Navigating the new normal
Social Impact Report 2020
Contents
The times are unprecedented. The health and economic impacts of COVID-19 on world populations and on global business continue to hit hard. No-one is immune. Radical changes to our daily lives, including social distancing and working from home, while working to ensure the health and wellbeing of our families, leave us in no doubt that we need to rapidly adapt to a new normal.

But there are reasons to be optimistic about how our nation and our governments are facing into this crisis; as well as the many ways Deloitte’s leading economic and policy minds have worked hard to help achieve some of the vital policy outcomes necessary to protect Australians during the pandemic. Federal and state governments, as well as business, have had to work together in new ways. Necessity is proving to be the parent of the virtual office’s full invention.

Our purpose – to make an impact that matters – has never been more important. This FY20 Social Impact Report includes many stories about the ways we continue, despite the challenges, to bring that purpose to life. This year, we have tailored our report in response to the times. We look at our bushfire recovery efforts and the approaches we are taking to guide our clients and communities on the challenges arising from climate change.

A special section titled ‘Navigating the new normal’ tells some of the individual stories of our concerted COVID-19 response. Further stories tell of our work with clients in building resilient communities as well as our own diverse and inclusive culture that sets us apart.

We are proud to be a founding member of the Climate Leaders Coalition in Australia, an important new group of business leaders and subject-matter experts whose goal is to be a constructive and powerful voice on climate change. With mental health front and centre as one of the biggest societal issues of our time, we are also pleased that Deloitte’s National Leader, Public Sector and Public Policy, Ellen Derrick has been appointed a Board member of the Corporate Mental Health Alliance of Australia. These are just two examples of how, faced with the present challenges and their different impacts on all of us, Deloitte remains steadfast in its dedication to making an impact on our clients, our people and our communities.
Being purpose-led and people-focused

My first year as Chair of The Deloitte Foundation proved to be one of unprecedented challenges for our firm, our family of charities and the important work we all do together. The combined economic and social consequences of the 2019-20 bushfires followed by the COVID-19 pandemic were particularly devastating for the not-for-profit (NFP) sector. At a time when large numbers of Australians – as well as overseas-born residents and visitors – were most in need of support, many charitable organisations struggled with the simultaneous problems of increased demand and decreased resources. Food-providing charities and mental health organisations are just two examples of those whose services were severely impacted. Fundraising events, such as Oxfam Trailwalker, of which Deloitte is the primary partner, had to be cancelled or held virtually due to COVID-19 restrictions.

Yet, despite the incredibly difficult overall environment in FY20, I am proud that our commitment to making an impact that matters in our communities was unwavering. Deloitte was able to make a total investment of $31 million in donations, pro bono support and volunteering, representing a modest increase on the previous year.

Our investment included a total of $3 million to help bushfire-affected communities and $100k from our Wishing Well distributed specifically to help charities with their COVID-19 responses. Our contribution to our global WorldClass program to impact 50 million lives by 2030 resulted in more than 90,000 lives being positively impacted by the work of Deloitte Australia and our charity partners.

With an intensified, purpose-led focus on our people and our communities, The Deloitte Foundation introduced a series of informative virtual sessions that served as wonderful forums for community connection during Workplace Giving Month in June, enabling members of our family of charities to share with us insights from the frontline of COVID-19. Hundreds of our people from all geographies actively participated in each session, many expressing their appreciation, which was pleasing evidence of our newly discovered power of connecting virtually to activate our purpose and wellbeing. Further sessions themed in line with the United Nations Sustainable Development Goals (UN SDGs) are planned in FY21.

Rob Collie
Chair, The Deloitte Foundation

The depth and breadth of stories demonstrated in this report bear testament to our ongoing commitment to help position Australia for future economic prosperity in our ever-changing global environment. The Deloitte Foundation, an important pillar of our firm’s culture and values, stands with our people, our clients and our communities in these difficult times.

