Making an impact that matters
Our people, our communities
Responsible Business Report 2017
Globally and here in Australia, the people of Deloitte are motivated by a purpose that transcends profits: to make an impact that matters in our communities – and our wider world.
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Working with the nation’s top businesses and government groups, we focus our professional expertise where our skills make the greatest impact and help to build a more prosperous and sustainable society.
Inspiring through purpose and impact

It’s been a year of great energy, refreshment and inspiration for Deloitte Australia’s Responsible Business agenda.

Globally and here in Australia, the people of Deloitte are motivated by a purpose that transcends profits: to make an impact that matters in our communities – and our wider world.

Our Responsible Business performance is an important barometer of this purpose.

We are delighted to introduce our FY17 Responsible Business report, which reflects on the past year’s community contributions and achievements that are very much at the heart of our culture. In 2017, we increased our community investment by 18% including a 25% increase in pro bono work and a 16% increase in volunteering. Through our dollar-matched workplace giving program we gave $495,000 to the 27 charities we support.

It was especially pleasing to have been named once again as a CSR Top 10 organisation by the Australian Centre for Corporate Social Responsibility. This continued recognition represents our real and shared effort to enhance our social licence to operate in our communities, with our clients.

We are also very proud that Impact Day, a genuine differentiator for Deloitte in the community, has been honoured with a 2017 Australian Business Award for outstanding contribution to the community. Impact Day was bigger than ever in 2016 with 3,408 Deloitte people taking part in 573 events on their paid day of volunteer leave.

We continued to progress the central elements of our Responsible Business program including our focus on our national community partners CanTeen, High Resolves, Oxfam and, more recently, the Luke Batty Foundation. These relationships, facilitated through The Deloitte Foundation, enable a depth of mutual engagement that goes well beyond financial donations, inspiring novel ways of working together to make a difference.

Our journey towards reconciliation with Australia’s First Peoples gained pleasing momentum with the launch of our second (‘Innovate’) Reconciliation Action Plan. In addition, we worked hard to build strategic relationships with Aboriginal and Torres Strait Islander organisations including Ninti One, with whom we co-hosted symposium to showcase in-depth economic, social and cultural research on the challenges facing Remote Australian communities.
We increased our community investment by 18% this year, including a 25% increase in pro bono work and a 16% increase in volunteering.

Overall, our Responsible Business success was complemented and increased by our alignment with the firm’s Wellbeing, Purpose, and Diversity and Inclusion commitments. Some standout examples of how we made an impact that matters in FY17 include:

- The Deloitte Access Economics report that valued The Great Barrier Reef at $56 billion
- A Deloitte-backed Australian-first with the Outstanding 50 LGBTI executives list
- Deloitte’s key role in bringing the 2018 Invictus Games to Sydney.

As a purpose-led organisation, our aim is to continue to set the national agenda as we strive to build further on our Responsible Business achievements to make an impact that matters.

Tom Imbesi  
Chairman,  
Deloitte Australia

Cindy Hook  
Chief Executive Officer,  
Deloitte Australia
Highlights
FY17 (1 June 2016 – 31 May 2017)

$21.60m worth of support was provided, including:

- $9.04m in pro bono services
- $10.04m skilled ($4.3m) and hands-on volunteering ($5.7m)
- $1.70m in donations and support
- 188 champions for The Deloitte Foundation
- Named 2017 CSR Top 10 organisation by the ACCSR
- $495k donated through our workplace giving program
- 3,408 people participated in 573 Impact Day events
- >280 Oxfam Trailwalker participants and volunteers raised $181,093
- ABA100 Winner for Community Contribution in The Australian Business Awards 2017
In 2017, for the second year running, Deloitte was named a CSR Top 10 organisation by the Australian Centre for Corporate Social Responsibility (ACCSR).

Our results placed us in the high range of performing organisations for Corporate Social Responsibility (CSR) management capabilities.

The State of CSR in Australia and New Zealand Annual Review is the largest ongoing research study of CSR capabilities and practices in Australian and New Zealand organisations.

Its aim is to analyse key trends in CSR so that CSR managers can make evidence-based decisions that advance positive change in their organisations.

The 2017 overall results are based on 1,215 individuals across 240 companies operating in Australia and New Zealand.

Commenting on the achievement, Gerry Voon, the Director for Responsible Business and The Deloitte Foundation said: “It takes more than just the Responsible Business team to achieve this result – it’s a win for all the people of Deloitte!”
Community

As a leading professional services firm, Deloitte takes seriously its responsibility to act with integrity and care for the communities in which we operate. But we aim for more than that.

Our Responsible Business program underscores our commitment to providing unique solutions to complex social problems and bringing about transformational change for a better society.

We work closely with our four national community partners – CanTeen, High Resolves, Luke Batty Foundation and Oxfam – as well as a further 23 charities that we support through workplace giving. On Impact Day we support scores of other non-profit organisations with pro bono, skilled and hands-on volunteering.
A culture of giving

Our in-house workplace giving program was launched in February 2012 by The Deloitte Foundation. Donations made by staff members are dollar-matched by Deloitte, up to a capped amount that is refreshed each year. Workplace giving continues to be a positive part of our firm’s culture. In the last financial year we increased the number of people participating by 18% and the amount given by 30%.

