director admissions*

38%
women senior managers†

44%
women managers†

48%
women seniors†

44%
women hires

41%
women hires who are women of color

46%
women rehires

0%
gender turnover gap
(which means we’re retaining women at the same rate we’re retaining men)

*Refers to internal candidates who were either admitted into Deloitte’s partnership or promoted to director.
†Calculations include non-client service personnel.

1994

The Diversity Initiative is introduced, with Betty Maple as National Director.

Formal flexible work arrangements and paid parental leave are introduced.

The first formal women’s networking event, the Executive Women’s Breakfast Forum, is held in Parsippany, New Jersey.

Deloitte LLP is named to *Working Mother* magazine’s list of “The 100 Best Companies for Working Mothers” for the first time.

1995

The Glass Ceiling Commission releases a report on the endurance of barriers that deny women and minorities access to decision-making positions.

Catalyst presents Deloitte with the “Catalyst Award” in recognition of our efforts to recruit, retain, and advance women.

Statistics alone don't capture the impact of the Women's Initiative on our organization and culture, because WIN is also about reaching out to individuals, developing client relationships, and giving back to our communities.

LEADING THE WAY



Sharon Allen, Chairman, Deloitte LLP, is the highest-ranking woman in a Big Four professional services firm.

We expanded our women's initiative programs in 2007, building on a strong foundation. Programs spanned all levels, all functions, and all regions in our organization.

Our market-leading status on women's issues continued to inspire clients to call us. We also received more media inquiries, more requests for collaboration from academics and researchers, and more invitations to speak at conferences and on campuses.

These growing opportunities to get our message out are good for our women, our men, and our business.

Competition for critical talent will continue to intensify as baby boomers retire and pressures for career-life fit continue to grow. In the years ahead, we must make it easier for professionals to thrive and advance in our organization. We must do more to support them — in their work, in their communities, and in their families. And we must prepare for dramatic shifts in the workplace — especially the growing demand for work practices and career development programs designed to meet individual needs.

We will do more to address the needs of women of color by working jointly with our chief diversity officer to make sure our efforts yield the greatest return for all. And, we'll continue our efforts to increase the number of women in leadership positions. From office managing partners to regional managing partners, from lead client service partners to industry leaders, our women are assuming more leadership responsibilities and providing more varied role models. In short, they are making a measurable difference to our business.

It's essential that we continue to provide our women with opportunities to grow and support them in their efforts. We do this because it's the right thing for us. We also do it because it's important to our clients who are looking for diversity in the teams that serve them just as they are adding greater diversity within their own ranks.

Each of these challenges will demand more from all of us in the time ahead. The Women's Initiative is helping us move forward with confidence.

1995

The Council on the Advancement of Women releases its first internal report.

The Annual Flexible Work Arrangements survey is instituted.

The first Business Resource Groups, the Association of Black & Latino Employees and Gay, Lesbian or Bisexual Employees (GLOBE), are introduced in New York and Hermitage, respectively.

1996

Madeleine Albright becomes the first female U.S. Secretary of State.

J. Michael Cook, former Deloitte Chairman and CEO, is named Chairman of the Board of Catalyst.

The first Initiative for the Retention and Advancement of Women Annual Report is published.

In 2007 WIN helped groom thousands of professionals for success through programs all across the organization. We sponsored a host of activities — including networking, mentoring, coaching, and professional development programs — to enhance the opportunities for our women to succeed.



investing
in our
women

1997

J. Michael Cook receives the Townsend Award, naming him *Working Mother* magazine's "Family Champion."

Fortune magazine ranks Deloitte #14 among the "100 Best Companies to Work For in America."

Ellen Gabriel Fellows

Last year, 21 high-performing women and men senior managers were named Ellen Gabriel Fellows. They spent six months working on strategic projects to increase their understanding of our businesses, strengthen their client service and leadership skills, and build relationships with the Deloitte Touche Tohmatsu leadership team. The Fellows attended workshops taught in conjunction with Columbia University and the Institute for the Future. They concluded the year by meeting with CEO Barry Salzberg to share their observations and recommendations on core strategies for the future of our organization.



“Judged against any criteria, our Women’s Initiative has been a tremendous success. However, it’s critical we do even more to foster a culture that positions Deloitte as the place where the best women choose to be. Our clients expect it, but what is more important, we expect it of ourselves.”

Frank Piantidosi
Chairman and CEO, Deloitte Financial Advisory Services LLP



Leading Edge

Twenty-three high-performing women partners, principals, and directors were chosen to attend this week-long leadership development program held at the Simmons School of Management. The attendees gained invaluable insight into their leadership capabilities, strengthened their negotiation and relationship-building skills, and broadened their professional networks. Today five of the seven women on our Board of Directors are graduates of the program.



WIMAC and WISMAC

In 2007, 35 high-talent managers and senior managers were chosen to provide input into our WIN strategies and tactics. For example, members of our Women’s Initiative Manager Action Committee (WIMAC) assessed our WIN Web sites and explored how we can use our new internal social networking tool to encourage inclusive networks. At the same time, the Women’s Initiative Senior Manager Advisory Council (WISMAC) team looked into how our “Women as Buyers” workshops can be tailored to meet the needs of Generation X and Generation Y professionals. These projects allowed the members to hone their teaming abilities, foster new relationships across the organization, and sharpen their leadership skills.

Forward Track

Approximately 50 high-potential women senior managers in Deloitte & Touche LLP (Deloitte & Touche), Deloitte Consulting LLP (Deloitte Consulting), and Deloitte Financial Advisory Services LLP (Deloitte FAS) participated in this year-long program. They received coaching in the areas of leadership, business development, executive presence and image, professional networking, negotiating, conflict management, and personal brand development. With adaptations, the program was delivered to 440 top-performing managers in Deloitte & Touche, Deloitte Tax LLP (Deloitte Tax), and Deloitte Consulting.

Women on Board

Variations of this program aimed at educating and preparing women for board service were hosted in a number of cities across the country. Panelists included top-level executives with extensive board experience who discussed such topics as how to be an effective board member, positioning oneself for board service, and moving from service on nonprofit boards to service on for-profit boards.

