

Making an impact that matters

Responsible Business Report 2015



Highlights

Deloitte's \$16.4M
community investment

Awards FY15



\$1.5M

Value of donations including \$87,814 raised for The Movember Foundation by 235 members from 13 teams



\$4.4M

Value of hands-on volunteering



\$3.9M

Value of skilled volunteering



\$6.1M

Value of pro bono contributions



WINNERS

Australian HR Awards
Employer of Choice (>1,000)

Australian HR Awards
Diversity and Inclusion Strategy

Women in Innovation Awards
SA Organisation



FINALISTS

Australian HR Awards
Learning and Development Strategy

Australian HR Institute Awards
Rising Star – *Emu Matulic*

BRW 2015 Most Innovative Companies
Ranked #30 (Top 50 for third year in a row)

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Responsible Business is at the heart of what we do



The last year has been eventful for Deloitte Australia and for the firm's Responsible Business program. I am proud of the progress we have made. We welcomed the appointment to CEO of Cindy Hook, whose track record in Responsible Business was demonstrated through her earlier role as the energetic executive sponsor of the firm's program. Cindy has long been a prominent supporter and motivator of IMPACT Day, a passionate advocate of our workplace giving program, and a four-time Oxfam Trailwalker.

Responsible Business continues to go from strength to strength under Cindy and her leadership team with Lynne Pezzullo recently appointed adviser to the CEO on Responsible Business. The Responsible Business team, led by The Deloitte Foundation Chairman, Dennis Goldner, is working apace to further embed Responsible Business throughout the firm. Informed by the results of a recent survey conducted by The Deloitte Foundation, important work is now underway to access the latest thinking on corporate social responsibility and social innovation to ensure our people are given a range of choices as to how they can make a positive impact within the community through our workplace.

A handwritten signature in black ink, appearing to be 'KJ', written over a faint circular stamp or watermark.

Keith Jones
Chairman

“The last year has been eventful for Deloitte Australia and for the firm's Responsible Business program. We welcomed the appointment to CEO of Cindy Hook whose track record in Responsible Business was demonstrated through her earlier role as the energetic executive sponsor of the firm's program.”

Keith Jones, Chairman, Deloitte Australia



My vision is to ensure we continue to make an enduring economic, social and cultural impact that helps to position Australia for sustainable, future prosperity. Deloitte has defined its global purpose as: Making an impact that matters. This reflects the broad view we take of being a responsible business. It encapsulates our interlinked aspirations to shape the national agenda and help our clients tackle their most complex issues. The difference we make for clients dovetails with our work in the community to make us greater than the sum of our parts.

As demonstrated by our double digit revenue growth in FY 2015, we understand what organisations need to do to survive and thrive. We have the capabilities to enable business transformations vital for our national economic wellbeing. In this time of rapid economic change and disruption, I am pleased with the depth and breadth of the contribution our firm is making in Australia and our region.

Over the past year, in Australia and overseas, our firm and its people have helped to make many thousands of lives better. We have done this through The Deloitte Foundation programs across our national partnerships and specifically in Australia through our pro bono, micro-volunteering and workplace giving contributions to a range of charities; our disaster relief appeals and other fundraising; and IMPACT Day. As well as having a positive impact on the community, our Responsible Business activities are great connectors between our people and our teams. They offer us all opportunities to interact with each other in different contexts, underscoring our belief in the value of diversity of experience and thought.

The stories in the pages of this report are examples of our positive contributions to the wider Australian community.

A handwritten signature in black ink that reads "Cindy Hook".

Cindy Hook
CEO, Deloitte Australia



Responsible Business is fundamental to Deloitte Australia's strategic objective to make an impact on our society. We achieve this through four domains of effort:

- Being responsible to **our people** by ensuring a safe and innovative culture that nurtures professional development and values diversity, inclusion and wellbeing
- Being responsible to **our clients** by providing high quality services which are ethical, compliant with legislation, manage risk and deliver appropriate outcomes
- Being responsible to **our environment** by being good stewards of the resources we manage, to help ensure sustainability in our business and beyond it
- Being responsible to **our community** by actively engaging, through The Deloitte Foundation and more broadly, in supporting our chosen partners and priority charities through workplace giving, IMPACT Day, skilled and micro-volunteering, fundraising for emergency and other appeals, and in pro bono or highly discounted services for selected non-profit organisations.

Reinforcing all four domains of Responsible Business are the concepts of shared value, social innovation and thought leadership that we embody through our for-profit professional services. Shared value occurs when we deliberately choose to provide services where we can contribute to optimising beneficial social impacts and minimising any harms. Social innovation occurs when we leverage our skills, capabilities and focus to help strengthen the capacity and outcomes of the community sector. And thought leadership occurs when we contribute significantly to policy and business ideas in a manner which helps build a stronger, more prosperous, peaceful and vibrant civil society.

I was honoured when Cindy asked me to be an adviser in relation to Responsible Business, as I am passionate about each element and also keen to measure the growing impact we make as a firm.

I am pleased to share our latest progress with you through this report.

Lynne Pezzullo

Adviser to the CEO on Responsible Business

Community



“Today, The Deloitte Foundation makes more of a positive difference than ever before. We are working on making it even more effective, by applying social innovation and the principle of shared value to all of the work the firm does.”

Dennis Goldner, Chairman, The Deloitte Foundation

The Deloitte Foundation celebrates its 10th anniversary in 2015. Philanthropy has been a tradition at Deloitte that goes back far further. But the Foundation’s formation as a separate entity in 2005 gave expression to the firm’s deeper commitment.

It has been a pleasure to be part of the evolution of the Foundation. At the beginning, motivated offices or individuals put up cases for support to a multiplicity of charities, large or small. Many cheques were written, but with a diffuse approach. It was hard for the firm and our people to gain the sense we were supporting something substantial. We wanted our contribution to provide a more enduring benefit to the organisations with which we worked – to make an impact that mattered.