Our workplace giving program gives expression to the varied interests of our people. Every few years, staff nominate and select the causes for which they care most via a national survey.

Staff members can choose to donate to any of 27 charities across the categories of Health and Wellbeing, Aid and Development, Animals and Environment, Education and Skills, or via The Deloitte Wishing Well. The Wishing Well donations are distributed throughout the year, with the recipients selected by an employee committee. This financial year, the committee voted to contribute more than $73,000 to OzHarvest.

Our workplace giving program has provided charities with more than $1.7 million, including dollar-matching, since its launch. The combined contribution from our people and the dollar-matching program saw more than $495,000 donated in FY17 alone.

“Thanks to the incredible investment from The Deloitte Foundation Wishing Well, OzHarvest has been able to deliver 100,000 more meals to those in need and put five vulnerable kids through our Nourish Program. Nourish is our free program offered to vulnerable youth, which provides certificates I and II in Hospitality plus life-transforming skills and opportunities.”

Roni Kahn,
CEO, OzHarvest

Charities we support

- Australian Cancer Research Foundation
- Australian Red Cross
- Autism Association of SA
- beyondblue
- Brainstorm at RPA
- CanTeen
- Dress for Success
- Good Return
- Guide Dogs Association
- High Resolves
- Lifeline Australia
- Luke Batty Foundation
- Médecins Sans Frontières
- Muru Mittigar
- National Breast Cancer Foundation
- Oxfam Australia
- OzHarvest
- Perth Children’s Hospital Foundation
- RSPCA
- Starlight Children’s Foundation
- The Reach Foundation
- The Salvation Army
- The Smith Family
- Women’s Legal Service Queensland
- World Vision Australia
- WWF Australia
- Yalari

In addition to our workplace giving charities listed below, we make a broader contribution to the community through pro bono services, Impact Day and other volunteering programs.
Partnering with focus: Health, education, humanitarian aid and domestic abuse

Our four national community partners are at the heart of our program

**CanTeen**
Our health sector partner, CanTeen, was established by young cancer patients in 1985 and provides support to young people when cancer turns their world upside down.

**High Resolves**
Our national community partner in the education sector, High Resolves, is a leader in the design and delivery of global citizenship and leadership experiences for high school students.

**Oxfam**
Since 1999, we have worked with Oxfam in the development and humanitarian sector to make a positive and enduring impact through its work to create a just world free of poverty.

**Luke Batty Foundation**
In line with our focus on wellbeing, we welcomed the Luke Batty Foundation as our fourth national community partner to recognise domestic and family abuse as a workplace issue.

Emergency appeals: when crisis strikes
As emergency appeals arise, we give our staff members the opportunity to donate – often dollar-matching their donations. In FY17, we collectively supported victims of the Syrian refugee crisis via one of our national community partners, Oxfam Australia. Closer to home our people gave relief funding towards flood victims of Cyclone Debbie from towns in Queensland and NSW through the Australian Red Cross.
Addressing domestic and family abuse with the Luke Batty Foundation

The Luke Batty Foundation joined us as the fourth national community partner of the Deloitte Foundation. Marking 2017 International Women’s Day, Rosie Batty said, “Deloitte Australia and the Luke Batty Foundation have been on a journey together for the last two years through a genuine, shared commitment to addressing domestic and family abuse.”

A 2015 Deloitte Access Economics report has estimated the current annual cost of domestic and family abuse to the national economy at $13.6 billion. This could rise to $15.6 billion by 2021-22.

“Deloitte understands that employers have an important part to play in addressing a serious social problem from which no one is immune,” Ms Batty said. In a significant piece of pro bono work, members of the Deloitte Digital team have been working to rebuild the Luke Batty Foundation’s website to bring it in line with global best practice with enhanced functionality and storytelling.

The Luke Batty Foundation is sharing its learnings with Deloitte as the firm continues to shape its domestic and family abuse policies and practices.

“Deloitte Australia and the Luke Batty Foundation have been on a journey together for the last two years through a genuine, shared commitment to addressing domestic and family abuse.”

Rosie Batty, CEO, Luke Batty Foundation
A stellar year for Deloitte and the Oxfam Trailwalker

The Trailwalker is a foundation stone of Deloitte’s relationship with Oxfam. As a National Sponsor of the event, Deloitte teams have been participating in the 100 km challenge since 1999.

In April 2017, a record 23 Deloitte teams took part in the 2017 Melbourne Trailwalker to raise funds to fight global poverty. They included one exceptional walker who clocked up his 20th – and possibly his last – such event: Chairman of The Deloitte Foundation and of Oxfam Australia, Dennis Goldner. Before setting off Dennis spoke about the importance of the Oxfam Trailwalker and how it helps Deloitte, the Australian event’s biggest corporate participant, to make a positive impact in the world. By the end of that (up to) 48 hour Melbourne trek, Deloitte teams raised more than $91,000. Further Trailwalker events with Deloitte Australia participants are scheduled each year in Brisbane, Perth and Sydney.