Winners

Winner for Community Contribution in the Australian Business Awards

FY20 Highlights

$31m total investment in our communities

$11.76m pro bono services

$16.1m volunteering including skilled ($10.32m) and traditional ($5.78m)

92,660 WorldClass lives impacted

303 Champions for The Deloitte Foundation

5,027 Impact Day participants at 473 events

$1.73m in donations, dollar-matching and support

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The Australian bushfires of 2019-20 marked the beginning of an immensely difficult year for our nation and the wider world. In early January, Deloitte’s leadership resolved that in addition to monetary support, the firm would contribute our unique skills and knowledge in whatever ways were needed. A bushfire steering committee was established, consisting of Ellen Derrick, Rob Hillard, Rob Collie, Pete Williams, Matt O’Donnell, Ian Trevorah and Ursula Brennan.

We worked with the NSW Rural Fire Service to support them with procurement, onboarding additional volunteers and handling incoming donations. We reached out to recovery task forces, agencies and government in Victoria, NSW and other affected states to offer our assistance. Understanding what relief local communities needed was vital – from access to power, water, food and shelter to accommodation, clothing, transport and fuel. Assistance with paperwork, grant applications and other administrative tasks was also necessary to relieve pressure. Deloitte’s Bushfire Support Finder was developed to help affected individuals and businesses to identify grants and other assistance opportunities relevant to each case. We prioritised our efforts based on community advice. By May, our total bushfire response amounted to more than $3 million of in-kind, commercial and volunteering support, including more than $600k in pro-bono services. Our contributions are ongoing.
Leveraging global and local Deloitte disaster recovery expertise

A Deloitte global team of disaster recovery experts, including two former US FEMA (Federal Emergency Management Agency) emergency response specialists, visited Australia to share their perspectives and expertise on the bushfire recovery. Working with a Deloitte Australia team, they gave important insights and support to help set up the National Bushfire Recovery Agency. Deloitte was proud that our vast global reach and depth of expertise enabled us to identify two emergency management experts and bring them to Australia at short notice. Additional Deloitte expertise was leveraged locally through Deloitte’s Chief Edge Officer, Centre for the Edge, Pete Williams.

When bushfires ravaged the east coast in the summer of 2019-20, Pete was in familiar circumstances. He had been in the thick of the deadly 2009 Black Saturday fires as his own family members’ lives were threatened, their houses lost. His experience with bushfire-affected communities, the ways their needs and issues evolve and the importance of consultation were invaluable. Having direct contact with communities to find out what they needed was key.

Supporting bushfire-affected communities on the frontline

Our presence on the ground enabled us to provide effective local support. We brought to bear our capabilities and networking to help organise essential community-based efforts and grassroots initiatives.

The main issue with the recovery effort was matching people who needed help with volunteers. A Facebook group called Tradies for Fire Affected Communities, the brainchild of tradesperson Piers Smart, started up in early January with workers rushing to offer support for fire-affected communities. Some 14,000 skilled tradespeople offered their help. A website was built to manage processes and data. Two Deloitte secondees helped connect 500 people with the help they needed.

Fencing for Fires (FFF) is another grassroots initiative that provided experienced fencing installers and materials to farmers to replace fences. Deloitte teamed up with FFF and Tradies for Fire Affected Communities to kick off Australia’s Biggest Working Bee. Working with community leaders on the ground we identified what immediate needs people had and coordinated volunteer tradespeople or fencing installers to solve problems.

We also helped set up Mission Rainwater, a grassroots initiative that installs water tanks to provide essential access to safe water for families who have seen their properties suffer significant damage from the bushfires. Sustaining water supplies were installed at more than 65 households.

Deloitte also dispatched a secondee to the Business Council Association (BCA) to assist with the immediate delivery and strategic planning of their flagship BizRebuild program. With the clear intent of maximising the impact of limited resources, the program made a significant impact on local businesses and the community by distributing tools vouchers to help tradespeople replace equipment lost in the fires, running professional skills workshop and contributing to the reconstruction of community amenities in fire-affected regions.

L-R: Then Victorian Premier John Brumby, Pete Williams and an Army relief worker following the 2009 Black Saturday bushfires.
Navigating the new normal
Informing and influencing economic debate during the pandemic

Deloitte’s leading economic minds have collectively made a major, positive contribution to Australia’s economic and social policy debate during the COVID-19 crisis.

