

Trusted. Transformational. Together.

The Playbook: Global Tax Brand Positioning and Visual Identity Guidelines



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Welcome to our refreshed Global Tax Brand

Tax buyers' needs have changed in dramatic ways over the past two years. Digitization of tax, sustainability reporting, workforce mobility, supply chain reconfigurations, and other changes on the global tax landscape are fundamentally shifting how the tax function operates. The value tax delivers to the business is also evolving to increasingly be more strategic in nature rather than primarily compliance driven.

To remain in step with our clients' needs, we engaged over 30 global and member firm tax leaders across Deloitte to provide input and help with our Tax brand refresh. The result is a new, compelling, and memorable brand positioning: "Trusted. Transformational. Together."

- **Trusted:** Reflects our commitment to our clients, and the confidence and value they place in their relationships with us.
- **Transformational:** Reflects our innovative approach to solving clients' challenges and our investments in new ways of working, including digital technologies.
- **Together:** Reflects the deep connection and understanding of our clients' business from years of walking alongside them.

Use this playbook to embed the Global Tax Brand in your practice. Become familiar with the messaging, as well as the refreshed visual identity, and apply it consistently. There is an accompanying set of assets available on [Global Brand Space](#).

Thank you in advance for your support.



Susan Kost
Chief Marketing Officer,
Global Tax & Legal



Our positioning statement

Trusted. Transformational. Together.

Digitization of tax, sustainability measures, workforce mobility, and other ambiguities on the global tax landscape are fundamentally shifting how the tax function operates. Tax leaders must become strategic advisors while maintaining flawless compliance.

We work with you side-by-side, bringing a rigorous approach to get tax work done accurately, efficiently, and on time. We connect you to expertise, capabilities, technology, and innovative ideas to make you more agile. As you navigate your changing role, we will help you lead your business through complexity with **confidence**.



The positioning statement

Our Global Tax Brand positioning statement can also be used as a **tagline/strapline**.

This positioning statement has been developed to be the perfect length for use on D.com Topic Pages, so copy and paste with confidence. It can be used as the introduction to brochureware, in presentations, as well as in proposals or bids.



Our positioning statement

Tax is constantly evolving. Increasingly complex global rules and policies, rapid changes in technology, and unforeseen disruptions, like the global pandemic, require **resilience** and **agility**.

This is where Deloitte thrives. We believe that being **transformational** is a journey, not a destination. We address current needs with innovative, timely solutions. We are reimagining operating models to help you do more with less and using the latest technologies to automate processes and increase speed, efficiency, and accuracy.

You need the **confidence** of knowing you are compliant with your tax obligations in all jurisdictions to manage risks. Deloitte leads with **integrity** always. We create **clarity** out of a complex world to allow you to act swiftly and decisively. Our eyes are on the future to bring insight and **vision** to take advantage of new opportunities.

We are global teams of **trusted** experts with deep practical knowledge and the **experience** to deliver results. Everything we do is based on genuine connections, with you—our clients—and each other.

Together is how we deliver real impact.

Trusted. Transformational. Together.



Using the long version of the positioning statement

This has been created to help inform your writing or talking about Global Tax in collateral and communications. For example, you may use it as the basis of a video script or select key points for other external communications. Key words and phrases can be used to highlight fundamental parts of our brand narrative in your communications. It does not need to be used in its entirety.

Power words

We call the words highlighted in **green** “power words.” They represent key attributes of our brand. Embed them prominently into marketing collateral, external communications, and thought leadership, as appropriate.



Our five pillars

These key attributes differentiate us from our competitors, and have been succinctly summarized in a memorable three-word positioning statement.

Trusted. Transformational. Together.

What we deliver

Integrity

- Uphold the highest standards, always
- Quality, accuracy, precision, on time



Agility

- Simplify the complex
- Navigate uncertainty
- Take decisive action
- Deliver value



Innovation

Digital transformation through:

- Radical efficiencies
- New ideas
- Access to alliance and ecosystem partners



How we deliver

Relationships

- Reliability
- Commitment
- Empathy
- Longevity
- Shared values



Experience

- Industry knowledge
- Global capabilities
- Local expertise





Messaging architecture

Deloitte Global Positioning | Connect for Impact

Making an impact that matters. Earned trust and a reputation to deliver.
Shared values as a purpose-led organization.