High-Speed Networking

The Practice Service Center WIN team developed this networking event to help participants hone the skills they need to make valuable business contacts quickly. Approximately 40 participants spent the evening moving quickly from table to table, making connections while practicing their “elevator speech,” which in 30 seconds or less describes themselves and their accomplishments.

1997

Deloitte leads the Big Six with the highest percentage of women partners, principals, and directors.

The Seattle office initiates “The Top Rung,” an annual mentoring study and report on the role mentorship plays in the development of women executives.

The first Diversity Environmental Assessment is conducted.

1998

Fortune magazine ranks Deloitte #8 among the “100 Best Companies to Work For in America.”

Deloitte sponsors “The Corporate State: A Women’s CEO and Senior Management Summit,” where women business leaders debate and discuss critical business trends.

Investing in Our Women highlights

It's hard to measure or convey the impact of the more than 500 activities that WIN sponsored in 2007—but no matter how you cut it, the range and scope of these programs is impressive. More to the point, they're providing what's needed to sustain our commitments and finding innovative solutions to some of our toughest challenges.

Building Your Board of Directors
This mentoring workshop, held in **Portland, Oregon**, gave participants a deeper understanding of mentoring relationships, roles and responsibilities, and how to build a personal "board of directors." The event included a panel discussion and was open to all Deloitte professionals.

Personal Branding Workshop: The Amazing Journey
Hosted by the **Chicago** WIN team, this workshop took participants on a personal branding journey. At the end of it, they were able to articulate who they are, determine their personal vision, and strengthen their personal brand.

Knowing Yourself
The **Dayton** WIN team held this workshop for managers and senior managers in Deloitte & Touche and Deloitte Tax to help them identify their strengths and personality preferences and understand how to use them to improve their management skills and productivity.

WIN Shines
The **Northeast** WIN team provided more than 72 professional development, networking, and mentoring events for this month-long program. More than 2,000 men and women attended the events, which included "Eight Surefire Ways for Women to Thrive in Business," "Basic Leadership Skills for Everyone and Every Job," "Making Deloitte Work for You," and "Networking Skills that Build Business Relationships," among others.

Everyday Negotiations: Creating Conditions for Your Career Success
Conducted in person at our **Hyderabad** office by Dr. Deborah M. Kolb, the Deloitte Ellen Gabriel Chair for Women and Leadership at the Simmons School of Management, this half-day program was designed to strengthen negotiation skills. Attended by more than 80 women professionals, the program included case studies and scenarios that illustrated practical ways to negotiate during performance review and promotion discussions.

Connect Four!
Developed by the **Midwest** WIN team in Deloitte Consulting, this mentoring program connects people from across our four businesses. Participants were encouraged to go beyond the standard background questions so they could develop more meaningful relationships. More than 70 people attended the first event, which paired four-person mentoring chains from different service areas to share their insights on "what they wish they knew now that they didn't know then."

Bridging the Gap: Women and Minorities in Leadership
The Asian-American Alliance Business Resource Group and the WIN team of **Greater Washington, D.C.**, cosponsored this event to celebrate Asian-Pacific American Heritage Month. The featured speaker was Irene B. Bueno, cofounder and partner in the Nueva Vista Group, who shared her experience as an Asian-Pacific American in government and discussed the importance of women in leadership positions. Her presentation was followed by a discussion on women and leadership.

Asian Perspectives with FAS
The **Atlanta** WIN team in Deloitte FAS held a luncheon panel discussion with professionals from China, Taiwan, Malaysia, Korea, and India. Panelists explored the dynamics of working and communicating across cultures, and discussed how to improve working relationships and the challenges that Asians face in the workplace.

Spring Conference
For the second year, our **Southeast** WIN team hosted this conference, which brought together more than 300 women to celebrate their accomplishments and share leadership best practices. They attended presentations, workshops, and panel discussions on a variety of topics, including "Successful Women Take Risks," "The Art of Negotiation," and "Thrill Rides: Leaders Who Have Taken Risks to Achieve Their Very Best."

..... 1999 2000

Ellen P. Gabriel, partner and founding National Director for the Retention and Advancement of Women, dies of breast cancer.

Leading Edge, a leadership development program for women partners, principals, and directors, is introduced.

Results of the closest presidential election in decades lead to a recount of votes in Florida.

Task Force 2000 convenes to reassess cultural, retention, work/life, advancement, and leadership issues.

Work/Life and Commitment Study is conducted to define the needs and priorities of Deloitte professionals.

"Diverse Perspectives, Common Goals" diversity education program is launched.

Take a quick look or a long stare. Either way, you'll find that WIN delivers a host of compelling benefits in our organization. From workshops and development programs to social and networking events, we are helping not only our own people but also those in the communities where we live to "mix it up" — to extend their networks and drive marketplace growth.



driving marketplace growth

..... 2001

Terrorists attack the U.S. on September 11.

Sue Molina, National Director for the Retention and Advancement of Women, is named one of the "Top 100 Most Influential People in the Accounting Profession" by *Accounting Today*.

The Women's Initiative Management Advisory Network (WIMAN) is formed to provide input and guide the WIN leadership team.



As part of our sponsorship of the 2007 Fortune Most Powerful Women Summit, Deloitte helped delegates see how closely they were connected using the Six Degrees wall, a focal point of the summit.

“You could fill a very large book with stories about our highly talented women making a difference with our clients, in the marketplace, and with our people — and I see and hear more and more examples every year. Our profession has grown and our practice is much better because of the outstanding work and leadership of these exceptional women. They demonstrate every day why our Women’s Initiative is a success story on so many levels.”

Chet Wood
Chairman and CEO, Deloitte Tax LLP

Major Conference Sponsorships

In 2007 we sponsored four major conferences: *Fortune* magazine’s Most Powerful Women Summit, the Simmons Leadership Conference, and *Working Mother* magazine’s Best Companies for Multicultural Women National Conference and 100 Best Companies WorkLife Congress. Each conference offered invaluable opportunities for our women to network with our clients and for the marketplace to get to know us better.