The Deloitte Access Economics team continues to be at the forefront of a major Deloitte commitment to interpret, analyse and advise clients and policy makers on the evolving impact of the pandemic. Dr Pradeep Philip, Lead Partner, Deloitte Access Economics, said Deloitte Access Economics was the largest private-sector economics practice across Australia and New Zealand, as well as the biggest in Deloitte globally, and with that comes big responsibilities.

“We’re always focused on providing clients with deep economic rigour and insights, but we’re also incredibly mindful of the ways in which we can influence, and contribute to, debates around so many important issues and shape public policy, in good times and bad,” Pradeep said.

Deloitte Access Economics Partner Nicki Hutley sees Deloitte Access Economics’ role as being the interpreters “who can hopefully provide some balance and sense to the population in general as well as specific advice to the firm’s clients.”

Pradeep added, “We do a lot behind the scenes, but we also know that the media remains a vital channel that allows us to inform, influence and help build Deloitte’s eminence. The power of Deloitte Access Economics is that we are great storytellers. And right now, people need to hear accurate, evidence-based stories of our predicament – as well as ways to address it that offer hope.”

Deloitte Access Economics Partner Chris Richardson believes “everyone has a second job in life – the job of leaving the world a better place.”

“Lots of us at Deloitte are lucky enough to do work that allows us to work for a better world at the same time as we do our day jobs. Helping our clients has an enormous impact. But that opportunity is perhaps particularly true for those of us in Deloitte Access Economics, and it is even more true right now.”

Chris Richardson Partner, Deloitte Access Economics

COVID-19: A once in a generation opportunity to reshape the economy

In the midst of the greatest economic crisis since the Great Depression, Deloitte Access Economics considered a series of scenarios – of plausible and possible futures – to understand the signposts and transmission mechanisms which can guide decision-making. Dr Pradeep Philip, Lead Partner, Deloitte Access Economics said:

“Our conclusion? We should design our recovery with reform at its centre, to build a better and fairer economy and country, because productivity is no accident. Australia can do, and must do, better than just return to normal”.

New research – Economic scenarios for the COVID-19 recovery – focused on three forward-looking scenarios and timeframes: from the future we hope for, to the future we want to avoid, to our view of the future we should prepare for. The scenarios forecast economic impacts and identify opportunities for economic and social reform.
Mapping global data to understand COVID-19

In 2020, Deloitte worked on an important project with the World Health Organization (WHO) to build a live dashboard that maps the health and economic interventions used for managing COVID-19 in 190 countries around the world. The dashboard enables government and business leaders to understand the outcome of those interventions on both the management of the pandemic and on the economy in their own countries or markets. It provides the most comprehensive dataset available globally and brings together health and economic data from 50 global datasets in a unique and integrated way enabling more informed decision-making.

“The depth and breadth of Deloitte’s global health care expertise, economic analysis and digital capability make our firm uniquely placed to deliver this major global project. This source of real-time data will be invaluable for making more informed and evidence-based decisions.”

Dr Stephanie Allen
Deloitte’s Global Health Leader

Elevating opportunities for jobseekers

When COVID-19 began to harshly impact on the lives and careers of many young people in 2020, Deloitte’s Tiffany D’Cunha, a manager in the firm’s Learning Solutions Consulting practice – along with her sister – began to think about how they could “pay it forward” during the difficult times.

“We had seen talented colleagues, peers and friends lose their jobs as a result of the pandemic and we wanted to do something to help,” Tiffany explained. They assisted with CV and cover letter updates, as well as passing on recruiter details to those they knew. But they also saw that the problem extended way beyond their own professional and social circles. So, in their personal time, they built a digital platform through which anyone looking for employment could request a CV review, and volunteers could register to be a second set of eyes on their website, elev8me.online.

Three months later, Elev8Me had a virtual volunteering army of 600 volunteers, and had helped 420 jobseekers with resume reviews. “We’ve received really great testimonials from applicants who found employment,” Tiffany said.

The team’s thinking and processes continue to evolve to keep up with the response. The manual onboarding processes have been automated and a data specialist recruited to build recommendations for a jobseeker opportunity based on certain elements of their profile.