Our Tax professionals connect for impact by being:

Trusted. Transformational. Together.

Trust built over years of steadfastly working with clients. Transformational thinking and innovative digital capabilities needed for success today and tomorrow. Together, in tandem with our clients, is how we deliver impact.

Relationships

- Trusted
- Long-term
- Committed to finding the right solutions together
- Built on shared values

Integrity

- Commitment to accuracy and the highest standards in the quality of our work
- Best interests of clients at the heart of our decisions
- Doing the right thing by people, communities and society, always

Agility

- Simplify the complex
- Navigate uncertainty
- Data-driven insights
- Access to leading experts with tax technical and local/global knowledge
- Action-oriented to deliver value to the business

Innovation

- Significant investment in the latest technologies
- Holistic solutions based on an understanding of what it takes to transform (tech, people, processes)
- Partnerships and ecosystems offer innovative solutions

Experience

- True understanding of our clients' businesses, cultures, and industry
- Practical
- Proactive, reliable and collaborative
- Holistic
- Global



Using the messaging architecture

This graphic outlines our messaging architecture. Words and phrases from it can be used to inform your communications or can be used internally to speak with your teams about the high-level elements of the Global Tax Brand messaging.

Messaging architecture, explained

Deloitte's Global Brand positioning, 'Connect for Impact,' sits above everything we do and helps drive awareness of broader firm values and reputation. The Global Tax positioning is specific to our business and how the Tax brand delivers impact in market. There are five pillars which support the Global Tax Brand. The green pillars define what we do and outline what our clients can expect from us. The blue pillars describe how we do it, interacting with our clients for their benefit.



Our five pillars

The following pages describe each of our brand attributes. The secondary messaging provides a narrative with specific details and proof points. They are not intended to be used verbatim in external communications but can be used as a guide to how you write and talk about the differentiators of our tax business through a client lens.



Integrity

We are a purpose-led organization with a sense of societal responsibility to create a positive impact for the businesses we serve, our people, and our communities. We are also fully committed to high standards, both in the way we work and in the work we deliver.

Having a foundation of shared values means we can work together to navigate the toughest challenges – from the issues and factors that play into responsible tax for shaping the future of the world's economies and communities, to responding to public demand for transparency in corporate accountability.

We give Tax leaders the **confidence** to act swiftly and decisively at a time a time you are being increasingly measured on more than stakeholder value.

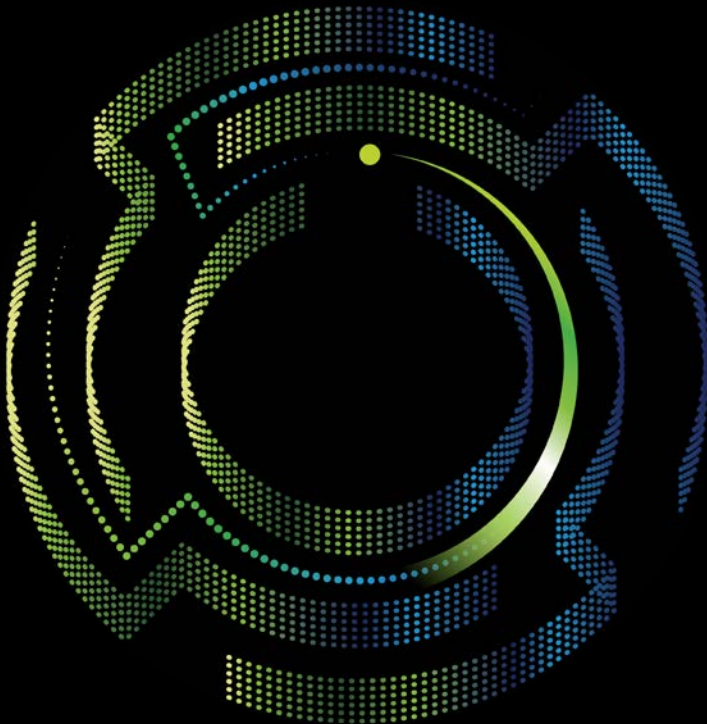


We are:

- Shaped by our shared values and purpose
- Committed to high quality data and deliverables
- Always advisory, with the best interests of the client at heart
- Creating a positive impact for business, society, and people



Agility



In an ever-accelerating regulatory and technology landscape, you need to respond with agility, simplify the complex, and get ahead of uncertainty. We help you address these challenges, manage risks, and realize new opportunities.