Oxygen Mentor's Walks

We joined with Oxygen Media to host the Oxygen Mentor's Walks in Chicago and Los Angeles, in which high-profile women business leaders shared with other women their professional passions and interests.

Speaking Engagements

From keynote speakers to conference panelists, our women appeared at 100 events last year hosted by *Fortune* magazine, the Forte Foundation, Harvard Business School, the Great Places to Work Institute, Working Mother Media, and the University of California, Berkeley, among others.

Mind Shifting: Your Employee-to-Leader Transformation

This two-day Women of Color in Management Consulting Conference, developed by Deloitte Consulting, the Association of Management Consulting, and the League of Black Women, created a venue to address the specific professional needs of women of color and what it takes to ascend to the leadership ranks in management consulting. The forum was attended by 40 women, including 20 from Deloitte Consulting.

2001

Ellen P. Gabriel Fellows Program for leadership development is founded in honor of the first National Director for the Retention and Advancement of Women.

Deloitte launches the first Efficacy Development Seminar at the NABA Conference and later expands it to other national professional conferences.

Redia Anderson joins Deloitte as National Principal, Diversity & Inclusion.

2002

Deloitte Coaching and Career Connections is launched to facilitate barrier-free career movement for all professionals.

The first Women Leaders xChange Conference is held for women partners, principals, and directors.

Marketplace Programs highlights

Because the number of women making business decisions grows with each year, we continue to focus on connecting with women in the marketplace through a series of workshops, panel discussions, and networking events. Experience has shown that these programs help all participants expand their networks and win new business for their own organizations.

Go Red for Women Luncheon
 Approximately 300 people attended the American Heart Association's Go Red for Women annual luncheon in **San Francisco**, which was chaired by Barbara Adachi and attended by several Deloitte leaders and clients. The luncheon is the flagship event for the AHA's drive to raise funds and increase awareness of heart disease as the number one killer of women.

7th Women Leaders in California State Government Breakfast Meeting
 More than 20 current and emerging women leaders from various state departments and agencies, ranging from the Department of Personnel Administration to the Department of Finance, attended this event in **Sacramento** hosted by Deloitte Consulting. Topics for discussion included "Managing Across the Generations in the Workplace," "The Shrinking IT Workforce," and "Governing the 21st Century Citizen." The first topic proved so lively that the others were tabled for discussion at the next meeting.

Women Sales and Marketing Executives Networking Event
 Deloitte Consulting teamed with Energy BBDO, a **Chicago**-based advertising agency, to host this event that was attended by more than 40 women in sales and marketing. It featured a lively discussion with Kim Feil, senior vice president and chief marketing officer at Sara Lee Food and Beverage, who shared her perspectives on talent recruiting, risk management, and working with customers in a changing environment.

Women Leaders in the Energy Industry
 The **Northeast** WIN leaders teamed with the law firm of Sullivan & Cromwell LLP to host this second annual conference. The program featured leaders in the power and utilities industry and addressed the strategic challenges and innovative choices that companies face in today's marketplace. The conference attracted representatives from more than 50 clients and gave women in this industry an opportunity to develop relationships and expand their networks.

True Confessions
 With a focus on women at director level and above in the TMT industry of **Silicon Valley**, "True Confessions — Career Secrets of Silicon Valley's Successful Women" was cosponsored by Deloitte, Cisco Systems, and Oracle. A high tea was held at the Four Seasons Hotel, Palo Alto, with a panel discussion including leaders from the three companies. Catalyst opened the event with a presentation, and table sessions were built into the program to encourage networking among attendees from the three companies and their invited clients.

External Role Models Series
 Our **Pacific Southwest** WIN team continued this popular series that provides women at all levels and functions an opportunity to learn from female executives in local businesses. In 2007 we held 30 sessions with up to eight Deloitte women in each session. The sessions were designed to encourage meaningful discussion on topics ranging from career progression to fitting work into life. The program is active in Los Angeles, Orange County, San Diego, and Phoenix. An appreciation luncheon in honor of the external role models was attended by more than 40 women.

How Women Become Trailblazers
 Women in the public sector heard from leaders in their industry at this event held in **Los Angeles**. A panel with representatives from the Los Angeles City Council, the Los Angeles Unified School District Board of Education, and the City of Los Angeles discussed the backgrounds and skills of today's women in government, and the challenges facing them and the industry.

100 Wise Women
 This community-based mentoring program pairs "wise women" with rising professionals. After its start in **Cincinnati**, the program has expanded to Chicago, Columbus, Detroit, Fresno, Minneapolis, Pittsburgh, and Seattle. Last year New York created its own version of the program in coordination with the Women's National Basketball Association.

Women in Community Speaker's Forum
 More than 400 people attended events held in **Dallas, Denver, and Houston**, where we recognized outstanding women in the community and created a venue for them to discuss the issues and challenges facing career women today. Keynote speakers and panelists at each event provided their insight on topics ranging from workplace innovation to overcoming obstacles to a successful career.

Paying It Forward: Women Leading Women to Succeed in the Workforce
 Our **Northeast** WIN committee teamed up with PepsiCo to sponsor a leadership development and networking event at PepsiCo's headquarters. The event, which attracted nearly 80 women from both organizations, was a great success, and participants are looking forward to attending again in 2008.

Insurance Women's Networking Event
 The **Northeast** Insurance Practice hosted this event in New York, which was attended by 29 women executives from eight strategic clients. A panel discussion covered such topics as leadership, building a legacy, the pipeline for women, and engaging the next generation. The very distinctive personalities on the panel provided different points of view and added much to a very lively discussion.

Sally Ride Science Festival
 For the second year in a row, our **Houston** office sponsored this science festival at Rice University, which attracted more than 1,700 participants. The festival is designed to encourage girls in grades five through eight to take an active interest in math and science. Eileen Collins, NASA's first female space shuttle pilot, relived her journey to the stars for the assembled girls and their families.