Five teams from Deloitte Brisbane, nine teams from Perth and 10 teams from Sydney also took part in FY17. Australia-wide, 280 staff members participated in the Oxfam Trailwalker, including 192 walkers and 91 volunteers. We raised $181,093 to support Oxfam’s efforts to eliminate poverty.
Bringing music to more ears at the MCO

The Melbourne Chamber Orchestra (MCO) wanted to grow their customer base and find new ways of engaging with audiences. With a small team, they also needed to do more with less. Digital channels presented the best opportunity.

Deloitte brought together a mixed team across the Customer Practice with digital strategy, analytics and customer technology expertise. We ran a ‘Digital Strategy in a Day’ workshop with MCO’s core team, board members and musicians, to define their potential audience profiles, audience experience principles and initiatives.

We then delivered a roadmap for both tactical and strategic recommendations to build MCO’s capability and evolve the audience experience over time. Core to this was a follow-on review of the organisation’s systems architecture.

Commenting on the outcome, MCO’s Executive Director Richard Jackson said: “Like most not-for-profits, our team is lean and we need to make all our work count. Clever digital solutions can help us punch well above our weight, as we serve a growing audience. Following on from a general strategy piece, the Deloitte Digital team are pulling bright minds in to help us see our challenges clearly and solve [our] marketing needs in the digital space.”

Richard Jackson, Executive Director, Melbourne Chamber Orchestra

Helping young CanTeen leaders learn storytelling skills

In May 2017, a group of 17 young people affected by cancer gathered in Redfern, Sydney for a special storytelling workshop, enabled by Deloitte. The young men and women, some of whom had flown from interstate, were taking part in the CanTeen Youth Ambassador Training Program.

All in attendance had lived – or were living – through a personal cancer experience: some having the disease themselves and others experiencing a sibling or parent with cancer.

The focus of the CanTeen workshop, conducted by Deloitte Responsible Business Communications Senior Manager, Sonya Voumard, was to use literary non-fiction writing techniques to help these young leaders tell their stories as articulately and creatively as possible. The results were inspiring.

Commenting on the session, CanTeen’s Maraika Ropte said: “On behalf of everyone at CanTeen and the Young Leaders, I wanted to say thank you. This was a very informative, educational session that helped our young leaders tell their stories in an engaging way. There were so many beautiful stories shared, along with laughter and tears. Thank you for creating such a positive learning environment for them.”
Above: High Resolves students develop global competencies to more effectively lead change in their communities and the world. Courtesy of High Resolves

**Mentoring students to take a lead on society’s tough issues**

Over the last 11 years, High Resolves has inspired and empowered over 125,000 high school students across Australia to make a positive difference to our world and be agents for change. Social issues on which High Resolves helps to guide, challenge and inspire students include homelessness, homophobia, racism, and domestic and family abuse, to name a few.

Above: Inspiring the young leaders of tomorrow. Courtesy of High Resolves

From 2008 to 2017, Deloitte Australia has been the official home of High Resolves, providing the organisation with office space and skilled pro bono support.

FY17 heralded exciting changes at High Resolves, including the expansion of its operations to the US, Canada and China. The program also underwent a change in its delivery model whereby high school teachers are now being empowered and resourced to run High Resolves social action programs in their classrooms. This frees up High Resolves facilitators to deliver more workshops to larger groups of students than before.

High Resolves’ CEO Paul Kelsey said: “Deloitte’s support has been crucial to our success from day one. As High Resolves enters a new phase, we are confident we will do so with Deloitte by our side continuing to offer valuable guidance and expertise.”
Brave and unconquered: staging the Sydney 2018 Invictus Games

The countdown to the Deloitte-supported Invictus Games Sydney 2018 began in earnest with an official visit and launch in June 2017 by the event’s patron and founder, Prince Harry. Reflecting Deloitte’s commitment to diversity and inclusion, and our interest in supporting people with disabilities, our firm has played a key role in bringing the games to Sydney.

Deloitte’s Patrick Kidd is Consulting Principal and CEO of the Australian International Military Games (AIMG), a non-profit entity established to prepare for Invictus Games Down Under. Along with Ben Rahilly, Consulting Manager and now AIMG COO, he has provided tireless pro bono support. They are now seconded to the AIMG, along with a team of dedicated Deloitte employees.

The Invictus Games uses the power of sport to inspire recovery, aid rehabilitation and promote a wider understanding and respect for wounded, injured and sick servicemen and women, as well as the role their families play. ‘Invictus’ is Latin for ‘unconquered’ and expresses the fighting spirit of the service personnel.

This event represents Deloitte’s largest single pro bono effort to date and shows the firm’s commitment, under CEO Cindy Hook, to making an impact that matters. The Invictus Games also aligns with our firm’s commitment to physical and emotional wellness.

Deloitte plans to provide a volunteer support workforce to help stage the event on 20-27 October 2018.
Deloitte’s vision is to ensure that the Australian LGBTI community has strong, visible role models in the business sphere.