We are leading the way in new approaches to tax operations with cutting edge digital technologies for greater efficiency, speed, accuracy, data-driven insights and streamlined operations. When appropriate, we can even become an extension of your team. We not only bring deep tax technical expertise but can also bring legal services and multidisciplinary solutions from across Deloitte's capabilities.

We constantly listen and evaluate market changes to have the foresight and the insight you need to adapt nimbly and with **confidence**.

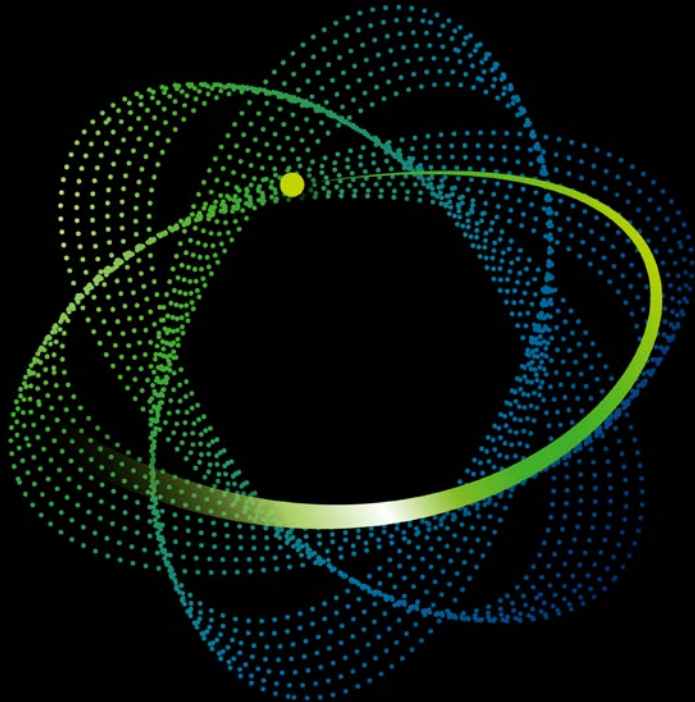


We are:

- Agile in both our response to the market and in helping our clients be more agile
- Rooted in technical knowledge
- Creating innovative and flexible solutions that enable tax leaders to contribute more strategically to their business
- An experienced guide, from point solutions through to end-to-end delivery



Innovation



We are sharply focused on innovation and reimagining the way tax work gets done through people, processes, and technologies. As a Tax leader, your role is more than compliance. Increasingly, you are a more strategic advisor to the business.

We are transforming the role of tax through efficient new solutions to face rising expectations to execute flawlessly, remain compliant and manage risk, all while doing more with less—review periodically.

Wherever you are in your digital transformation journey, you can feel **confident** Deloitte will help you to stay one step ahead. We are making investments in new ways of working with Intela—our enterprise technology platform—and through our ecosystems and alliances that give you access to advanced, bespoke solutions.

By enhancing collaboration, automating routine tasks, and you having the data you need, we can help transform the tax function. Innovation and transformation are a path we're on together to add greater value to your businesses.