2002

The Virtual Role Models Site, highlighting talented women around the organization, is launched.

The Diversity External Advisory Board is formed.

Deloitte is named to the *DiversityInc* list of "Top 50 Companies for Diversity" for the first time.

2003

For the first time, women comprise more than 50 percent of managers in the U.S. workforce.

The Women's Initiative celebrates its 10th anniversary.

CPA Personnel Report Annual Survey of Women in Public Accounting announces that Deloitte continues to lead the Big Four in percentage of women partners, principals, and directors.

The Women's Initiative serves as an engine for innovation — a proving ground where new ideas can be tested and the best ones improved and adopted on a broader scale. Over the years, we've demonstrated the value of this commitment again and again, showing without a doubt that our organization is in a category of one when it comes to helping women and men succeed.



staying
ahead

..... 2004

The deadliest tsunami in recorded history kills more than 270,000 people in many countries bordering the Indian Ocean.

Deloitte receives the Diversity Best Practices' "CEO Leadership Award."

A council is convened to review the continued need for, and applicability of, the Women's Initiative. Research and data confirm the need but recommend a refresh of the Initiative and support a vision for the next generation of WIN.

MASS CAREER CUSTOMIZATION

The corporate ladder has been the enduring gold standard for personal success since organizational hierarchy was invented. But the ladder model of career progression is fitting fewer and fewer. Women’s career paths, in particular, often look less like a straight climb up and more like an undulating journey filled with ascents, lateral moves, and planned descents.

The workforce has changed, while the workplace has not — until now.

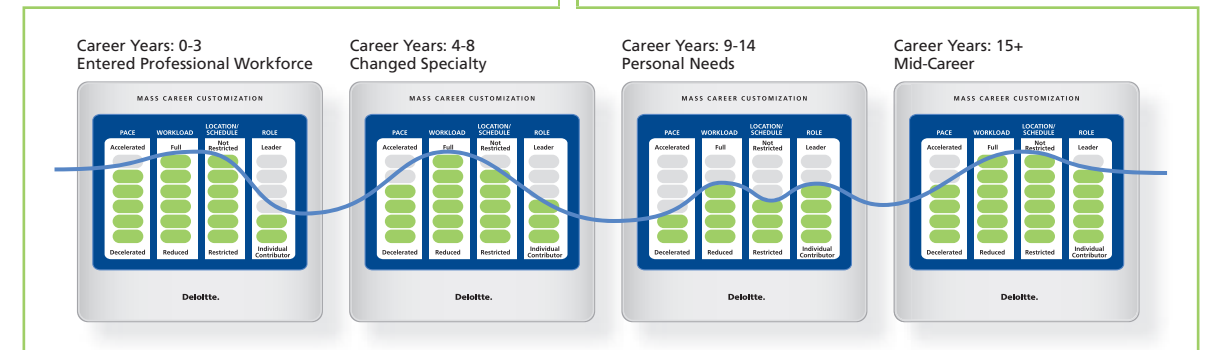
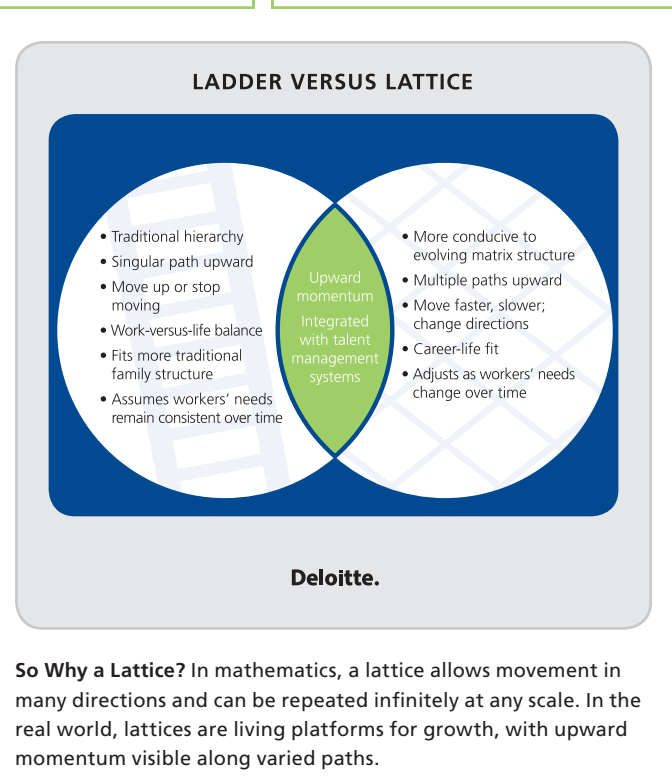
While women have for a decade or more been the “canaries in the corporate coal mine,” the workplace norms of how careers are built are no longer fitting the needs of today’s workforce across both gender and generational lines. We see evidence that, in fact, the ladder model is already evolving toward a more adaptive model Deloitte has dubbed the *corporate lattice*— and WIN has been instrumental in identifying this paradigm shift.

The lattice is the central idea behind Mass Career Customization (MCC). MCC, as an enabler of a thriving corporate-lattice culture, offers a customized model for building careers and developing talent.

Transformative? Yes. Daunting? Not really.

Career customization is already happening throughout our organization and our clients’ organizations — albeit informally and in an ad hoc fashion. Many of us have been building lattice-like careers by moving into and out of organizations and up, down, and laterally across hierarchies. Now it’s time for a systemic response.

Drawing on the powerful insight that career journeys resemble a sine wave — with phases of climbing and falling engagement over time — MCC provides us with the mindset and a supporting framework, approach, processes, and road map needed to create the future of how careers are developed.



2004

Cathy Benko, Deloitte Consulting LLP’s High Technology Industry Leader, is named National Managing Director of the Initiative for the Retention and Advancement of Women and is appointed to the Executive Committee. The next-generation WIN vision is crafted to focus on “driving marketplace growth and creating a culture where the best women choose to be.”

U.S. Managing Partner Barry Salzberg is elected to the Board of Directors of the Jackie Robinson Foundation.