“We’re now being approached by organisations to be a registered charity partner. As we grow, our top priority is still to ensure we provide jobseekers with the best support possible and we’re really excited to see where this goes next,” said Tiffany.
How COVID-19 will change core business operations

COVID-19 has forced business leaders to examine almost every business function to understand the short and long-term impacts of the pandemic. Deloitte believes the key macro elements to running a business won’t change. These include understanding who the customer is, understanding cash flow and liquidity positions and, most importantly, having a really strong strategy for talent and workforce.

However, there is a set of core business operations that underpin these fundamentals that’s undergoing considerable change. One concern for most business leaders, during these times, is the workplace: Business leaders need to work out how to successfully adapt to the new normal of a blended physical and virtual working environment. Another challenge facing leaders is the risk within supply chains. The pandemic has highlighted several risks in supply chain networks, which has put increased strain on organisations of all shapes and sizes, both public and private sector. Business leaders need to think about supply chain agility to minimise the risk of disruption to production and to meet customers’ needs. Business is also now confronting key questions regarding its broader role in the economy and society – a matter of trust and licence.

Combating COVID-19 with resilience

We have created several ready-to-go accelerators to help our clients think through their response and recovery journeys and identify their areas of focus.

We also released a collection of insights to help businesses manage and mitigate risk associated with COVID-19. These included:

- The impact of cyber on critical infrastructure in the next normal
- Infrastructure or accelerated capital spend as an economic stimulus
- Health, safety and wellbeing in the new normal
- Strengthening and transforming global supply chains
- Digitally transforming organisations with confidence

Assisting small businesses to survive and thrive

As the impact of COVID-19 continued to grow, so did measures released by the government to support businesses through the crisis. Deloitte developed a COVID-19 Stimulus and Support Finder to identify and understand the stimulus and support available to businesses, helping them to respond, recover and thrive. The Stimulus and Support Finder deploys a series of high-level questions to help businesses identify which types and levels of support are available based on their profile.

An additional Small Business Roadmap for Recovery & Beyond workbook was created to support business owners to navigate through recovery. To bridge the crisis and lay a foundation to thrive, Deloitte identified three phases for businesses to work through:

- Reflect: Define what’s next for a business. Think about what has worked, learnings and what has been missed in response to COVID-19.
- Restart: Manage reopening. Determine where to focus first and what’s required to meet the most pressing business priorities.
- Revitalise: Use these new business priorities to reconfigure and revitalise the business. This requires a balance between ongoing and evolving needs.

The workbook addresses these phases as well as actions and considerations across customers, cashflow, supply chain, workforce, digital enablement and workplace.
Deloitte Australia believes climate change is the biggest shared challenge facing humanity. Climate change is a social, humanitarian, moral, environmental and economic issue. As business leaders, policy influencers and individual citizens, we must face up to the urgent need for comprehensive action. Doing nothing is not an option, and it is not without cost. To mitigate the risks posed by climate change the global economic system must transform to decouple growth from emissions intensity. We must also do our part.

We have a dedicated Climate Action Program, led by Deloitte Australia’s Chief Transformation Officer, Rob Hillard. A Climate Action Advisory Council and Climate Champions Network have been formed to advise the firm executive and to drive climate action work, especially in relation to employee engagement. The multi-year program is designed to work across the firm’s footprint, voice, and market offerings to reduce the firm and our clients’ carbon footprint for a more sustainable and prosperous future.
Footprint

Deloitte Australia is walking the talk on the environment, taking action to cut our carbon emissions and operate sustainably. The firm’s leadership team is committed to intensifying its focus on the need to take action on climate change, and as part of this has agreed to adopt the carbon emissions reduction targets developed by the Deloitte Global Societal Impact Council. Our absolute emissions decreased by 11% in FY20 compared with the previous year (PY), with emissions intensity dropping by 23%. Travel-related emissions make up 66% of our reported carbon footprint, with electricity use rounding out the remainder. While this total emissions reduction was largely driven by a reduction in air travel as a result of the COVID-19 pandemic, we’re determined to take the opportunity to fundamentally rethink ways of working beyond the crisis.

Operational Sustainability

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</table>
As attention shifts to reflating economies it is time to ensure clean energy, transport and smart infrastructure are at the heart of any longer-term stimuli. A key feature of our current crisis is that all sectors have been disrupted and some devastated. But now, in the very midst of lockdown, we must turn our attention from response to recovery. An unprecedented scale of government recovery measures is already upon us. With the scale of these interventions, COVID-19 is fast bringing our economy to an inflection point – one that will define the structure of our economy for decades and help us to rebuild the lucky country.

