

Core Values

**An Interview with Barry Salzberg,
Chief Executive Officer, Deloitte LLP**

EDITORS' NOTE Barry Salzberg was elected to his current post in June 2007, after serving as the U.S. Managing Partner from 2003 to 2007. He also is a member of Deloitte's U.S. Board of Directors, the Deloitte Touche Tohmatsu Global Executive Committee, and the DTT Global Board of Directors. He joined Deloitte in 1977 and was admitted as Partner in 1985. He has since held a variety of leadership roles including Tri-State Group Managing Partner from 1996 to 1999 and National Tax Deputy Managing Partner from 1999 to 2000. In 2000, he assumed full leadership of the Deloitte Tax LLP practice, which included regional responsibility for the Americas tax practice. He is a member of the New York State Bar Association and the American Institute of Certified Public Accountants. Salzberg received his undergraduate degree in Accounting from Brooklyn College, his J.D. from Brooklyn Law School, and his LL.M. in Taxation from New York University School of Law.



Barry Salzberg

COMPANY BRIEF In the United States, Deloitte (www.deloitte.com) has 45,000 professionals who work in four key business areas: audit, financial advisory, tax, and consulting. "Deloitte" is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu Limited (DTTL), a U.K. private company limited by guarantee.

In the United States, Deloitte LLP is the member firm of DTTL. Services are primarily provided by the subsidiaries of Deloitte LLP, including: Deloitte & Touche LLP; Deloitte Consulting LLP; Deloitte Financial Advisory Services LLP; and Deloitte Tax LLP. Deloitte LLP helps coordinate the activities of these subsidiaries.

How important is corporate philanthropy and social responsibility to Deloitte?

Deloitte is a leader in corporate responsibility; it is embedded into our culture and our way of working. Good stewardship has intrinsic rewards and helps us attract and retain the most talented people. It's also important to our clients and stakeholders.

Would you provide an overview of some of the CSR programs that Deloitte supports?

Deloitte supports extensive efforts in four key areas:

In terms of Community Involvement, we recognize organizations must give back to the communities in which we work and live. Over the past decade, the Deloitte Foundation – funded by Deloitte and our retired partners, principals, and directors – has contributed more than \$50 million to support excellence in teaching, research, and curriculum. We've also committed significant resources to enhance college access and readiness through our Future Fund, a

Deloitte 21 program, focused on education initiatives to build leaders for the 21st century. Looking ahead, we are entering the final year of our three-year commitment, which dedicated \$50 million in professional pro bono services to leading nonprofits and we're considering ways to renew this commitment over another multi-year period.

In terms of Talent, I am passionate about a consistent focus on building our teams, and recruiting and retaining the best talent to become our next generation of leaders. Our signature "Deloitte Talent Experience" lies at the intersection of three distinct, yet inextricably linked attributes: extraordinary growth and development opportunities, high-performance culture, and sustainable career/life fit.

As part of our passion for talent, we remain committed to attracting and retaining women and minorities, because we know talent and leadership are not defined or bound by gender or ethnicity. We remain equally focused on reinforcing the business case for diversity and demonstrating a stronger commitment to all facets of diversity and inclusion than ever before.

With regard to Ethics and Compliance, Deloitte aspires to be known as the standard of excellence in all that we do and this means we manage and drive quality throughout our organization, adhering to the highest standards of ethics and integrity.

And with regard to Sustainability, we have taken significant steps toward greening Deloitte. We're in the process of confirming our findings through calculating our carbon footprint and establishing reduction targets. Externally, we remain actively involved in public discourse on sustainability issues and contribute collaboratively to efforts addressing global climate change, and we have been recognized as a leading voice among professional service firms.

Deloitte has put a major emphasis on Greening the Next Generation with a focus on the environment. Would you highlight this effort?

This program was developed specifically with the next generation's environmental health in mind. We established a dedicated public Web site where anyone can take the "How green is your world?"™ interactive survey, and download the Next Generation Toolkit containing 23 greening projects. The toolkit is the third in a series that advance sustainability. The first two focus on the office and home for Deloitte personnel.

Deloitte believes strongly that how we treat the environment directly influences the quality of our lives today and the lives of those who will follow us. We hope the Greening the Next Generation program will help the leaders of tomorrow make better, more informed decisions.

Are you focused on collaborating/partnering in your programs and would you highlight some of these relationships?

Quality education is a specific passion of mine, a passion that is shared throughout Deloitte. We demonstrate our commitment to education through teaming with three organizations with proven results: College Summit (which was recognized by President Obama when he donated part of his Nobel Prize award money to the organization), City Year, and the United Way. I chair the College Summit Board, and our people are deeply involved with all three organizations through board membership, volunteering, and giving.

In addition, Deloitte Touche Tohmatsu Limited (DTTL), our global firm, partnered with the United Nations Global Compact to develop and launch the UN Global Compact Management Model, which is designed to help Global Compact signatories align their operations and strategies with both the letter and spirit of the Global Compact's The Ten Principles. DTTL was one of the Compact's founding signatories in 2000, and the model is being used to help companies translate corporate responsibility and sustainability into business management principles.

How critical is it to continue to support your programs and efforts, especially during challenging economic times?

In addition to providing outstanding value to markets and clients, we are committed to integrity, to strength through diversity, and to each other. These core values guide our decisions in any economic climate. ●