50 outstanding LGBTI executives list


The idea came from one of our young LGBTI professionals Andrew Cumberlidge, who was struck by the lack of visible LGBTI role models in business in Australia.

Deloitte’s CEO Cindy Hook sponsored Andrew to explore and realise his idea, supporting him with the necessary time and resources to compile a comprehensive list of leading LGBTI executives in Australia. Andrew took a thorough approach to win the trust and commitment from well-known leaders such as Qantas CEO Alan Joyce, Business Council of Australia CEO Jennifer Westacott and Optus Chairman Paul O’Sullivan.

The published list garnered significant media and social media interest, reaching an estimated audience of more than 2 million people through Deloitte’s and the Australian Financial Review’s digital platforms. A full-page ad addressing LGBTI inclusion was also published in BOSS Magazine.

Deloitte’s vision is to ensure that the Australian LGBTI community has strong, visible role models in the business sphere. To maintain momentum, a core project team from Deloitte will partner with a number of individuals from the original list to create a second list for publication in early 2018.
Culture

The Responsible Business program is a longstanding pillar of Deloitte’s culture to which The Deloitte Foundation and the firm’s Reconciliation Action Plan are integral. The overall program is an essential expression of the firm’s purpose – to make an impact that matters. Aligned with the firm’s Diversity and Inclusion, and our Wellbeing commitments, our Responsible Business relationships and activities support, inform and guide our broader culture.
Living our purpose

Thousands share stories of purpose

At Deloitte Australia’s October 2016 national town hall, our CEO Cindy Hook launched a firm-wide purpose storytelling program to encourage our people to share the ways they find meaning in their lives and activate our purpose. All employees who shared their stories received a wellness voucher.

Sharing their stories at the outset, our leaders set the trend. Overall Deloitte people shared 4,432 stories, representing a 68% participation rate within the firm. These stories attracted more than 14,500 unique social media views.

Who are we and why do we exist?

We exist because businesses and governments respect us, capital markets trust us, people want to work with us, and society benefits from the value we add.

Deloitte professionals are motivated by a purpose that transcends profits: to make an impact that matters.

We live our purpose ... by what we do, driven by our will to be best ... and by how we do it, inspired by what we know to be right.
Over the past year, Deloitte has made significant progress towards embedding a culture of genuine inclusivity within the firm, culminating in the launch of a fresh new visual identity to amplify overall Diversity & Inclusion (D&I) communication. The firm’s D&I portfolio includes three streams that guide the D&I strategy: Inspiring Women (gender equality), IDentity (cultural diversity) and GLOBE (LGBTI inclusion).

The visual identity tagline, “Inclusion with us at the centre”, reflects the firm’s philosophy that all employees can bring something to diversity and we all play a role in creating an inclusive culture.

To raise awareness of the importance of an inclusive culture, the firm acknowledges Inspiring Women month in March, IDentity month in May and GLOBE month in August. These align with their respective international dates of significance – International Women’s Day, World Cultural Diversity Day and Wear it Purple Day.
Inspiring Women – gender equality

Deloitte continues its steady progress towards gender equality, having increased its percentage of female partners to 25%, up from 23% in 2016. Of the partners promoted internally in FY17, 40% were women. Women now also represent 40% of the Deloitte Board.

We received a 2016 Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency for the 14th year running.

With the sponsorship of our CEO, we remain committed to eliminating the gender pay gap within our firm, establishing targets with teeth. Our continued support for domestic and family abuse initiatives also recognises that females represent a large proportion of the victims.

Building on the firm’s existing gender-equity platforms, we are committed to supporting Deloitte families through a variety of new policies introduced in FY17:

- **Return to Work pilot** – supporting talented individuals in returning to the workplace after a break of two or more years
- **Paid Parental Leave enhancements** – we have enhanced our policy, allowing our people to take paid leave flexibly. Couples, where both parents are employed by Deloitte, now have access to paid leave
- **WorkAgility** – to support all our people with achieving better work-life balance, parents can work in a way that suits their family needs in balance with work responsibilities.

Aspiring Women – leadership development

Aspiring Women is Deloitte’s flagship female talent development program and a cornerstone of the wider “Inspiring Women” portfolio.

In FY17 we enhanced focus on the advancement and retention of 100 of our talented females:

- Aspiring Women now runs each year instead of every 18 months, increasing the number of women in the program to 300 over three years
- In 2017, women were invited to self-nominate. More than 400 nominations were received compared with 250 the previous year.

Stepping up LGBTI inclusion

Deloitte submitted its fourth Australian Workplace Equality Index (AWEI) submission recently. This national benchmarking program for LGBTI inclusion improved our score by 29 basis points, resulting in Deloitte maintaining Bronze employer status for 2017.

Cindy Hook was also named “CEO of the Year” at the Pride in Diversity Awards.