For the last decade therefore, we have taken a more strategic approach, making choices about how – through focus and intensity – we can make a bigger impact in the communities and society in which we live and work. And all through this process of change, engaging the people who work at Deloitte has been a *leitmotif* in all we do. Nowhere is this more evident than through our three flagship partnerships with Oxfam, CanTeen and High Resolves. Each year we have hundreds of Deloitte people involved hands-on, doing mentoring or pro bono work to make these organisations fit for the future; or in endurance events such as the Oxfam Trailwalker in which Deloitte has fielded far more teams than any other corporate organisation.

Today, The Deloitte Foundation makes more of a positive difference than ever before and we are working on making it even more effective, by applying social innovation and the principle of shared value to all of the work the firm does.

Recent results from The Deloitte Foundation survey – in which 98.5% of respondents said it was important to them for Deloitte to be a responsible business and a good corporate citizen – tell us that we are resonating with our people. And importantly, with our other stakeholders: the community, government and our clients.

A handwritten signature in black ink that reads "D. Goldner". The signature is written in a cursive, slightly slanted style.

Dennis Goldner
Chairman, The Deloitte Foundation

Deloitte's community investment for FY15



\$1.5M

Value of donations



\$4.4M

Value of hands-on volunteering



\$3.9M

Value of skilled volunteering



\$6.1M

Value of pro bono contributions



\$0.5M

Value of management costs



\$16.4M

Total of community investment by Deloitte for FY15

Giving at Deloitte

32 charities

Deloitte matches individual dollar contributions to our charities

\$810,086

Total donations since February 2012 launch

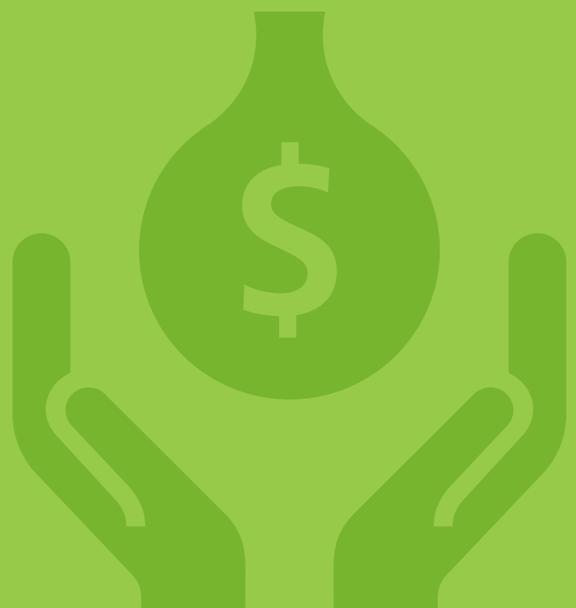
\$321,929

Total FY15 amount

Total giving includes

\$137,285

from the Deloitte Wishing Well distributed quarterly by staff





IMPACT Day

2014 IMPACT Day was the Australian firm’s most successful ever with 2,650 people, representing 51% of all staff, participating nationally in a total of 235 events.

It all added up to a contribution to the community of almost 20,000 hours, with a total dollar value of \$3.3 million across general, skilled and pro bono work.

Many of our 2014 graduates used IMPACT Day as part of the annual D.Academy Business Challenge, which included working to develop a new approach to raising funds for some of our Deloitte Foundation charities and not-for-profit clients.

Skilled or pro bono events represented 17% of the total number of events.

Brisbane’s IMPACT Day lead, Honor White, said:

“Our local IMPACT Day was another warm one, with hard work, sweat and laughter being themes of the day.”

Below: Guide Dogs in training...a cause proudly supported within Deloitte’s Responsible Business program.

Micro-volunteering

Our Micro-volunteering @ Deloitte platform, first rolled out in 2014, is a form of virtual volunteering and involves an individual or team helping a not-for-profit organisation with tasks such as web design, copywriting, research and fundraising. Deloitte people can access these volunteering opportunities 365 days a year, contributing – in their own personal capacity – anything from a few minutes to three hours of their time per challenge. A recent awareness campaign lifted the number of Deloitte micro-volunteers to above 1,000.

For FY15

1,033

volunteers

938

challenge responses

94

Australian not-for-profits on board



Health

CanTeen

Rachel and Maya: stories of courage

Two courageous Deloitte colleagues, Rachel Bell and Maya Radhakrishnan shared stories of their personal cancer journeys at a special CanTeen tea party held at Deloitte Sydney, in October 2014.

Rachel is a designer in Deloitte Digital, whose young brother Josh was diagnosed with liver cancer when she was 12 years old. Maya, a graduate with Risk Advisory, was diagnosed with a nerve sheath tumour in early 2006.

Whatever a young person's individual cancer journey may be, peer-group support from others who know what you are going through is vital. CanTeen provided special support which both young women agreed they could not have found elsewhere. Rachel and Maya both wanted to express that one's cancer journey, despite the medical outcome, changes your life forever.

Transforming approaches to cancer treatment

Improving the delivery of services and outcomes for patients and their families is a priority for State and Federal governments in Australia and globally. The Victorian Comprehensive Cancer Centre (VCCC) is an innovative and bold \$1billion initiative with the goal of saving lives through the integration of cancer research, education and patient care.

Two years ago Deloitte was invited by the VCCC to bid for the implementation of the information management and technology required to support this endeavour. The competition was global and among the world's best. Deloitte pushed the boundaries of our offerings as a firm, collaborating with other leading global vendors in their respective specialty fields. We created a 'Category of One' consortium capable of meeting this inspiring challenge, comprising Deloitte Australia, Deloitte US, ConvergeHealth by Deloitte, InterSystems, TransMed, IBM and the Moffitt Cancer Centre in Tampa, Florida.