2007 Implementation Success

In 2007, after a two-year pilot program, we launched our initial wave of MCC rollouts, which included nearly 20 percent of U.S.-based personnel across all of our businesses.

In surveys of these early adopters, 55 percent of respondents said MCC will improve overall satisfaction of working at Deloitte, and 62 percent believe MCC will make them more likely to recommend Deloitte as a great place to work. Results also show increased productivity and morale, continued high client-service standards, and a positive correlation between MCC and retention.

MCC 2007 Rollouts

These rollouts represent approximately 20% of U.S.-based personnel

Function	Rollout Area	Practice Leader	P/P/D Champion(s)	Start Month
AERS	SE AERS	Carlos Sabater/ Jim Brady	Tom Walker/ Mike Pacetti	Mar 07
AERS	Capital Markets	Owen Ryan	Dolores Atallo- Hazelgreen	Feb 07
Consulting	Human Capital	Mike Fucci	Barbara Gniewek	June 07
FAS	All	Frank Piantidosi	Gerry Yarnall	May 07
Services	Talent	Cathy Benko/ James Jaeger	Bill Nickey	July 07
Tax	Chicago	Carl Allegretti	Ron Sonenthal	July 07

We Aren't the Only Ones

WIN successes have always validated the notion that "what is good for women, is good for business." Our clients also are looking for ways to bridge the gap between the needs of today's workforce and an outmoded corporate-ladder model of career progression. So they're looking to us to help them navigate the evolution from ladder to lattice.

This provides us with enormous opportunities to leverage MCC in the marketplace. MCC is an integral part of the new Talent Integrated Market Offering, and Deloitte Consulting's Human Capital practice has designated a senior team to lead the effort. In 2007 we kicked off our first client MCC engagement with more than 50 additional clients expressing interest in our solution. A common refrain heard from our clients was, "MCC solves challenges we've had for years but never realized were connected."

"What's important is that Mass Career Customization gives people options that may not have been so obvious before. It enables a continuous dialogue that supports a culture of flexibility. And the dialogue is important. I was recently with a group of our high-performing senior managers who shared with me that while they didn't presently have a desire to dial down, they really liked the idea that they could."

Sharon Allen
Chairman of the Board, Deloitte LLP

People Are Paying Attention

In September 2007 Harvard Business School Press published *Mass Career Customization: Aligning the Workplace with Today's Nontraditional Workforce*, by Cathleen Benko and Anne Weisberg.

- *Mass Career Customization* appeared on several bestseller lists, including *The Wall Street Journal*.
- The *New York Times* called it "the best work/life book of the year."
- The *Financial Times* said that "there is much to commend in this book."
- The *Commercial Press*, a Chinese publisher, purchased the rights to the book in China even before its U.S. release.
- More than 5,500 colleagues downloaded the November 2007 podcast on Deloitte Insights.
- More than 70 national conferences, roundtables, and events featured MCC in 2007.
- The book generated media interviews and mentions in more than 50 percent of national publications.

In 2008 most U.S.-based Deloitte professionals will become part of the MCC experience — bringing us more than 38,000 careers closer to becoming a corporate-lattice organization.

Interested in learning more? Visit www.masscareercustomization.com for more information.

2004

Leadership Skills Development Program is created in conjunction with Howard University and the other Big Four professional services organizations to help Black professionals prepare for and pass the CPA exam.

The first Business Resource Group summit is held to lay the groundwork for success moving forward. Guidelines and infrastructure are socialized, rolled out, and implemented to create a common understanding.

WOMEN AS BUYERS

It is well established that buying consumer products is often a different decision-making process for women than it is for men. But what about professional services? We all chuckle at the stories of how men and women experience the neighborhood mall differently, but there's little research available on gender-based professional buying behaviors. And yet there's an increasing need, especially for our men, to better understand the processes, preferences, and styles of the growing segment of women buyers.

Recently, teaming with the Trendsite Group, we completed a year's worth of primary and secondary research, developed a curriculum, and piloted "Women as Buyers" workshops in several locations. Delivered to a 1:2 mix of women and men partners, principals, and directors, the workshops offer a combination of presentations, interactive discussion, client examples, and stories that address topics such as communications, relationships, and decision-making styles.

Evaluations from the pilots have been exceptional, and buzz about the workshops is high. Because of growing demand for them, we plan to offer the workshops more broadly in 2008.

PERSONAL PURSUITS

Deloitte understands that even the most dedicated professionals sometimes need to leave the workforce for personal reasons. So we launched Personal Pursuits, a program that enables our people who leave the workforce for up to five years to stay connected to our organization and maintain the skills and networks they'll need when they're ready to return.

Personal Pursuits provides participants with a host of resources to keep connected, current, and technically proficient through mentors, career coaches, short-term work assignments, and training that keeps their skills and professional licenses up-to-date.

The program allows high-performing professionals who "sequence" in and out of the workforce to build long careers at Deloitte.

Piloted in 2005, Personal Pursuits was launched in 2006 and has since been lauded by national media and organizations, including the *Washington Post*, *ABC News*, the *Chicago Tribune*, and the *Associated Press*.

"By taking our thought-leadership to important external groups and forums, we are in the forefront of those promoting the value of WIN in the marketplace. We are very proud of our progress and accomplishments in helping all our people develop to their potential."

Doug Lattner
Chairman and CEO, Deloitte Consulting LLP

WIN BLOG

A vibrant virtual conversation about life, work, and everything in between, the WIN Blog is a cultural mainstay of the Women's Initiative. It has become a regular topic of conversation around the water cooler. Because of its strong following inside Deloitte (we had more than 45,000 visits last year), we decided to take it public in 2007. This move has allowed everyone to join in on the conversation. Since its public debut, the WIN Blog has generated more than 34,000 visits from men and women around the world. Visit the WIN Blog at www.deloitte.com/us/winblog.

From the Big Four Alumni Blog

"It pushes the envelope, challenges the norms, and makes corporate work more natural and in tune with real life."