With the global shift towards low carbon by investors, corporates and citizens, decarbonisation is perhaps the most significant longer-term issue that must be factored into the recovery. Failure of governments to do so may disadvantage economies with existing infrastructure and production capital that’s becoming quickly outdated, requiring additional future upgrades. It may also lead to bailing out, or letting fail, businesses whose value rapidly diminishes due to being unviable in the low-carbon future. This future is not so far away as countries and companies work towards ambitious 2030 emissions targets. Poor investments today would soon be exposed.

In the very midst of lockdown, we must turn our attention from response to recovery. Recovery and building resilience go hand in hand. Resilience to climate change will continue to be an objective in a post-COVID future. A modernised economy with a more sustainable production system is in our sights.

We are experiencing a human tragedy. The COVID-19 crisis is leading to human loss and suffering, hardship and job destruction. It has necessitated immediate and significant public health and economic global responses, affecting all of us, both now and for the foreseeable future. But with the economic recovery comes great opportunity to embrace a low-carbon future and refocus on the green economy rather than stick to 20th century business models and infrastructure. A modernised economy with a more sustainable production system is in our sights.

Seizing the moment: how Australia can build a green economy from the COVID-19 wreckage. Governments need fiscal policies that achieve both short-term recovery and set a longer-term beneficial direction for the economy. As attention shifts to reflating economies it is time to ensure clean energy, transport and smart infrastructure are at the heart of any longer-term stimulus. A key feature of our current crisis is that all sectors have been disrupted and some devastated. But now, in the very midst of lockdown, we must turn our attention from response to recovery. An unprecedented scale of government recovery measures is already upon us. With the scale of these interventions, COVID-19 is fast bringing our economy to an inflection point – one that will define the structure of our economy for decades and help us to rebuild the lucky country.

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We believe we have a responsibility to use our voice to influence policymakers in seeking solutions to the most significant national and global challenges before us. We draw on our vast experience with business, communities, governments and regulators, alongside our research and analytical expertise to contribute to a balanced debate on climate change. The responsibility for change rests with all, and the transition of our economy is an imperative.

So, we use our voice to speak to Company Boards, their Chief Executives and Chief Financial Officers and the entire C-suite to help them grasp the challenges ahead; to speak to communities and workers to help navigate a pathway to skills and jobs for the future; and to speak with governments and regulators to build a least-cost, balanced, transition for the economy. We produced many pieces of analysis and thought leadership focused on the climate debate in FY20. These included our perspective on decarbonisation and the opportunity for Australia in driving a green economic recovery from COVID-19, which appeared in the Guardian, an excerpt of which is included on the next page.

Decarbonisation is our future: It must be factored into the COVID-19 recovery

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Read more about our offerings to help companies address climate change and transition to a low-carbon future.

One of the major ways Deloitte Australia helps address climate change is by advising our clients how to manage the business risks arising from it, assisting them to transition from high to low-carbon intensive activities and exploring alternative energy sources. We provide our clients with a range of services to assisting them to manage and thrive in the low-carbon world, one in which climate risk stress testing will become a key imperative for Australian businesses.

Assisting clients to mitigate climate change and pivot to new opportunities

We utilise leading tools and approaches leveraging climate science, economic and financial modelling to develop tailored solutions and strategies for clients. Our proprietary Decarbonisation Solutions® assists our clients to analyse and understand their decarbonisation journeys and to challenge existing business models through climate science. We have helped some of Australia’s largest and most complex organisations across diverse sectors including mining, infrastructure, agriculture, banking and government to understand the impacts of climate change under different emission scenarios; to develop emission reduction targets using the Science-based Targets Initiative; and to develop net zero pathways as well as model economic and financial impacts. We have also provided pro bono support to assist a leading charity to achieve carbon neutral status and further reduce their climate impact.

In 2018, BHP led the global resources industry with a goal to reduce its operational greenhouse gas emissions to net zero in the latter half of the century, in line with the 2015 Paris Agreement goals. In 2019, BHP committed to setting a medium-term, science-based target for operational emissions.

Energy Transition & Decarbonisation Partner, John O’Brien said BHP’s commitment creates a highly attractive and differentiated approach that will positively impact the whole resources industry.

BHP’s Innovation Sustainable Operations and Sustainability and Climate Change teams swung into action on the Pathways to Net Zero project, to drive operational emissions reductions.

As part of a global effort, we helped to identify, quantify and articulate potential pathways to achieve and maintain net zero operations by 2050, informing the development of the medium-term target.

Deloitte helped BHP develop a decarbonisation tool, with global experts from multiple jurisdictions providing ongoing input on emerging issues.

We’re proud to have helped some of Australia’s largest and most complex organisations across the resources, infrastructure and banking sectors understand the impacts of climate change under different emissions scenarios.
Making healthy rivers

The Resilient Rivers Blueprint is an innovative framework for managing river systems in a world that is undergoing a dramatic acceleration of change. It differs from most other management approaches in that the focus is on protecting rivers, not just for the current generation, but for future generations.

The initiative involves a rigorous holistic assessment process to evaluate a river and its community’s resilience through a series of simple qualitative self-assessments, followed by a quantitative objective assessment.

Deloitte is working with the International River Foundation and founding partners to develop the framework and supporting engagement/assessment tools. We also bring to the table our experience in governance, systems-thinking and sustainable finance.

The framework, which covers governance and institutional arrangements, financial security and access, systems thinking and management approaches, will be promoted to river custodians and authorities around the world.

The Resilient Rivers Blueprint’s long-term time horizon leads to some subtle, but crucial differences in management priorities. These include establishing stable institutional arrangements, developing a system approach, securing financial security and embracing an adaptive management framework.

The Blueprint is targeted for river managers, practitioners in river-related organizations, scientists who work with river communities and managers, community organisers, river basin organizations, and interested parties.

The definition of river resilience, is derived from the following Stockholm Resilience Centre’s definition: River Resilience is the capacity of a river system and its associated communities to quickly recover from disturbances, adapt to changes without collapsing, and to transform through innovation and implementation of resilience strategies.

Helping athletes to navigate climate change

As a former international-level Australian netballer, Deloitte senior manager Amy Steel was struck down by severe heat stroke while playing a practice match in South Australia in 39-degree Celsius heat.

It spelled the end of her netball career and has left lasting health impacts. But it also helped inspire her work in Deloitte’s sustainability practice and her study of a Master’s of Climate Policy, along with her commitment to help other athletes to find their voice on climate change. Amy started out with Audit & Assurance at Deloitte gaining strong experience with clients in the energy sector. She has been formally trained by the Bureau of Meteorology and CSIRO, deepening her quest for knowledge about the science and modelling involved, and global best practice.

There’s a fine balance for athletes speaking up about climate change and the importance of government funding and support for stadiums and sporting events, according to Amy. She believes athletes must stand up for their values and acknowledge the signs of climate change are irrefutable. This belief led her to help VicSport implement guidelines dealing with extreme heat conditions.

“It’s definitely one of those things, the more you learn, the less you know. The more you get into it you realise how complicated the science is. Sometimes there are unintended consequences from solutions.”

Last year Amy spent three days with the former US Vice President and environmentalist Al Gore at a workshop in Brisbane after being nominated by the Sports Environment Alliance. COVID-19 prevented her from attending the UN Sport conference, which was rescheduled to an online event in October 2020, but as a result she became the first athlete supporter of EcoAthletes (now joined by 20 athletes globally), whose purpose is to give athletes a platform and a voice to become more vocal about climate change.
Working with purpose for a better society

Working with the nation’s leading businesses and governments, we combine our professional expertise and intellectual assets with Deloitte’s purpose, which is to make an impact that matters. We focus where our skills make the greatest impact, raising awareness, taking clear action to help improve lives, and driving reform towards a more prosperous and sustainable society. Examples of our work profiled here in areas such as migration, disability, family violence and mental health – among others – are tangible evidence of the way we activate our purpose within our business to participate in building a fair and inclusive Australia.
Valuing skilled migrants in Queensland

Working with the Queensland Government, