



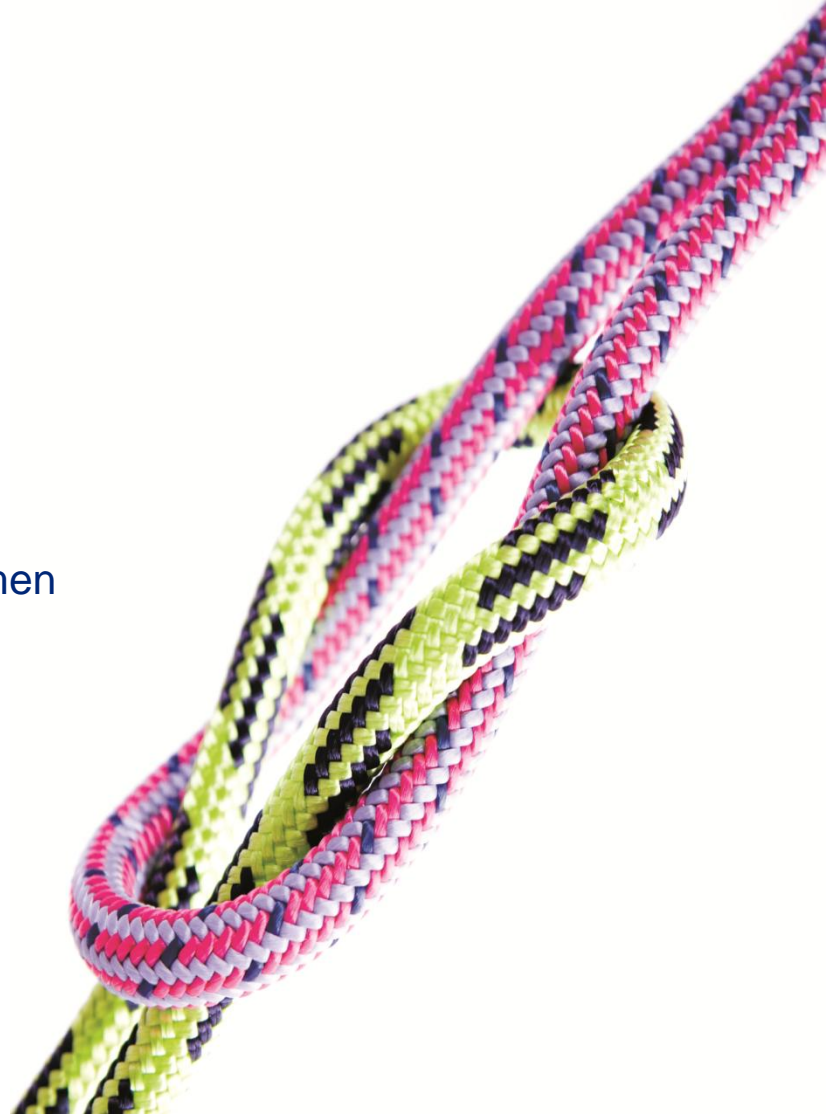
Women's Initiative

Barbara Adachi

National Managing Principal
Initiative for the Retention and Advancement of Women

**Women in the Workplace and Leadership
U.S.-Japan Council Annual Conference**

September 20, 2010



WIN mission and vision

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

...Helping each woman realize her aspirations

WIN tenets

- WIN is a business case
- Investments must accrue benefits for the entire organization
- Lead from the center
- Extraordinary results require extraordinary actions
- You are judged by the company you keep