The physical co-location of clinicians, researchers and educators – together with a new technology platform – will deliver improved patient outcomes, while assisting cancer research.

Alan Eckstein, the partner lead on the project said "The VCCC project provides Deloitte with an opportunity to play to its strengths in IT implementation, information management and technology, and be part of helping to make Victoria home to what is intended to be one of the top ten cancer centres in the world."

"Generous with their time and expertise, Deloitte staff have played a vital role in developing the capacity of CanTeen's young leaders and in understanding the unique needs of young people living with cancer."

Peter Orchard, CEO, CanTeen

Education

Engaging high school students to be purposeful global citizens

Deloitte is the official home of High Resolves, a not-for-profit program that provides young people with the direction, capability and confidence to be purposeful global citizens and champions for positive change in their local and global community.

Its Global Citizenship and Leadership Program is delivered to students in years 8, 9 and 10 by specially-trained facilitators using a mix of interactive simulations, role-playing exercises and small group discussions. These are designed to create memorable experiences that trigger lasting insights for the students.

In FY15, 165 Deloitte mentors visited 91 schools mentoring 5,212 students on community action projects to help address issues including homelessness, human trafficking, domestic violence, global poverty and teenage depression. These projects reached 220,751 people. Also around 300 vacationers participated in a High Resolves training session.

This financial year, the total number of students mentored since the inception of High Resolves reached 45,920.

“From staff mentoring students in schools to solving our business problems through online brainstorming sessions... Deloitte has been a major catalyst to help us become a leader in youth engagement in Australia.”

Paul Kelsey, CEO, High Resolves



Aid and development

Since 1999, Deloitte has worked with Oxfam to make a positive and enduring impact through its work to address complex world problems caused by, or arising from, poverty. Oxfam's work includes responding to emergencies, ensuring people's right to be heard, empowering women, addressing climate change and ensuring a fair sharing of prosperity and resources. We are a principal partner of the annual fundraising Trailwalker event. Our work with Oxfam also includes workplace giving, pro bono, emergency appeals and volunteering. Since 1999 the value of our contributions has exceeded \$3 million.



Stepping up with emergency relief

Ebola crisis

In November 2014 we donated \$16,914 to Oxfam and Médecins Sans Frontières to help West Africa fight the largest and most complex outbreak of the Ebola virus since the disease was first discovered in 1976.

Cyclone Pam, Vanuatu

When severe tropical cyclone Pam hit Vanuatu in March 2015, killing 16 people and affecting 166,000, Deloitte and its people donated \$41,710 (\$20,000 through dollar matching) to Oxfam to assist with emergency relief including water supplies, shelter and medical help.

Nepal earthquake

In April 2015, a massive earthquake hit Nepal killing more than 8,500 people and affecting an estimated eight million. Within two days of launching the emergency appeal, our people broke the firm's initial fundraising target of \$20,000 to help those in need. Including our Deloitte Foundation's dollar matching commitment of \$25,000, our collective impact was over \$57,000.

Trailwalker 2015

A total of 120 Deloitte walkers across 38 teams, supported by 79 volunteers, raised \$142,893 for the Oxfam 2014-2015 Trailwalker with more events planned. Commenting on her own experiences doing the 100 kilometre walk on four previous occasions, CEO Cindy Hook, said: "Every experience has been very special."

Dennis Goldner, who completed his 18th Trailwalker in April wearing the Deloitte t-shirt and cap, says, "Deloitte has absolutely dominated corporate commitment to the Trailwalker event. The Trailwalker is the backbone of our relationship with Oxfam."



Photo: Richard Wainwright/Oxfam



Above: Aid workers distribute supplies in Nepal.
Left: Nepal earthquake survivors.
Photos: Aubrey Wade/Oxfam

"Contributing rapid emergency relief funding to disaster-affected communities is an important part of being a Responsible Business. Deloitte is pleased to support the generosity of its people with dollar matching, as we did recently with donations made to the Ebola crisis in West Africa, Cyclone Pam in Vanuatu and the earthquake in Nepal."

Iain Gerrard, Chief Financial Officer (CFO), Deloitte Australia

“At Oxfam, we regard Deloitte as the best practice example of a corporate and not-for-profit partnership. We’re committed to continuing our long term relationship with Deloitte, providing vital support to our beneficiaries and enhancing Deloitte’s strategic objectives.”

Dr Helen Szoke, CEO, Oxfam Australia

Pro bono

Small towns, Big returns

Since early 2010, approximately 160 ethnic minority Karen refugees have resettled in Nhill, in north western Victoria. This has helped to redress population decline for the township; revitalise local services; and attract increased government funding as well as increase social capital across both communities. *Small towns, Big returns*, is a joint AMES and Deloitte Access Economics report. It provides new and important insights into the economic and social value that can accrue through these initiatives, and identifies success factors. The economic impact of the increased labour supply provided by the Karen, as modelled by Deloitte Access Economics, is estimated to be \$41.5 million.



Oxfam in the Pacific

Of the \$6.1 million value* of pro bono contributions in FY15, Deloitte's biggest single pro bono assignment was with Oxfam. The Consulting team helped Oxfam to rethink how it functions to address poverty and disadvantage throughout the Pacific region.

Oxfam Australia, Oxfam New Zealand and other Oxfam affiliates from further afield previously ran separate programs in the Pacific. Working with Oxfam, the Deloitte team explored optimal collaboration models to improve Oxfam's efficiency on both sides of the Tasman. These ranged from loose collaboration right through to full integration with a possible merger of Oxfam Australia and Oxfam New Zealand.

Oxfam is now developing the options outlined, a subject attracting keen interest from Oxfam International given regionalisation is a key plank of the Oxfam 2020 global project.