Over the past 12 months, Deloitte made significant progress on its LGBTI inclusion journey. Some key highlights include:

- **Launched an LGBTI specific mentoring program, matching junior LGBTI employees with senior LGBTI managers and above**
- **Raised awareness through storytelling, with two of our LGBTI employees sharing their personal stories at our annual town hall event, State of the Nation, and receiving a standing ovation from the audience.**

Male Champions of Change

We continue our work with Male Champions of Change and our CEO Cindy Hook remains a special advisor.

Our membership of this group enables us to activate peer groups of influential male leaders, supporting them to step up beside women and drive change for gender equality.

Addressing cultural bias

Building on data analysis undertaken in 2016, Deloitte identified focus areas to help ensure all our people have the opportunity to achieve their full potential regardless of cultural background.

FY17 program initiatives and highlights include:

- Identification and addressing of systemic bias from the employee career lifecycle points
- Conducting a series of cultural diversity panel conversations featuring culturally diverse firm leaders
- An iDentity Steering Committee to address cultural bias
- iDentity month in May 2017, a campaign to promote cultural diversity at the firm, aligned with World Cultural Diversity Day
- Sponsorship of the Diversity Council of Australia’s Cracking the Cultural Glass Ceiling.
Impact Day 2016

On Friday 18 November, many out in our communities watched with curiosity and awe as hundreds of Deloitte teams, wearing shirts emblazoned with our distinctive green dot, took to streets, schools, hospitals, shelters for homeless people and others in need, forests, waterfronts and animal refuges to name just a few. We all had one single purpose: to make an impact that matters.

Impact Day 2016 was our biggest ever, with 3,408 Deloitte people taking part in 573 events.

We continued to increase our focus on skilled volunteering opportunities through which organisations can benefit from Deloitte’s professional expertise.

The 700 plus conversations for #ImpactDay on internal social media and #ImpactThatMatters tell of the sheer diversity of our experiences as well as the passion, colour and fun of the day, which included hard work tempered variously with coffee, donuts and plenty of water, especially for those of us in the hotter climes.

The many other projects Deloitte people worked on during Impact Day included:

- Design thinking workshops in Sydney, Brisbane, Melbourne and Parramatta to seek a digital solution for engaging High Resolves’ student alumni
- Assisting in Adelaide at Indigenous youth scholarship charity Yalari’s fundraising event
- Maintenance and cleaning at a women’s domestic violence centre in the Solomon Islands
- Packing hampers for Foodbank in Hobart

Above: Deloitte volunteers assist the horticultural team at the Adelaide Botanic Garden
Assisting in farming maintained by rehabilitated youth with City Mission in Port Moresby
Driving patients to treatment on behalf of the Leukaemia Foundation in Perth
Building job-seeking and interview skills with migrants at AMES in Melbourne
Upskilling the Westmead Children’s Medical Research Institute in Sydney to improve leadership development
Helping at the Alice Springs Women’s Shelter by interacting with children and cooking

Integrating a financial management program with Cystic Fibrosis Association ACT’s management committee
Cleaning toys and general maintenance at Darwin Toy Library
Feeding animals and doing grounds maintenance at Big Ears Animal Sanctuary in Launceston
Conducting mock job interviews with people with disabilities at Northcott, Western Sydney.
Supporting employee wellbeing

The Wellbeing at Deloitte Program has been in place for 18 months. It is designed to take a more holistic approach to helping our people realise their personal and professional potential.

Given the rising performance pressure placed on businesses and the individuals within them, the wellbeing strategy assists us to sustain our high performance as a firm. The strategy covers four dimensions: physical, mental, emotional and spiritual. It draws on ideas from the Harvard Business Review article ‘The Making of a Corporate Athlete’ by Jim Loehr and Tony Schwartz.

A range of wellbeing initiatives support our employees’ wellbeing across the four dimensions including:
- Partner mental health awareness training
- A new Partner & Employee Assistance Program with expanded services
- Wellbeing Fairs, Skin Cancer awareness and Skin Checks
- The National Step Up Challenge (team and individual fitness) with over 3,600 of our people participating and collectively walking for 2 months
- Inclusion of Wellbeing in leadership programs (from junior to senior programs)
- Partner Wellbeing Assessments
- Wellbeing masterclasses and yoga and Pilates in our offices
- Wellbeing Awards to recognise excellence in role-modelling wellbeing.

Above: Deloitte staff in Sydney find their balance at one of the many workshops offered at the inaugural Wellbeing Fair
Walking together with Australia’s First Peoples

In August 2016, we launched our new Reconciliation Action Plan (RAP) at Canberra’s Old Parliament House, now the Museum of Democracy.

Our second ‘Innovate’ RAP is titled ‘Walking together’ in recognition of our people and our firm working with Australia’s First Peoples towards reconciliation. The launch was attended by Deloitte Partners and clients, and members of the Aboriginal and Torres Strait Islander communities.

“We look forward to building further on this vital program, which is endorsed and supported by our Chairman Tom Imbesi,” Deloitte’s RAP Working Group Chair Dennis Goldner said. “If we can do our part to advance opportunities for Australia’s First Peoples through our RAP commitments and actions, we will be serving an important purpose and making an impact that matters.”

Focus areas for our Innovate RAP include:
• Investigating opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace
• Investigating opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation
• Supporting Aboriginal and Torres Strait Islander peoples and organisations through pro bono work and projects
• Supporting professional training opportunities for Aboriginal and Torres Strait Islander peoples.

Standing up for remote Australia

In April 2017, Deloitte Australia was the proud co-host alongside Ninti One of an historic event that brought Australia’s foremost scholars of remote Australia together with business, civil society and policy-makers for an outcomes-focused symposium in Sydney.

“Ninti One was delighted to partner with Deloitte to deliver the Remote Australia LIVE Symposium at the Sydney Mint in 2017, as part of Deloitte’s Reconciliation Action Plan to achieve positive outcomes for Aboriginal and Torres Strait Islander people living in remote communities.”

Professor Tom Calma AO, Chair of Ninti One Foundation

Above: Uncle Ray Davison, Gadigal Elder delivering a Welcome to Country at the Remote Australia LIVE City Symposium, co-hosted by Ninti One and Deloitte Australia.

Courtesy of Ninti One
Deloitte’s commitment to the environment and sustainability is reflected in our Commercial Services team’s approach to office procurement and fit-out. The following strategies are used to help reduce the firm’s impact on the environment:

• All suppliers, including IT procurement where relevant, are required to comply with environmental ISO standards. We purchase from approved ethical, Indigenous and Fair Trade certified suppliers of goods, where possible.

• Office buildings are sourced central to CBDs, and close to clients and public transport. Where possible, they have a 5-star green building rating.

• Energy-efficient white goods and appliances are used for new fit-outs and replacements, together with energy-efficient lighting and passive infrared sensors and timers. Natural light is maximised.

• We make every effort to reduce our packaging by buying in bulk as well as in environmentally friendly packaging. Mobile Muster bins are located at the office services counter in every office nationally. The proceeds from recycled mobile phones go to charity.

• We ensure disposal of redundant equipment and materials by using appropriate recycling centres. Equipment taken from sites is fragmented into the various recyclable components (refrigerant, copper, scrap metal etc.) and disposed of using recognised and approved suppliers.

• Cleaners are contracted to use sustainable and biodegradable cleaning products.

• Corporate hospitality kitchen waste is reduced through careful menu planning and portion control. Local and in-season ingredients are sourced where possible.

• Our network of Green Champs enables and inspires staff members to be environmentally conscious through office-based initiatives.

### Greenhouse emissions

Our emissions decreased in FY17 due in part to a change in emission factors as per Deloitte Global reporting standards.

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A strong focus on quality and ethics

We respect the trust placed in Deloitte by our clients, investors, regulators and people, 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 every level within Deloitte. We recognise that this starts with the tone set by our firm’s leadership, and is supported by a robust quality framework and governance structures.

“It is vital to have a clear, comprehensive and robust ethical and governance framework when operating across many markets, geographies and cultures. Our ethics program helps build ethical sensitivity, encourages consultation and supports ethical decision-making in today’s dynamic environment.”

Jody Burton, Chief Risk Officer

Establishing the right tone

Our culture is driven by our CEO Cindy Hook and fully endorsed by our Board of Partners (the Board) and National Executive (the Executive). The firm’s culture is captured in seven Signals that enable us to deliver on our promise of professional excellence – our foundation for achieving consistently high quality in the services we perform.

Details on our governance structures can be found in our Transparency Report.

Code of conduct

During FY17, Deloitte Australia released its updated code of conduct ‘Australian Principles of Business Conduct’ (Australian Code) to reflect the Deloitte ‘Global Principles of Business Conduct’ (Global Code), which clearly articulates the standards to which we must hold ourselves, wherever we live and work.

Introduced in July 2016, the Global Code defines the expectations that our stakeholders can have of all people across the Deloitte network:

• We commit to serving clients with distinction
• We commit to inspiring our talented professionals to deliver outstanding value
• We commit to contributing to society as a role model for positive change.

Promoting ethics in business

Deloitte also plays a role in various efforts to promote ethical conduct in the business world. These include:

• Deloitte Australia and New Zealand jointly produced insights into the changing anti-bribery and corruption landscape in their thought leadership publication One Step Ahead: The value of obtaining and maintaining the ABC edge, Bribery and Corruption Survey 2017
• The Deloitte Australian Privacy Index 2017 is an assessment of privacy practices on brands for both listed and unlisted companies
• The Deloitte Director Community Conduct Survey in which 79% of participants agreed conduct-related matters were an increasing part of their role
• A team of four senior Deloitte partners participated in public consultations on proposed whistleblower reforms.

Capturing our vision, values and the way we work together, the Australian Code articulates 12 principles that are fundamental to ethical decision-making and reflect the commitments we make to our stakeholders:

• Integrity
• Quality
• Professional behaviour
• Objectivity
• Competence
• Fair business practices
• Confidentiality, privacy and data protection
• Respect, diversity and fair treatment
• Professional development and support
• Anti-corruption
• Responsible supply chain
• Social responsibility.
Clients

Working with the nation’s top business and government groups, we combine our professional expertise and intellectual property with our firm’s social purpose. We focus where our skills make the greatest impact, raising awareness, taking clear action to improve lives and driving reform towards a more prosperous and sustainable society.
Valuing the Great Barrier Reef

Of Australia’s celebrated natural assets, the Great Barrier Reef is the biggest contributor to this country’s national economy and its international brand.

In a world first, a Deloitte Access Economics report for the Great Barrier Reef Foundation (with support from National Australia Bank and the Great Barrier Reef Marine Park Authority) calculated the total economic, social and icon asset value of the reef to be $56 billion.

“This timely report is a much-needed, holistic view of the incredible economic value and opportunities provided by the Great Barrier Reef. Any failure to protect this indispensable natural resource would have profound impacts not only to Australia but around the world.”

Al Gore,
Former US Vice President and environmentalist
Helping to make digital money safe

The Australian Digital Currency & Commerce Association (ADCCA) launched the first Australian Digital Currency Industry Code of Conduct to ensure consumers are both protected and don’t ‘miss out’.

ADCCA CEO Nicholas Giurietto said: “Given the digital currency sector is such a fast-growing and innovative area of the economy, and because we know that the pace of change in technology and business models can often outstrip the ability of both regulators and organisations to keep up, key industry participants have voluntarily created the Digital Currency Industry Code of Conduct.

“The Digital Currency Industry Code of Conduct will enable Australian consumers to easily identify digital currency businesses that have best practice standards for consumer protection in place.”

According to Richard Miller, Deloitte Advisory Partner and head of the global professional services firm’s payments practice in Australia, “It is all about making digital money safe. Our collective aim is to develop standards of consumer protection that hold participants to account and to a very high standard of conduct. This is the very essence of our work at Deloitte.”

Helping a major client improve energy security and efficiency

One of our clients had significant issues with energy availability at a major site. We assisted them by reviewing and updating their energy resilience plans. At the same time we reviewed and assessed a large number of energy efficiency opportunities and identified ways the client could significantly decrease its energy use, cut costs and reduce its carbon emissions.

Benchmarking the local operations and sustainability performance of a global food company

Working closely with our Global Sustainability practice we assessed the sustainability performance of the Australian operations of a global food giant against their major competitors. The work was part of a global engagement to benchmark performance in the client’s most important markets. We brought the best of our local and global expertise to position our client for their desired performance improvement.

Working with clients towards a more sustainable Australia

Sustainability services

Deloitte is committed to sustainability and works with private and public sector clients across all major sectors of the economy.

The business case for customer diversity

In February 2017, Deloitte authored a report, commissioned by the Australian Human Rights Commission (AHRC), to explore the importance and benefits of addressing the needs of diverse customers – and the consequences of failing to do so.

Led by Human Capital Partner, Juliet Bourke the research provided a national picture of consumer experiences and profiled best practices, including those used by the four research partner organisations: Qantas, QBE Insurance, SBS and Westpac.

The report found businesses that do not meet the needs of diverse customers miss out on sales and customer loyalty. This extends beyond specific diversity groups such as people with a disability, to those who feel an affinity for those groups. Positively, the report also found that a marketing message of inclusion, such as supporting marriage equality, is compelling for a broad range of customers.
Welcoming newcomers to our cities

Launched in March 2016, ‘Welcoming Cities’ is working to grow a national network of local governments recognised for fostering a sense of community belonging and socioeconomic participation for all people, particularly newcomers.

Deloitte Partner Allan Mills who is leading the work to develop a nationally recognised standard to define a welcoming city said: “We are very proud to be part of this important initiative that focuses on empowering local councils to build more cohesive communities through economic impact rather than welfare.”

Over the next 35 years, Migration Council Australia is estimating migration will drive employment growth, contribute $1.6 trillion dollars to Australia’s GDP and lead to a 60 per cent increase in the number of people with a university education.

National Manager of Welcoming Cities, Aleem Ali, said the initiative recognises and seeks to advance the social, economic and civic contribution all residents can make to a community. In addition to the standard, the national initiative will provide access to resources, networks and support for local councils.

Above: Embracing diversity: The International Flag Display in Canberra
Delivering for vulnerable communities

Deloitte Australia’s Social Impact Consulting practice is a dedicated practice that works at the intersection of the not-for-profit (NFP) sector, government and business to deliver better outcomes for Australia’s vulnerable communities. Recognising that complex social issues cannot be addressed by any sector in isolation, this practice focuses on being a convenor – facilitating greater cross-sectoral collaboration to design solutions that deliver systemic change and greater social impact.

In FY17, our Social Impact Consulting practice has:

- Supported a federal government initiative to bring together service providers, government agencies and vulnerable cohorts to co-design solutions that reduce long-term welfare dependence
- Partnered with a large federated NFP on its business model transformation and the redesign of its operating model
- Co-designed a federal government agency’s policy statement regarding private sector engagement to address poverty and development challenges
- Continued to assist a number of disability service providers to navigate the impacts of the National Disability Insurance Scheme (NDIS) reform and to “future-proof” their organisations
- Supported a state government agency responsible for managing the NDIS roll-out to build a strong and capable sector that offers choice and control for people with disabilities.

Over the past three years, Deloitte has actively invested in efforts to drive change and play our part in reducing the prevalence and impact of domestic and family abuse both within our workplace and the wider community.

Commenting on her experience working with the Victorian Government, Amanda said: “Our challenge was how to effectively and sensitively engage with victim/survivors so that we could design an experience that addressed their lived experience. This is just the start of the journey to ensure governments are designing with, and not for, their users.”

According to Gemma: “My involvement with this important reform has illuminated the devastating effects of family violence, highlighted the complexity of the issues which must be addressed and reinforced the imperative for change.”

Domestic and family abuse: working to change the story

Two Deloitte team members, Amanda Beaton and Gemma Tiernan, were recently seconded to the Department of Premier and Cabinet in Victoria for an extended period, working on family violence reform.

This is critical work in the context of the fact that an estimated 1.4 million Australian women are living in an abusive relationship or have done so in the past. An estimated 800,000 of these women are in paid employment.

Assistance beyond crisis

Deloitte Canberra hosted two community workshops at the request of the Women’s Centre for Health and the Domestic Violence Crisis Centre to explore solutions to the legal and financial issues faced by those leaving situations of domestic and family abuse.

The resulting recommendation saw the formation of a micro-finance facility, Assistance Beyond Crisis, which has been in operation since 1 July 2017 thanks to $250,000 raised by the Deloitte-led fundraising committee.

These activities dovetail with The Deloitte Foundation’s newest sectoral commitment: working towards combating domestic and family abuse by partnering with the Luke Batty Foundation.
On 1 January 2016, the United Nation’s Sustainable Development Goals (SDGs) came into effect. The 17 global goals provide a roadmap to end extreme poverty, fight inequality and injustice, and protect the planet by 2030.

As a member of the United Nations Global Compact, Deloitte is committed to working towards the achievement of the SDGs. The page references listed (right) are from this Responsible Business report. They indicate some of the ways our firm is contributing towards these goals.

| No Poverty | Pages 7, 8, 11, 20, 23 and 30 |
| Zero Hunger | Pages 7, 8, 11 and 20 |
| Good Health and Well-being | Pages 7, 8, 9, 11, 12, 14, 15, 17, 18, 20, 22 and 30 |
| Quality Education | Pages 7, 8, 11, 13 and 20 |
| Gender Equality | Pages 7, 8, 9, 11, 18, 19, 20 and 30 |
| Clean Water and Sanitation | Pages 7, 8, 11 and 20 |
| Affordable and Clean Energy | Pages 7, 20 and 28 |
| Decent work | Pages 7, 18, 20, 23, 25, 28 and 29 |
| Industry, Innovation and Infrastructure | Pages 7 and 20 |
| Reduced Inequalities | Pages 7, 15, 18, 20, 23, 28, 29 and 30 |
| Sustainable Cities and Communities | Pages 7, 8, 12, 20, 23 and 29 |
| Responsible Consumption and Production | Pages 7, 20 and 24 |
| Climate Action | Pages 7, 8, 20, 24 and 28 |
| Life Below Water | Pages 7, 20 and 27 |
| Life on Land | Pages 7, 20 and 27 |
| Peace, Justice and Strong Institutions | Pages 7, 8, 20, 23, 25, 28, 29 and 30 |
| Partnerships for the Goals | Pages 7, 8, 9, 11, 12, 13, 14, 15, 18, 20, 23, 28, 29 and 30 |
In January 2017, Deloitte suffered the loss of a treasured colleague Bhavita Patel following an incident in Melbourne’s CBD. Over recent months, we have been working closely with Bhavita’s family on ways to commemorate and celebrate the special person she was.

For all who knew Bhavita, her passion for learning and her commitment to community were two qualities that stood out about her.

Plans are now underway to establish an equity scholarship in Bhavita’s name at the Australian National University (ANU) in Canberra, where she studied. Under the proposed arrangement, a student in financial need will be awarded up to $10,000 per annum to study in the ANU College of Business and Economics, for a period of up to five years.

To ensure the Bhavita Patel scholarship is sustainable and perpetual, an endowment fund will be formed. Our fundraising target is $245,000 to which the firm will donate an initial $40,000. The Deloitte Foundation will dollar-match donations up to $30,000.

The Scholarship Fund will be open to contributions from all of Bhavita’s family, friends, colleagues and extended networks.

In the weeks following her death, Bhavita’s brother Mitesh Patel wrote: “My sister loved her job, she loved Deloitte. Her Deloitte family meant so much to her. (It) now means a lot to us.”

In appreciation of Bhavita’s commitment to the community, Deloitte welcomes contributions to the scholarship as a way for us to honour our late colleague. As we slowly begin to come to terms with Bhavita’s passing, we see this scholarship as a genuine and positive way to remember her – now and into the future.

Donations to The Bhavita Patel Scholarship can be made online via the ANU website.
#impactthatmatters