From the BusinessWeek.com Working Parents Blog

"There are plenty of blogs out there... Here's one that is definitely worth bookmarking: Deloitte LLP's Women's Initiative Blog."

2005

Condoleezza Rice becomes the first African-American female Secretary of State.

Mass Career Customization, an innovative approach to career progression, is conceived, pilots are launched, and point of view is published.

Personal Pursuits pilot receives wide recognition and media attention as an innovative workforce program to stay connected to employees taking a temporary leave from the workforce.

Sally Ride, America's first woman in space and CEO of Imaginary Lines, is appointed Advisor and Chair of the WIN External Council.

2008 goals

We are proud of the accomplishments of our Women's Initiative. To maintain the standard of excellence, we must continue to raise the bar — we can't rest on our laurels. To achieve our dual mission of driving marketplace growth and building a culture where the best women choose to be, we must strike a balance between our internal and external focus. So this year we are working on a number of efforts to take WIN to the next level.

- 1 Our top priority is **our talent pipeline and the advancement of women**. We will work with the All Inclusive leaders on prioritizing several bold plays to increase the number of women in the pipeline and find new ways to support their advancement to leadership.
- 2 We will strive to increase the eminence of more Deloitte women by **raising the visibility of women leaders** across the organization.
- 3 We will **focus more attention on our women internally** by getting “back to basics” and reinvigorating some of the fundamental objectives of the Women's Initiative, such as assignment reviews and connecting our women at all levels.
- 4 And finally, as we strive to make Deloitte a more inclusive and welcoming workplace, we can't succeed unless we have everyone on board. So we will **enlist more men in the organization as champions and leaders of our Women's Initiative**.

..... 2005 2006

The Women's Initiative Senior Manager Advisory Council and Women's Initiative Manager Action Committee are launched to guide WIN leadership.

The Breakthrough Leadership Program is launched for high-performing minority professionals to prepare them for the next stage in their careers.

United States population reaches a landmark 300 million residents, according to the U.S. Census Bureau.

After a successful pilot in 2005, Personal Pursuits is officially launched.

The role of the WIN External Advisory Board is to continually challenge the organization to reach even greater heights. Women at every career stage look to emulate those ahead of them. That's why women in leadership is the cornerstone issue for the board's work. Confirming that our women get the opportunities, experiences, and visibility they need to move into leadership roles will result in a bountiful set of role models for others and a robust talent pipeline for the organization.



leading by example

..... 2006

Women as Buyers, a workshop that provides insight into how to build more effective relationships with female clients, is developed and piloted.

Deloitte scores a perfect 100 percent on the Human Rights Campaign's Corporate Equality Index, which examines and evaluates corporate policies affecting lesbian, gay, bisexual, and transgender employees throughout the country.

Deloitte continues to lead the industry and serve as a model for countless organizations. And we will continue to press forward — so that we not only maintain but redefine the standard of excellence in women’s advancement.



Members of the WIN and Diversity External Advisory Boards held a joint session for the first time. The meeting included members of both boards, our WIN and Diversity & Inclusion leaders, and our CEO.

“We must continue our record of attracting women to our organization and profession. Providing outstanding opportunities for women to develop their professional skills in client service and in other leadership roles is vital for the future of our practice and for the future of our profession.”

Nick Tommasino
Chairman and CEO, Deloitte & Touche LLP



The Women’s Initiative continues to be the standard of excellence. Through innovative programs and commitment from the highest levels of the organization, WIN makes progress year after year, raising the bar for the industry and the marketplace. Though there is still much left to be done, our progress is encouraging and energizing.

Few organizations have done so much to contribute to the advancement of women in business. And Deloitte’s women partners, principals, and directors provide much-needed role models as the organization creates their leaders of tomorrow. The role of the WIN External Advisory Board is to challenge the organization, to offer advice and guidance, and to keep this momentum going. As we move into 2008, I’m encouraged by the new All Inclusive strategy at Deloitte, which promises to bring a greater sense of clarity to what we’re doing across the many different dimensions of diversity.

Last fall, Deloitte held the first joint meeting of the WIN and Diversity External Advisory Boards. The meeting was the first step in a strategic plan to find areas of greater collaboration among these programs and their leaders. I look forward to the kind of synergy that we can create when both groups combine their strengths and work together.

I’m honored to serve as the chair of the WIN External Advisory Board and to be part of an endeavor that increases the opportunities for women to enjoy rich and rewarding careers. If we remain true to our vision, I believe Deloitte will continue to be the model for many organizations.

DR. SALLY RIDE
Chair, WIN External Advisory Board

2006

The Future Leaders Apprentice Program is announced. The program offers accounting students scholarships and on-the-job leadership development.

The eighth Business Resource Group, Ability First, is created to support our disabled professionals.

The Deloitte Latina of the Year scholarship program is created in conjunction with the Women of ALPFA to recognize the winner’s academic achievement, leadership ability, and community involvement.

2007

Nancy Pelosi becomes the first female Speaker of the House of Representatives.

Mass Career Customization: Aligning the Workplace with Today’s Nontraditional Workforce is published by Harvard Business School Press.

Our talent honored

BARBARA ADACHI, named one of the "100 Most Influential Women" by the *San Francisco Business Times*

BREA ALLEN, selected among the top 15% in the American Inhouse Design competition by *Graphic Design USA* magazine

SHARON ALLEN, received the Work Life Legacy Award from the Families and Work Institute; named one of the "Top 100 Most Influential People in Accounting" by *Accounting Today*; named to the "Directorship 100" list by *Directorship* magazine; received the "Compass Award" from Women's Leadership Exchange; named to "100 Most Powerful Women in the World" by *Forbes* magazine; named one of the "100 Most Influential Women in New York City" by *Crain's New York Business*; named Chairman of the American Friends of the Phelophepa Train; named to the "Power 25" by *Crain's New York Business*

REBECCA AMOROSO, named one of the "Top 10 Corporate Multicultural Women" by *Working Mother* magazine

AMY ANDERSON, selected to serve on the Board of Out & Equal Workplace Advocates in Washington, D.C.

LORETTA AYERS, named one of the "Top 10 Women in Accounting" by *Women's Business*

THUY BARRON, elected President of the Midwest Chapter of Ascend

LEE BATSON, selected among the top 15% in the American Inhouse Design competition by *Graphic Design USA* magazine

KAY BENESH, named one of the "2007 Most Influential Women in Southeast Michigan" by *Crain's Detroit Business*

CATHY BENKO, named one of the "100 Most Influential Women" by the *San Francisco Business Times*; received the "Leadership Achievement Award" from *Consulting Magazine*

CYNTHIA BENNETT, selected to serve on the Board of Directors of the National Organization for Women (NOW)

KRISTIN BORCHARDT, named to the *St. Louis Business Journal's* "Forty Under 40" list

STELLA BRIDGES, elected Vice President of Finance of the Cincinnati Chapter of the National Association of Black Accountants (NABA)

TERESA BRIGGS, named to "Who's Who in Silicon Valley" and "Women of Distinction" by the *Silicon Valley Business Journal*

MICHELE BRYANT, selected to serve on the Board of Directors of the Association of Corporate Travel Executives

THEODORA MARTIS BUFFOLINO, received the "Future HR Leader Award" from *Workplace HR & Safety Magazine*; named to the "30 Under 30" list of rising stars by *Consulting Magazine*

PAMELA BURNS, named "Woman of the Year" by the American Business Women's Association

WENDY CAI-LEE, named to *Crain's New York Business* "40 Under 40" list; received the "Health and Dignity of Women Award" from the United Nations

AMY CHRONIS, received the "Diversity FIRST Award" from the Texas Diversity & Leadership State Conference; received the "Professional Services Campaign Leadership Award" from United Way; selected to serve on the Executive Committee of the Texas Business Hall of Fame; selected to serve on the Greater Austin Economic Development Board

SHEILA CLARK, elected President of the Western Region of NABA; named to the National Board of Directors of NABA; received a "Rising Star Award" from NABA

JULIANA DEANS, received the "Spirit of the Valley Award" and named "Campaign Coordinator of the Year" by United Way of the Bay Area

DEB DEHAAS, selected to serve on the Chicago 2016 Olympic Board and co-chaired Bid Fundraising; named one of Chicago's "Seven Pivotal People Who Help Shape Life in Chicago" by the *Chicago Sun-Times*; named to "Who's Who in Chicago" by *Crain's Chicago Business*

STEFANIE DIAZ, elected Vice President of the

Hartford Chapter of the Association of Latino Professionals in Finance and Accounting (ALPFA)

CHRISTINA DORFHUBER, received the "Women of Strength Award" from Pinnacle Health Systems

LORI DRUSE, named to the *Lincoln Business Journal's* "40 Under 40" list

ANGELA EASON, selected to serve on the Executive Committee and Board of Directors of the National Black MBA Association (NBMBA)

DANNETTA ENGLISH, named as Director of Student Member Services of NABA Southwest

TRACEY FIELMAN, named a "Leading Woman in Finance/Banking" by Leading Women

ELISABETH FISHER, selected to serve on the Board of the National Association of Real Estate Companies

KATHLEEN FITZGERALD, selected to serve on the Board of the Peninsula College Fund

TERTIA FREAS, named a "2007 Pacific Business News Businesswoman of the Year" finalist by the *Pacific Business Journal*

MARINA GIBBONS, selected to serve on the Board of United Way Silicon Valley; named President of the Young Leaders Society for United Way Silicon Valley

JENNIFER GOMEZ, elected Secretary of the Hartford Chapter of ALPFA

GERI GONZALEZ, selected to be part of Leadership Gwinnett by the Gwinnett County (Georgia) Chamber of Commerce

CORRINALYN GUYETTE, selected as Community Outreach Chair of the Seattle Chapter of Out & Equal Workplace Advocates; selected as National Fundraising Chair and Secretary of the Seattle 2008 Gay Softball World Series

AGNES HADHAZY, named a "Rising Star" by the Women's Bond Club of New York

CATHERYNE HASLEY, awarded the "Mayor's Proud Partners Award" by the Houston Mayor's Office

LINDA HEITZMAN, selected to serve on the Board of the Indiana Chapter of the Healthcare Business Women's Association

KRIS HILL, elected Board Treasurer of Frameline

STACEY HUSEMAN, named a "YWCA Rising Star" by the YWCA of Greater Cleveland

JOY JACOBS, selected to serve on the Board of the Bay Area Chapter of the Accounting Careers Awareness Program of NABA, the Board of the San Francisco Chapter of NABA, and the Financial Literacy Committee of NABA

DANA JERMAIN, named a "Woman to Watch" by the Missouri Society of CPAs

CHRISTINE KAWECKI, named one of Long Island's "Top 50 Women" by *Long Island Business News*

HOLLY KRUPITZER, received the "YWCA Women of Achievement Award" from the YWCA of Greater Cleveland

JULIE LAMEY, named to the *Jacksonville Business Journal's* "40 Under 40 Up and Comers" list

CONNIE LEE, elected Vice President of the San Francisco Bay Area Chapter of Ascend

MELINDA LITHERLAND, elected President of the Ronald McDonald House at Stanford Board of Directors

SUZETTE LUCARINI, selected to serve on the Board of Directors at Bethany Christian Resources

RAELYNN MACKENZIE, selected to serve on the Board of the Phoenix Chapter of ALPFA

JILL MARADIAGA, named a Founding Board Member of the Las Vegas Chapter of ALPFA

ZAIN MCKINNEY, named one of the "2007 Most Influential Women in Business" by the *San Francisco Business Times*; received the "2007 Women of Distinction Award" from the *East Bay Business Times*; received the "2007 Presidential Award" from NABA

JULIE MEYER, named to the "Top 10 in Recruiting" by the *Cincinnati and Northern Kentucky Women's Business Journal*

ANNA MOK, received the "Leading from the Heart Award" from the Society of Asian Women Leaders; elected Vice President of the National Board of Ascend; named President-Elect of the Asian American Multi-Technology Association;

elected Second-Term President of the Hong Kong Association; elected Second-Term President of the San Francisco Bay Area Chapter of Ascend; selected to serve on the Board of Directors of the Commonwealth Club of California

MARITZA GOMEZ MONTIEL, named one of 2007's "100 Most Powerful Women" by *Washingtonian* magazine

MARGARET MOYNIHAN, honored with an award in her name, the "Margaret Moynihan Chapter All Star Award" from the Westfield Chapter of Meeting Professionals International

SUSAN O'NEIL, honored as a Friend of Public Education by the Massachusetts Association of School Committees and the Stoneham School Committee

PATRICIA PARK, elected Second Vice President of Internal and External Affairs of the New York Chapter of Ascend

LAURA PEEBLES, received the "Distinguished Service Award" from the Department of Accounting at the University of New Orleans

JOAN PHILLIPS, received the "Spirit of Marquette Award" from Marquette University

M. ELIZABETH RADER, received the "Athena Award" from *CincyBusiness*

KAREN RAMSEY, selected for the Leadership Foundation Fellows Program by the International Women's Forum

BETH ANN REESE, received the "Face of Public Accounting Award" from the Center for Audit Quality

AURORA RUBIN, named one of the "Women Worth Watching in 2008" by the *Profiles in Diversity Journal*

PRERNA SACHDEVA, named Vice President of External Affairs of the North Texas Chapter of Ascend

WRETA SALMON, received the "Harlem YWCA Black Achievers in Industry Award" from the Harlem YWCA

ANITA SATHE, awarded fellowships in the Casualty Actuarial Society and the Society of Actuaries

WENDY SCHMIDT, selected as Member-at-Large of the National Association of Women Lawyers Executive Board

SANDY SHIRAI, named one of the "100 Most Influential Women in Business" by the *San Francisco Business Times*

CHRISTIE SMITH, selected to serve on the Board of Out & Equal Workplace Advocates

DONIELLE SMITH, elected Second Vice President of the Philadelphia Chapter of NABA

SHEILA SMITH, named "Executive of the Year" by the New York Institute of Credit Women's Division

AVRIL STEPHENS, named a Board Member and Chair of the Student Committee of the Hartford Chapter of NABA

LINDA SYBRANDT, elected President of the Los Angeles Headquarters Association

REBECCA SZELC, selected as Chairman of the Athena Award Committee by the Dallas Chamber of Commerce

ANNE TAYLOR, named United Way Women's Initiative Co-Chairman by the Greater Houston United Way; selected to serve on the Women's Advisory Board of Vinson & Elkins LLP

BRENDA THOMPSON, selected to serve on the Board of the YWCA of Houston

JACKIE VALENT, named to the *Milwaukee Business Journal's* "40 Under 40" list

JAIME VOGEL, named "Road Warrior MVP" by *American Way* magazine

TARA WEINER, received the "Trailblazer Award" from the Boy Scouts of America Cradle for Liberty Council; received the "Women of Spirit Award" from the National MS Society

SHEILA WILLIAMS, selected to serve on the Board of the Bay Area Chapter of Accounting Careers Awareness of NABA

ALEXANDRIA YOUNOSSI, named to the "30 Under 30" list of rising stars by *Consulting Magazine*

2007

After extensive pilots, Deloitte begins rolling out Mass Career Customization. By the end of the year, 20 percent of U.S.-based employees are participating.

The creation of an All Inclusive group is announced. Barbara Adachi, Deloitte LLP, is named Managing Principal of the Initiative for the Retention and Advancement of Women; Allen Thomas, Deloitte LLP, is named Chief Diversity Officer; and Stanley Porter, Deloitte Consulting LLP, is named National Managing Principal, Inclusion.

Deloitte's ninth Business Resource Group, the Armed Forces BRG, is created to support Deloitte professionals who are current or former members of the military, including disabled veterans.

In the business of professional services, where programs can come and go like fashion trends, our sustained commitment to the Women's Initiative is remarkable by any measure. And we are better professionals — and a better organization — for it. Without the Women's Initiative, we would be a smaller organization, a less profitable one, and one with a limited future.

Indeed, WIN is proving to be a powerful catalyst, with the results to prove it. It continues to earn accolades and recognition in the marketplace and creates a supportive work environment where all our people can flourish.

Take
Part.

contacts

For more information about WIN programs and how you can take part, please visit www.deloitte.com/us/women or e-mail us at uswomensinitiative@deloitte.com



Regional, functional, industry, and channel WIN leaders, along with Barbara Adachi and Sally Ride, Chair of the WIN External Advisory Board

Executive Sponsor

BARRY SALZBERG
Chief Executive Officer
Deloitte LLP

Talent Leaders

CATHY BENKO
Chief Talent Officer
Deloitte LLP

JAMES JAEGER
Managing Partner, Talent
Deloitte LLP

WIN Leader

BARBARA ADACHI
National Managing Principal
Initiative for the Retention and
Advancement of Women
Deloitte LLP

Chief Diversity Officer

ALLEN THOMAS
Chief Diversity Officer
National Managing Partner
Partner Services
Deloitte LLP

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National Managing Principal
Inclusion
Deloitte Consulting

National WIN Leaders

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Dean of Leading Edge
Deloitte LLP

VEN KOCAJ
Partner
National Director
Initiative for the Retention and
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HEIDI SOLTIS-BERNER
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Deloitte Services

Regional WIN Leaders

LILLY CHUNG
Principal
Northern Pacific WIN Leader
Deloitte Consulting

TERRY FEIT
Strategic Client Services Partner
Pacific Southwest WIN Co-Leader
Deloitte & Touche

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Region 10 WIN Leader
Deloitte & Touche USA Overseas
Services LLC

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CLAUDIA WOLF
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Business Insurance Consulting
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Claremont McKenna College

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Chairman and CEO
Ogilvy & Mather Worldwide

JANE SWIFT
Former Governor of Massachusetts
Managing Partner, WNP Consulting LLC



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