WA leads the way with regional best practice

"We were honoured Deloitte won the 2015 Western Australian Corporate Volunteer of the Year Award in recognition of the significant impact and contribution our people have made. We place particular importance on nurturing a culture that recognises the importance of acting with integrity and care for the community and the planet."

Mike McNulty, Managing Partner, Perth, Deloitte Australia

"Deloitte operates at its best when we provide the necessary air cover to leaders in government and the private sector to pursue the reform that we all need. We can provide evidence, data and statistics to leaders to support the change needed for our economy and society in general. Regardless of what we focus on, social responsibility is key."

Rob Hillard, Managing Partner, Consulting, Deloitte Australia

* Methods for calculating the pro bono contribution historically relied solely on survey data about retrospectively estimated hours. This year for the first time, we commenced collecting data from our time and billing system, combined with survey data as triangulation, to estimate the value of work undertaken for no fees or at fees discounted below commercial rates. The methodological change resulted in a slight decrease in estimated value of the pro bono value, but the method is more defensible as most of the value is based on real-time recorded hours, not retrospectively recalled hours.

Purpose and culture

Linking the firm's business success with wider social progress is one of the ways we attract and retain the best talent and clients, as well as making a lasting impact on our community. Our commitment to Responsible Business enables our people to find a deeper sense of purpose and meaning in what they do. Through diverse learning experiences and formal career development opportunities, we create a continuous pipeline of talent that makes a significant contribution to the Australian business community.

As a leading global professional services organisation, Deloitte has much to contribute to public policy, business and society throughout the world. We respect human dignity and expand our capabilities through inclusion and cultural diversity. We promote the highest levels of ethical behaviour, advance education and culture and advocate sustainable use of natural resources and respect for the environment.

Important elements of this commitment are:

- Commitment to our local communities and broader society including financial donations, pro bono and volunteering activities, and social innovation
- Investment in the training, development and equal opportunity of our 6,000 people, based in 14 Australian locations, plus offices in Papua New Guinea, Timor-Leste and India
- The quality, integrity and shared value of the advice and services we provide to clients
- Environmentally sustainable operations based on managing our own carbon footprint while supporting wider environmental reform.

Employer, diversity, training and innovation recognition



WINNERS

Australian HR Awards
Employer of Choice (>1,000)

Australian HR Awards
Diversity and Inclusion Strategy

Women in Innovation Awards
SA Organisation



FINALISTS

Australian HR Awards
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Taking a leadership role on diversity

Our commitment to achieving equality in our workplace has been longstanding. Looking forward, and as the war for talent intensifies, our ability to attract and develop the best talent will continue to be critical. Research shows that diversity is a major driver of innovation. When different people with different skills and different perspectives collaborate, it enables new ideas and better problem-solving. As the business landscape becomes more complex and ambiguous, embracing diversity will allow us to serve our clients more effectively. To leverage the diverse talent and ideas of our people, and therefore succeed in the future, we must have an inclusive culture. This is both the responsibility and expectation of all leaders across our firm, with evidence showing we will succeed in business and as a responsible corporate citizen by:

- Fully utilising one of Australia's biggest untapped sources of competitive talent – women
- Lifting the participation of Indigenous workers, migrants, the elderly and people with disabilities
- Making existing employees the most productive workers they can be through technological advances, innovation and just strong employee engagement.

The need for access to sources of skilled labour drives the logic of the business case for diversity. And, of course, it is ethically the right thing to do.

In 2000, the firm created *Inspiring Women*, the first of our diversity strategies. Its goal was to ensure Deloitte was the professional services firm of choice for women by continuing to support and foster development of a pipeline of talented women within the firm. We also set visible goals and provided support to achieve them.

In 2015, the firm recognises that the diversity journey across its many elements today is a marathon, not a sprint. Real strides have been made. But the marathon is far from over for Deloitte in Australia and beyond – for gender equality, its Male Champions of Change (MCC) and work-life balance, for culturally and linguistically diverse Australians, for Indigenous peoples, for individuals who are lesbian, gay, bisexual, transgender and/or intersex (LGBTI) and for people living with disabilities or chronic disease.

Deloitte achievements 2014-15

Marking the 10th anniversary of Deloitte Business Woman of the Year, Diversity lead Margaret Dreyer said, "I am incredibly proud of the 2014 DBWY Program. This program has been taken to a completely new level, challenging participants to consider how their individual strengths and value proposition contribute to both the current and future success of the firm."

2014 Employer of Choice for Gender Equality – one of only 76 Australian businesses to receive the new Workplace Gender Equality Agency citation

ReConnect's national success continues with over 60 participants (including partners) to date, receiving return from parental leave coaching or attending return to work seminars

Signed the UN Women's Empowerment Principles

Continued our relationships with the MCC with Cindy Hook appointed as special adviser

Platinum sponsor of the Business Council of Australia *Cracking the Cultural Ceiling* report, identifying locks and keys to advancing culturally diverse talent

Submitted second Pride in Diversity Australian Equality Index, benchmarking LGBTI workplace inclusion

CEO articulated focus on wellbeing

National Reconciliation Action Plan launched in Perth office

Looking forward 2015-16

In 2015 the firm partnered with BOSS magazine to continue to profile culturally diverse talent

Will partner with the Diversity Council Australia on #MindYourLanguage, a community education program and partnership with Google that highlights potentially biased language

From 1 July 2015, announced enhancements to increase paid parental leave from eight to 14 weeks for all employees

Appointed Cindy Hook, the first female CEO of a Big 4 professional services firm in Australia

In 2015 Deloitte launched a policy to address domestic violence, one of the key areas of focus for MCC

In 2015 we continue to implement initiatives to support our leaders in building and supporting an inclusive workplace

LGBTI Sydney professional services network continues to grow from over seven participating organisations

Firm participated in R U OK? Day

Roll out of Indigenous culture training

Increase in female partners

4 → 145
1998 1 July 2015

31% Of the 58 new partners promoted internally this year were women



23%

In 2015, women represent 23% of the partnership

Women now represent 27% of the Deloitte Board



27%

Women in Risk

The Women in Risk forum has been running in Sydney since 2013. This year, the Risk Advisory Diversity Strategy team in Melbourne made the decision to hold its first forum in March 2015. The topic was 'Opening the Door to the boardroom' and discussion was focused around getting 'board ready'. Questions posed to the expert panel included 'What should you look for when joining a board? What challenges can you face and how will these help you to grow as a well-rounded leader and professional? Twenty female clients in leadership risk positions heard from our expert panel, where professional advice and stories were shared.

Addressing gender diversity

The statistics tell the story of our ongoing journey:

- From 4 female partners in 1998 to 145 in 1 July 2015
- Of the 58 new partners promoted this year, 31% of those promoted internally were women
- In 2015, women represent 23% of the partnership
- Women now represent 27% of the Deloitte Board
- Deloitte Australia was ranked among the 2014 Employers of Choice for Gender Equality by the Workplace Gender Equality Agency
- Our 1,328 experienced new starters included 683 males and 645 females
- Our 448 graduate recruits included 233 males and 215 females.

Supporting parents

ReConnect was launched April 2014, following the success of a pilot with a number of female directors and managers. ReConnect aims to provide support to Deloitte people returning from parental leave with the know-how, confidence and support for career advancement while also balancing life and family.

Deloitte has partnered with Parents@Work to deliver this program, with over 60 participants to date. ReConnect currently offers two key programs:

- 1:1 coaching for partners and directors to assist each employee in establishing an individualised return to work and career plan. In June 2015, ReConnect Coaching was extended to include managers
- External workshops for analysts and consultants that explore topics such as managing work/life pressures and provide tools to assist employees with reviewing their return to work and career plans.

ReConnect has received overwhelmingly positive feedback from participants who confirm the support and coaching they received has significantly helped their transition back to work.

“The coach had some great suggestions to help me balance my priorities and figure out how it all fits in... she challenged me to do the right things, even when they were possibly not the easiest things, and helped me craft action plans.” Partner, Assurance & Advisory

“...ReConnect provides the flexibility to access the support that is right for you, including independent guidance from professionals...It is a fantastic initiative.” Partner, Consulting

“The single most powerful thing about our firm is that we are a collection of incredibly smart and talented individuals. We each have our unique beliefs and points of view. This gives us the diversity of thought required to help our clients solve their most complex problems.”

Margaret Dreyer, Deloitte Diversity and Inclusion lead and senior partner, Assurance & Advisory, Deloitte Australia

Cracking the cultural ceiling

We believe cultural diversity can help make Australia an innovation nation. As one of the most diverse populations in the world, we embrace difference. And so we should given 28% of people in Australia were born overseas, which is the highest level in a century.

Deloitte has been on a cultural diversity journey for over five years, with the official launch of our IDentity strategy in 2010.

In 2014, Deloitte was the platinum sponsor of the Diversity Council of Australia's *Cracking the Cultural Ceiling* report, the first-of-its-kind to draw on insights from leaders from emerging countries to generate evidence-based guidance for Australian organisations on how they can address the strategic, economic and business issues surrounding 'the cultural ceiling'.

The report, insights from which are included on this page, pointed out the need for Australian businesses to shift their views of talent to include the country's multicultural talent pool and actively address the bias, assumptions and stereotypes that hinder our progress.

Talent with Asian cultural origins

While talent with Asian cultural origins is well represented at entry level and in mid-level jobs in Australian organisations, they are significantly under-represented in top leadership jobs in their professions:

- 9.3% of the Australian labour force is Asian born, but only 4.9% make it to senior executive level
- 9.6% of Australians have Asian cultural origins, versus only 1.9% of ASX senior executives
- While 84% of employees with Asian cultural origins plan to advance to a very senior role, only 21% are very satisfied with their career progress and opportunities.

Cultural talent locks

- 18% of talent with Asian cultural origins feel their workplace is free of cultural diversity biases and stereotypes
- 61% feel pressure to conform to existing leadership styles in Australian organisations
- One in four has a mentor or professional networks, even fewer have a sponsor (16%)
- 15% strongly agree their organisation leverages its workforce cultural diversity to better service clients.

By understanding, appreciating, and leveraging the cultural diversity Australia has to offer we will collectively advance local and global business opportunities for Australian businesses.

“Our cultural diversity strategy IDentity remains a key priority for the firm by maintaining a focus on fostering an inclusive culture. Our objective is to create an environment where every person, regardless of their cultural background, will know that they have the opportunity and support to achieve their dreams.”

Alec Bashinsky, National Partner, People and Performance, Deloitte Australia

A shared horizon

Our vision for reconciliation with Indigenous Australians

Deloitte Australia introduced its Reconciliation Action Plan (RAP) in October 2014, reflecting the firm's commitment to collaborating with Australia's First Peoples towards prosperity.

This was marked at an event titled 'Reconciliation to Prosperity', hosted by Deloitte's Perth office.

The RAP launch began with a tradition-based Welcome to Country from Walter McGuire, an elder from the local Nyoongar people, the original owners of the land surrounding Perth's Swan River.

Today, there are approximately 669,000 First Australians representing an estimated 3% of Australia's population. Many experience vast differences in health, education, employment, and standards of living compared with their non-Indigenous counterparts. "Understanding these inequalities is the first step to reconciling the differences between us. It is a key part of being a Responsible Business in Australia," Deloitte partner and RAP Working Group member Suzanne Archbold says.

Deloitte's commitment to working with Indigenous Australians is longstanding and demonstrated through our client work, as well as the relationships we enjoy with Aboriginal and Torres Strait Islander communities throughout Australia.



Quality and ethical practice

We respect the trust placed in Deloitte by our clients, investors, regulators, and the community. Sustaining this trust by providing high-quality services that comply with our professional, ethical and social commitments is an individual and collective responsibility at Deloitte. This is a vital tenet of being a Responsible Business.

The tone is set by our firm's leadership. Our culture and ethical principles are driven by our CEO and fully endorsed by our board of partners and National Executive.

Our ethical principles are set out in our Code of Ethical Conduct. Capturing our vision, values and the way we work together, the Code articulates nine principles, including honesty, integrity and professional behaviour, which are fundamental to ethical decision making. The Code is underpinned by seven signals, including an important commitment to 'talk straight', which underpin the Deloitte culture.

These values and principles are supported by our system of quality control, which reinforces our commitment to integrity, ethics and quality.

"We see 'doing the right thing' as fundamental, not just to the public interest and the interest of our clients, but also to the reputation of our firm, partners and people."

David Lombe, Ethics Officer, Deloitte Australia

Deloitte's ethical principles

- 1 **Honesty and integrity** – we act with honesty and integrity
- 2 **Professional behaviour** – we operate within the letter and the spirit of applicable laws
- 3 **Competence** – we bring appropriate skills and capabilities to every client assignment
- 4 **Objectivity** – we are objective in forming our professional opinions and any advice
- 5 **Confidentiality** – we respect the confidentiality of information
- 6 **Fair business practices** – we are committed to fair business practices
- 7 **Responsibility to society** – we recognise and respect the impact we have on the world around us
- 8 **Respect and fair treatment** – we treat all of our colleagues with respect, courtesy and fairness
- 9 **Accountability and decision making** – we lead by example, using our shared values as our foundation.

"At Deloitte, exceeding our clients' and other key stakeholders' expectations – and meeting our professional, ethical and social commitments – is at the core of what we do. We have an established Enterprise-wide Risk Framework to achieve this."

Andrew Griffiths, Chief Risk Officer, Deloitte Australia

Audit quality

Auditors play a vital role in creating and maintaining investor confidence in capital markets. As one of Australia's leading audit firms, consistently delivering high-quality audits to the business community is a top priority for our leadership and our assurance professionals.

In 2014, we released our third Deloitte Transparency Report *See within: our unwavering commitment to audit quality*.

At Deloitte, we are keenly aware of our obligation to deliver auditing services that meet the challenges and complexities of the current environment, and that comply with professional and regulatory standards. For the financial reporting system to function as intended, it is vital that the auditor's role be executed effectively. We are committed to doing more than simply meeting challenges and conforming to expectations. Our goal is to be seen as the standard of excellence for the profession.

Our latest Transparency Report provides an overview of the leadership, governance, quality control systems, culture and people that underpin a Deloitte audit.

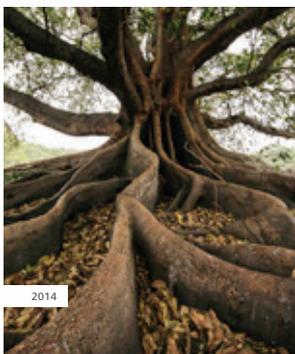
“The tailored analytics we run on our external audits results in a higher quality process and more focus on the key areas of judgement. This enables us to have greater engagement and meaningful dialogue with both the board and management of our clients.”

Richard Deutsch, Managing Partner, Assurance & Advisory, Deloitte Australia

Deloitte.

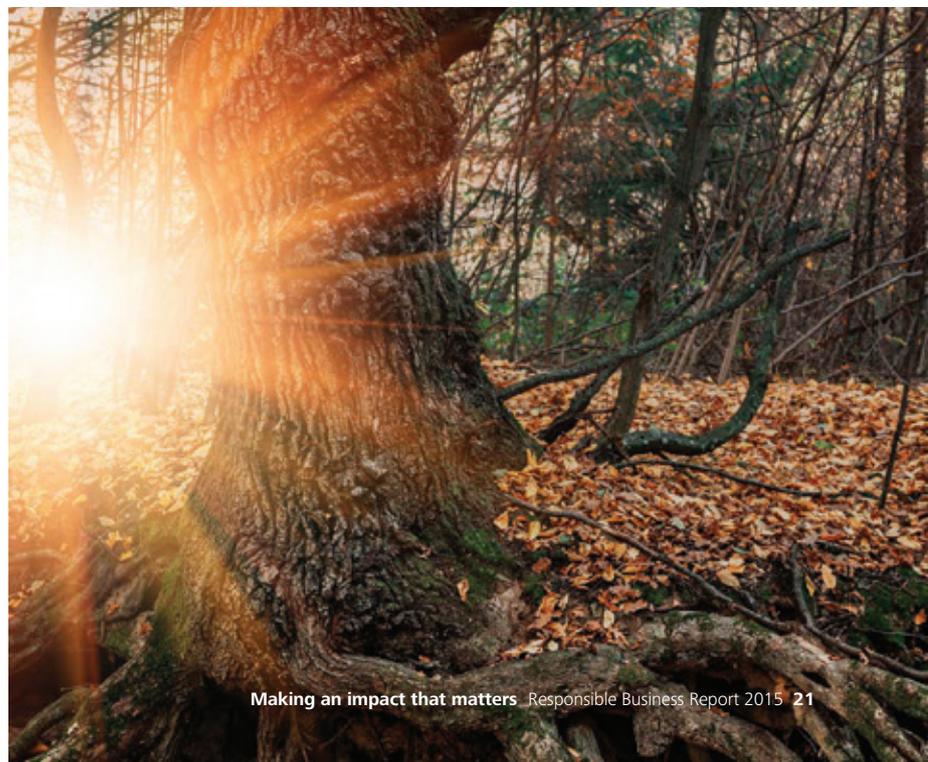
See within
Our unwavering commitment
to audit quality

Transparency Report



2014

Unwavering | Commitment | Accountability



Environment and sustainability

As a global organisation whose business activities have an impact on the environment, Deloitte has an important role in environmental stewardship.

In two separate Verdantix reports *Global Sustainability Survey 2014: Consulting Brands* and *Global Sustainability Survey 2014: Assurance Brands*, Deloitte topped the rankings globally, in both sustainability consulting and sustainability assurance, placing ahead of other Big 4 competitors as well as smaller, specialist sustainability service providers.

In Australia, we have developed principles to manage our environmental footprint:

- Deloitte assess ourselves against the principles of the UN Global Compact
- We seek to buy goods and services which are produced and delivered under conditions that minimise the impact on the environment and endeavour to engage with ethical suppliers
- We implement waste management strategies that minimise waste and promote re-use and recycling wherever possible
- We incorporate energy efficiency measures into new building design and promote efficient energy use in all areas of business activity
- We conduct our activities in full knowledge of and compliance with local environmental laws and regulations
- We seek to minimise the effect on the environment through travel
- Deloitte Australia has an environmental reporting management platform where we capture our carbon emissions as a business.



Green programs

Programs in Action



1. *Environmental management system*

Now in its fifth year, Green Tracker is Deloitte's carbon management system that captures our GHG emissions on sources such as air travel, electricity, taxi and car travel, hotel stays and paper use.



2. *Green Champs Network*

This national network of champions across our offices and services lines works to engage staff in environmental awareness.



3. *Reduce and Recycle Week*

Held annually, this week involves a series of events and programs to increase awareness and inspire our people to reduce carbon emissions in the office and at home. Some initiatives have included: speakers from WWF Australia, a competition to reduce printing and an eco IQ quiz on our micro-blogging site.



4. *Innovation Zone*

This innovation program encourages employees to think creatively about a variety of things including new ways to reduce Deloitte's environmental footprint. Our people submit their ideas into the 'Zone' (an online hub hosted on our intranet) where they can be shared, enhanced and potentially developed.



5. *GreenRide™ app*

An iPhone application created by Deloitte as a result of a submission to the Innovation Zone. It encourages reduction of fuel emissions by supporting car and taxi-pooling with Deloitte employees between set locations. It was recently adopted by Deloitte UK, which will enhance the solution by adding a gamification element to increase its uptake and impact.

Sustainability

Deloitte's Commercial Services team has implemented a holistic, environmentally conscious action plan focused on its 'smart, sensible and creative actions' that promote sustainability throughout all operational groups.

We seek to identify and partner with suppliers who have carbon offset programs and sustainability initiatives. In addition, we are strategically sourcing and purchasing from approved 'green' ethical and fair trade certified suppliers.

Areas of focus include:

Premises management

- Providing a comfortable, productive, healthy environment through a sustainable approach to leasing and fit out.

Office services

- Reduce, reuse and recycle programs in all offices nationally.

Creative

- Digitising creative services, using technology complying with Australian Standards.

Strategic sourcing

- Purchasing from approved 'green' ethical and fair trade certified suppliers.

Print and fleet

- Reducing the impact on the environment by our selection of printers, defaults and paper choices. From March 2014 to March 2015 2,591,732 print impressions were deleted.

Records management

- Minimising the impact on storage space and ensuring the disposal of paper via recycling.

Helping our clients go green

Deloitte also contributes to environmental sustainability through our client services. According to Paul Dobson, Partner, Sustainability Services, "We help clients implement sustainable solutions, such as measuring, managing and reporting energy use and GHG emissions, and responding to the implications of climate change. This may include accessing government incentives, reporting on sustainability performance, and providing assurance for carbon and sustainability data."

Deloitte is a leading provider of sustainability services to public and private sector enterprise, supplying professional advisory services across the following:

Environmental compliance, health and safety services

- We assist clients in managing their environmental impact.

Sustainability and integrated reporting strategy and assurance

- We assist clients in managing sustainability challenges and opportunities.

Audit and advisory services

- Deloitte's global network of specialists provide a range of audit and advisory services to assist clients with managing their risk and improving their business performance.

Strategy consulting

- Executable strategy requires insightful thinking and disciplined execution. Deloitte brings deep industry experience, rigorous analytical capabilities and a pragmatic mindset to help our clients solve their most complex business problems.

Deloitte's global network of specialists provides a range of audit and advisory services to assist clients with managing their risk and improving their business performance.

“We help clients implement sustainable solutions, such as measuring, managing and reporting energy use and GHG emissions, and responding to the implications of climate change.”

Paul Dobson, Partner, Sustainability Services, Deloitte Australia

Social innovation

New ways to solve complex problems

Deloitte's Community & Social Agenda, which sits within our Responsible Business program, is strongly underpinned by our belief that we will maximise our impact by living social innovation. We recognise that our deep business skills, knowledge and experience can help the not-for-profit and public sectors find unique solutions to social and environmental problems. We have a strong collaboration each year with The Australian Centre for Social Innovation (TACSI), sponsor the Changemakers Festival and became Principal Partner of TEDxPerth 2014.



The Changemakers Festival

This series of events encourages leading thinkers and local organisations to share ideas on:

- Corporate participation on social change projects
- Social enterprise, driven by 'impact investors' as alternatives to traditional charity and welfare programs
- The 'sharing economy' – making greater use of resources
- Citizen-led change – the co-design and co-creation of social services by the very citizens they affect.

Over 10 days – from 17 to 26 October 2014 – more than 10,000 people attended events and contributed to change in the world. Deloitte held events in all Australian states. Our collaboration with TACSI is now in its third year.

Shared value

Society today faces complex social challenges, which cannot be addressed in isolation by either the government or the not-for-profit (NFP) sector. Recognising they are a critical part of the solution, a growing number of Australian businesses are taking steps to pursue 'shared value' initiatives.

Shared value refers to a set of corporate policies and practices that enhance the competitiveness of a company, simultaneously advancing social and economic conditions.

Deloitte Australia is committed to helping Australian businesses to understand the opportunities for growth and competitive advantage that exist regarding shared value. To increase awareness of shared value across the Australian private sector, Deloitte Australia is proactively facilitating greater cross-sectoral collaboration. The firm convenes forums that bring together business, government and not-for-profit sector leaders to discuss our collective response to important societal challenges.

Our October 2014 'Profit with Purpose' event brought together over 150 influencers to explore the importance of cross-sectoral collaboration in achieving shared value initiatives.

“I'm passionate about bringing business responsibility to bear in the commercial world, and I truly believe the accounting profession can have a great impact on corporate responsibility and social innovation.”

Richard Deutsch, Managing Partner, Assurance & Advisory, Deloitte Australia

Addressing preventable blindness

The Deloitte Access Economics Health Economics and Social Policy team works with NFPs in collaboration with government and the private sector, to achieve important health and social reforms. A recent example is our work with blindness prevention organisations and various governments worldwide to help eradicate preventable blindness. This involved studies across 16 countries over the past two years to raise awareness of the major causes of blindness and cost effective ways of addressing them by treating four eye diseases – cataract, glaucoma, diabetic retinopathy, and macular degeneration.



Tackling development challenges

Deloitte Australia worked with the Department of Foreign Affairs and Trade (DFAT) to develop its Statement on Private Sector Engagement, an invitation to the private sector to collaborate with DFAT in building sustainable solutions to tackle development challenges while delivering commercial returns. The Statement was publicly launched by the Hon. Minister Julie Bishop to private sector leaders recently.

“This is an exciting policy shift by DFAT that encourages and incentivises more businesses to pursue shared value initiatives across the Indo-Pacific region. Our team was fortunate to be able to partner with DFAT to shape this important agenda” **Tharani Jegatheeswaran, Partner – Social Impact & Not-for-Profit Consulting, Deloitte Australia**

“Novartis is looking to go beyond its standard therapies and the selling of treatments; this led them to ask us to broaden our engagement as we look at burden of disease studies that explore the prevention of heart failure, and emphasise the public health impact cardiovascular diseases will have on the system and the population, to maximise the impact in terms of saving lives. This is a true shared value investment.”

Lynne Pezzullo, Partner, Deloitte Access Economics

Thought leadership

Building the Lucky Country series unleashes productivity

Deloitte shapes the national agenda, particularly through the firm's ongoing *Building the Lucky Country* (BLC) series, which helps to deliver ideas for a better Australia.

Our BLC series' independent, evidence-based and forward thinking research continues to stimulate and drive the national debate. It arms business leaders and policy-makers with insights to help them prepare for looming economic challenges, and to guard against potential complacency – in a country that sometimes feels it's protected from global problems.

In 2014, BLC#4, *Get Out of Your Own Way, Unleashing Productivity*, tackled the \$250 billion burden of red tape. The report was launched in Canberra by the Australian Federal Treasurer Joe Hockey.

BLC#4 proved our most successful case study to date for social media deployment. In the lead-up to launch, we built momentum by seeding elements of the report across the firm through social media networks, client meetings and in consultation with industry associations.

The series has demonstrated that Deloitte Australia has the expertise and the intellectual creativity to help shape our national narrative.

As the pages in this report have demonstrated, Deloitte continues to make its mark as a responsible business for the benefit of Australia and its people.



Australia's leading economic forecaster

Deloitte Access Economics' position as one of the country's leading economic forecasters has been confirmed, being named Australia's 'Most Accurate Forecaster' by global economic survey house, Consensus Economics.

The recently released 2014 Forecaster Accuracy Awards for the Asia Pacific region recognise the achievements of forecasters that have most accurately predicted the performance of GDP growth and the CPI for their economies on a monthly basis between January 2013 and December 2014.

Deloitte Access Economics' Chris Richardson said: "Forecasting is the bedrock of the macroeconomist's trade, and Australia's economists are among the world's best when it comes to forecasting economic indicators and trends, and using these to help inform policy development and conversations around any number of big picture social, political and business issues."



“As a part of one of the world’s leading professional services networks, I believe that we have a real ability, and indeed a responsibility, to make a positive difference to the clients we serve, the people we employ, the community in which we live, and key national agendas impacting the future of this country. We will realise this aspiration if we hire and empower smart, passionate people and focus our collective efforts on tackling the most important issues facing our clients and our country.”

Adam Powick, Managing Partner, Clients & Industries, Deloitte Australia

Charities supported

Aid and development

Oxfam Australia
Angels For The Forgotten
Australian Red Cross
Médecins Sans Frontières
The Salvation Army
UNICEF
World Vision Australia

Arts and culture

Australian Youth Orchestra

Education and skills

High Resolves
The Smith Family
Dress for Success
Good Return
The Reach Foundation
Yalari

Environment and animals

WWF Australia

Health and wellbeing

CanTeen
Australian Cancer Research Foundation
Autism Association of SA
Guide Dogs Association
National Breast Cancer Foundation
Princess Margaret Hospital for
Children Foundation
Prostate Cancer Foundation
Ronald McDonald House Charities
Starlight Children’s Foundation
The Chris O’Brien Lifehouse at RPA
The Leukaemia Foundation

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Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte has in the region of 200,000 professionals, all committed to becoming the standard of excellence.

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