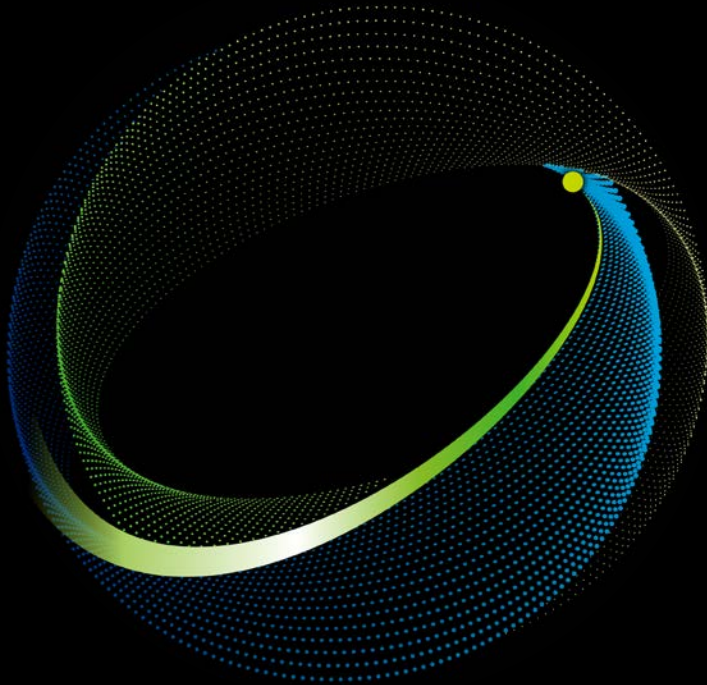


We are:

- Committed to, and investing in, innovative, technology-enabled solutions
- Establishing ecosystems that help you deliver comprehensive solutions for today and plan for tomorrow
- Collaborative in the technology development process to bring clients on the journey



Relationships



The strongest relationships are built on a foundation of trust and commitment that develops over time. We are there when you need us, with the right talent and the right solutions.

When you need specialist advice, we listen and collaborate to help you make sound decisions. When you face challenges, we bring empathy and candor. Quite simply, we care about you and your success. We will act in your best interest, so you can act with **confidence**.

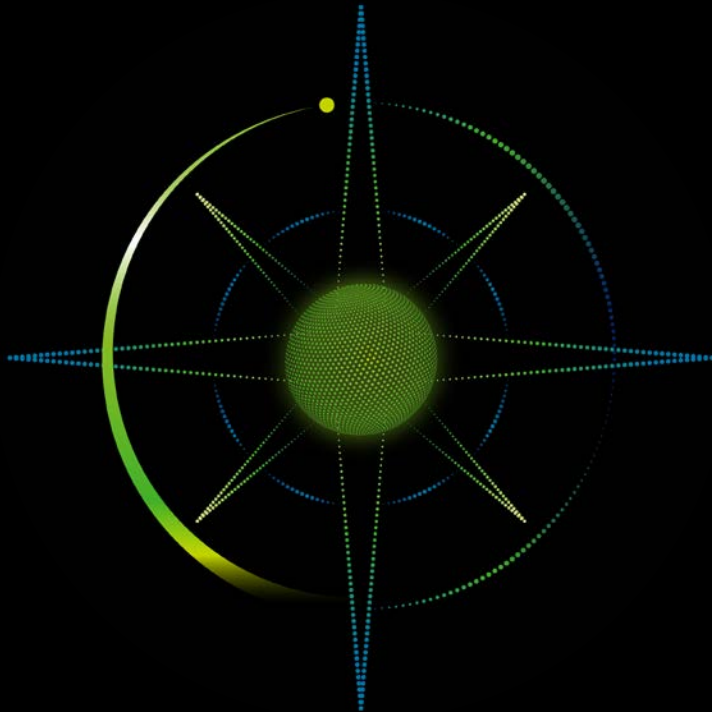


We are:

- In it together, for the long run
- Committed to finding the right solutions together
- Building relationships based on shared values



Experience



What sets us apart is the experience clients have when they work with us, based on a high degree of trust. We are problem-solvers and advisors. We strive for optimal results, time after time, and have a proven track record of delivering holistic and cross-border solutions. Alongside our professional commitment, we take pride in the fact that you enjoy working with us and our easy comradery.

We anticipate the demands you will face from tax authorities and stand at the ready to help you handle disputes that may arise. With leading technical expertise and extensive practical experience, we see your needs from multiple perspectives.

The reassurance of a connected global network, coupled with local knowledge, gives you the **confidence** to make sound decisions and take decisive action.



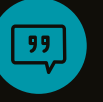
We are:

- Advisory and solutions-oriented
- Focused on knowing our clients' business, organization, culture and strategic priorities
- Committed to quality delivery
- A global network with local expertise
- Increasingly cross-disciplinary and holistic
- Alongside our clients for an end-to-end experience



Introducing the visual expression

Just like the language we use, our visual expression can be embedded directly into external and internal documents alike, such as in brochureware, presentations, proposals, and bids. The graphics should be used to support our words, so we can bring the brand to life visually as well as verbally. Use the graphics freely and confidently alongside relevant messaging. Select animated versions will also be available for use in the relevant media, and the same usage guidelines apply. Images will be available on both black and white backgrounds in [Global Brand Space](#).



Evolving the Global Tax Brand nanodot visual identity

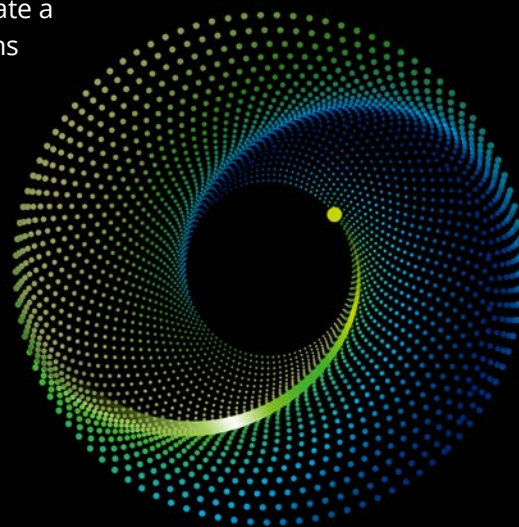
Our refreshed visual identity is an evolution of the microdot style originally developed as part of Project Limelight in 2017. This new style reflects our more modern, digital, connected interpretation with smaller dots we call nanodots.

Our visual identity depicts movement through complexity to find order and solutions for our clients. Each messaging pillar will have associated images but all of the images may be used as deemed appropriate in context for any content representing Tax at Deloitte. There are also specific images in this style associated with the Offering Portfolios in the Global Common Storefront.

What makes the nanodots recognizable?

The nanodots use a set of design elements that together make them recognizable as associated with our Global Tax Brand.

Color palette uses a combination of greens and blues to create a gradient that runs through each graphic, enhancing our connected message.



Dart and dot are always present, moving dynamically and with purpose through each graphic landing on a specific point that is organically part of the image.

Nanodots are a primary characteristic of the visual identity and help create the sense of depth and dimension. Some element of nanodots should always be present in Global Tax images.

Shapes are precise and ordered, with a sense of volume and dimension.



Secondary images

Nanodots will most often be used as primary or hero images (eg advertising, covers of thought leadership, Deloitte.com pages etc). Where there is a need for secondary, full bleed images, these should either be chosen from the Deloitte brand image library or sourced following Global Brand guidelines.

Priority marketing campaigns

Standalone marketing campaigns may also have their own visual identity but should try and maintain a connection to the Global Tax image style, through integration of nanodots and/or the color palette.



Modernized visual identity

The refreshed imagery suggests movement through complexity, dimensionality of challenges, and journey to a solution with consistent elements of colors, nanodots, and dart & dot.

Five Pillars
Main images

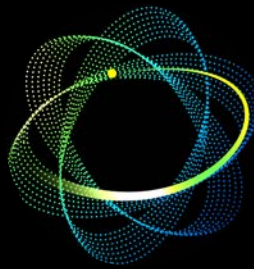
Integrity



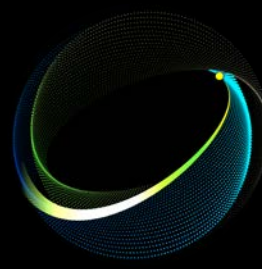
Agility



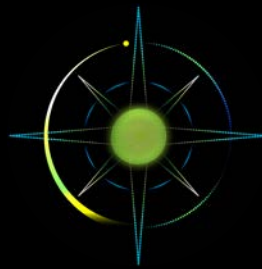
Innovation



Relationships

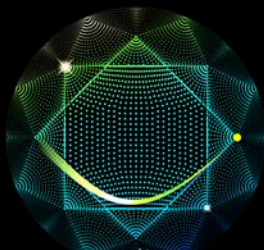


Experience

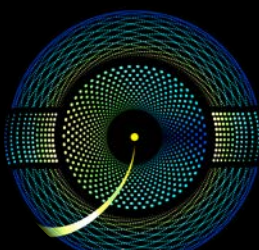


Related themes
Additional images

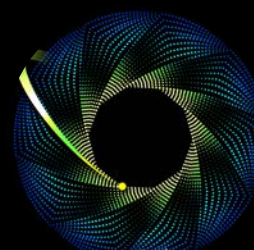
Quality



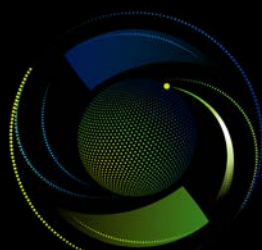
Clarity



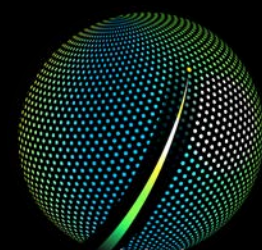
Insight



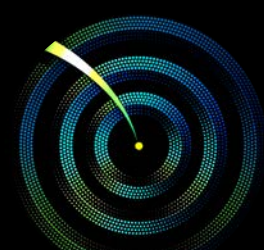
Trust



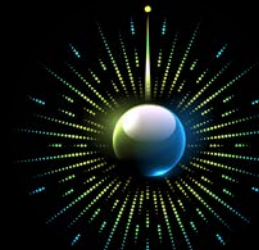
Global



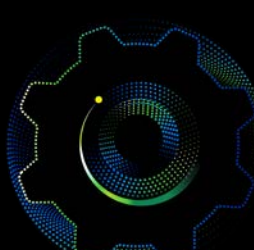
Impact



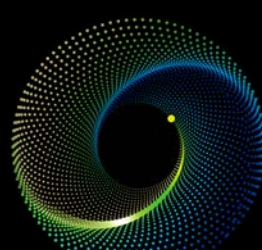
Resilience



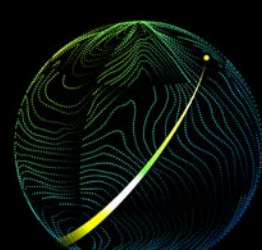
Solutions/Tools



Together

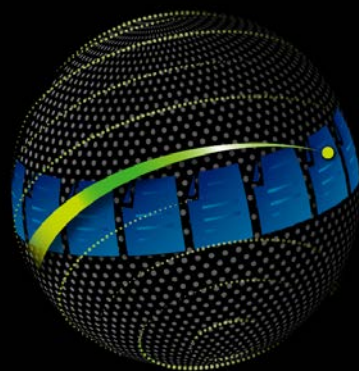


Connected



Dedicated primary images for the Global Common Storefront

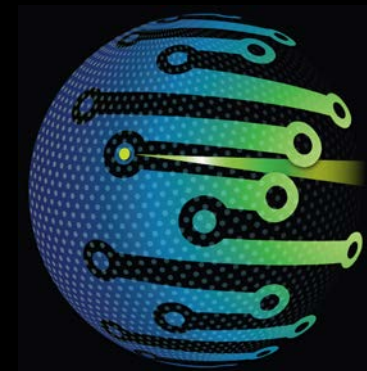
These are bespoke images explicitly developed for the new [Global Common Storefront](#). They are intended for use only in association with the six Offering Portfolios named here.



**Outsourced Compliance, Accounting,
Documentation**



Technology Consulting & Support



Tax Advisory & Transactions



Mobility, Payroll & Immigration



Workforce, Technology & Analytics

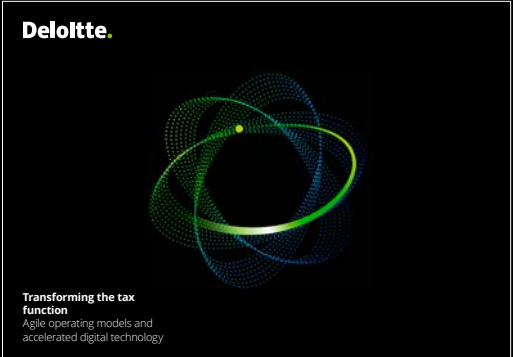
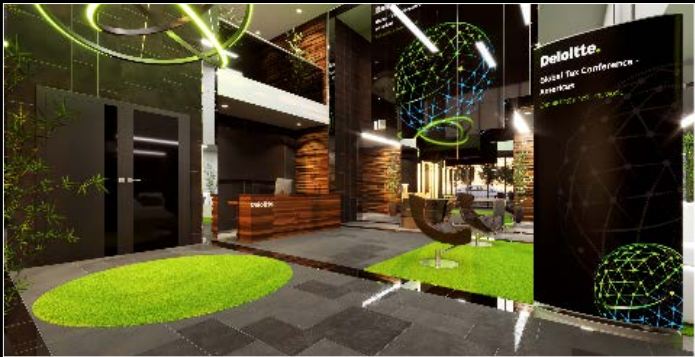
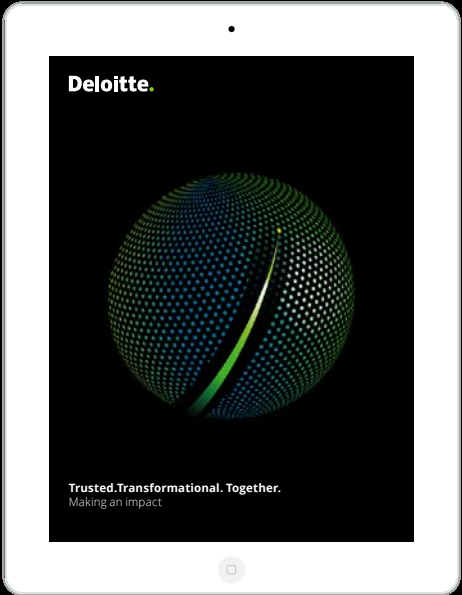
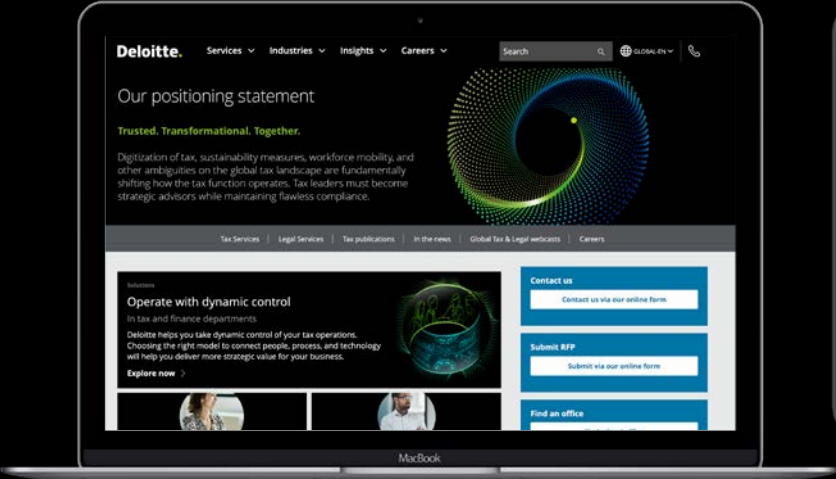


**Reward, Employment Tax,
& Share Plans**



Visual expression: Representing other key attributes

Global Tax Brand: in situ examples



Resources & contacts

A set of assets are available for you to download and use on Global Brand Space. Templates have been developed in compliance with DTTL Global Brand Standards and the Deloitte Language and Style Guide.

Available assets include:

- Primary images on black and white backgrounds (select images available as animations)
- Messaging word doc for translation
- PPT Template
- Email Template (Word)
- Newsletter blurbs (Word)
- Deloitte Resources promos
- Deloitte.com banners
- Posters and conference banners
- Zoom Backgrounds
- Digital advertising (to come)
- Internal video (to come)

Guidelines and training

- FAQ
- Internal communications toolkit
- Global Tax Brand Identity e-Learning (to come)



**For questions,
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Deloitte Global identity
standards, please visit
[Global Brand Space](#).



Global Tax Marketing,
please visit our [Deloitte
Resources portal](#).





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