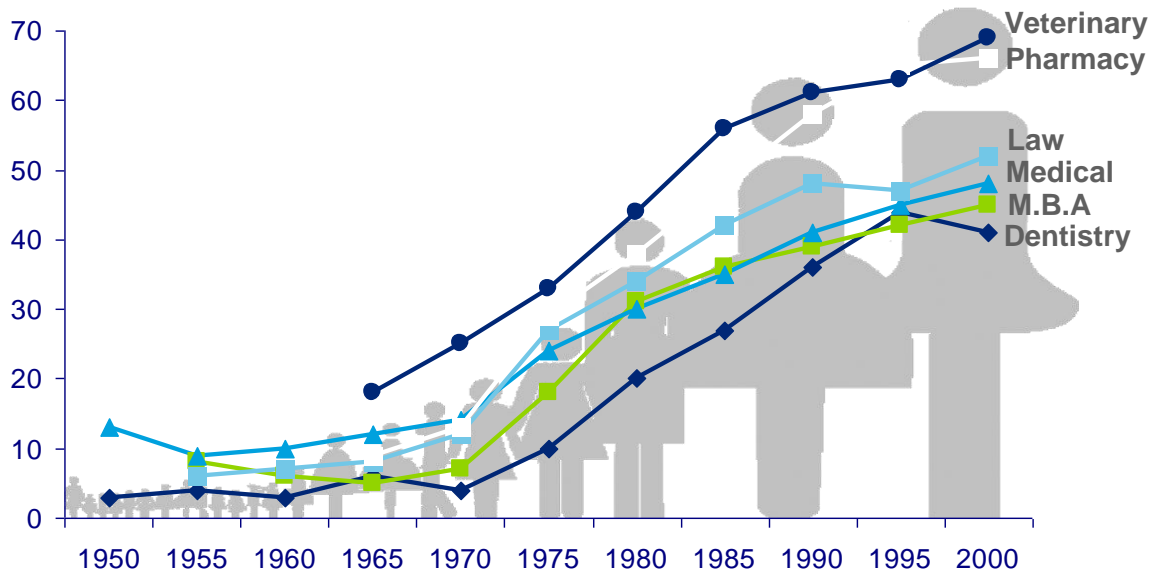


Barbara Adachi
National Managing
Principal, WIN
Deloitte LLP

The compelling business case

#1 Women are a growth segment of the labor market – 50% of the U.S. workforce today

% Professional Degrees Awarded To Women



Women today receive:

- 62% of college associate's degrees
- 57% of bachelor's degrees
- 60% of all master's degrees
- Half of all professional degrees
- Just under half of all Ph.D's

Source: [The Shriver Report: A Woman's Nation Changes Everything, 2009](#)

Source: W. Michael Cox & Richard Alms, "Scientists Are Made, Not Born" New York Times, 28 Feb, 2005; US Department of Education; US Department of Labor

The compelling business case (continued)

#2 Women have more options now than ever

- More than 50% of all managerial and professional positions in U.S. businesses are held by women

#3 Clients are demanding that the composition of the marketplace mirror their own

- 87% of the Fortune 500 companies have women on their boards of directors
- 91% of our partners and senior managers have “pitched” to women clients in the last two years
- 48% of the privately held American companies are women-owned

WIN: A short history

In the beginning

- Deloitte's Initiative for the Retention and Advancement of Women — the Women's Initiative or WIN — represents an our ongoing commitment to women in our workforce, since 1993.
- Our mission is to drive marketplace growth and create a culture where the best choose to be. This speaks to our business objectives and our strategic focus on enhancing our diverse and inclusive culture for both women and men.
- When we launched WIN in 1993, it was an urgent business imperative. At the time, we had a significant gender turnover gap and the representation of women at the leadership level of Partner, Principal and Director were less than 7%.

WIN: A short history, continued

Making an impact

- WIN progressed and helped build a better environment for all of our people. Our initial phase focused on professional development and advancing women into leadership.
 - Developmental programs established: Leading Edge, Leadership Acceleration Program, Leading to WIN, Emerging Leaders Development, Ellen Gabriel Fellows
 - Assignment reviews
- WIN has evolved and extended its reach and influence into the marketplace
 - Mass Career Customization and the Corporate Lattice
 - Women as Buyers
 - Helping other organizations with WIN and similar efforts

The evolution of WIN

Leaders and key events

Committed leaders:



J. Michael Cook, CEO



Jim Copeland, CEO



William G. Parrett, CEO



Jim Quigley, CEO



Barry Salzberg, CEO

1994: Flexible work arrangements and paid parental leave

1992: Deloitte's Task Force for the Retention & Advancement of Women

1996: First WIN Annual Report

2001: Ellen Gabriel Fellows

2005

- Mass Career Customization
- Personal Pursuits

2009

- Expanded Parental Leave
- Talent Days
- *Working Mother* Top 10

2007: Corporate Lattice Model

1993

- WIN External Advisory Council
- Men and Women as Colleagues

1995: Deloitte receives Catalyst Award

1999: Leading Edge



2003

- Sharon Allen becomes Chairman of the Board
- WINning New Business

2006: Women as Buyers

2010

- Deloitte receives 2nd Catalyst Award
- 1,100+ Women PPDs

2008: Deloitte inducted into *Working Mother* magazine's Hall of Fame

Since 1993...

Our accomplishments

- The number of women partners, principals and directors increased from 97 to over 1,100
- Turnover gap between men and women went from 7% to 2%
- Women P/P/D's increased from 7% to 23%
- Women admitted or promoted to P/P/D increased to 37% in FY2009
- Informal flexibility used by both men and women
- More of a meritocracy for everyone

**Today, WIN is woven into the fabric of our firm part of our brand
– for both our clients and our people.**

After 18 years...

WIN's business case is still strong

- Research (such as Catalyst) has shown that companies with the highest representation of women on their top management teams experienced better financial performance than companies with the lowest women's representation¹
- Women run more than 10 million businesses, with annual sales of \$1.1 trillion
- The number of women-owned business is growing at a rate of almost 23% - 2½ times faster than the growth in the number of total businesses
- WIN is a business imperative and has directly led to sales or helped build key relationships

¹ This finding holds for both financial measures analyzed: Return on Equity (ROE), which is 35 percent higher, and Total Return to Shareholders (TRS), which is 34 percent higher.

Lessons from Deloitte's Women Initiative

There is no silver bullet

- WIN driven as a business case
- Leadership commitment from the top
- Accountability – what gets measured, gets done
- Benefits accrue to the entire organization
- Engage men from the beginning
- Share best practices

Innovate by challenging the status quo

Deloitte.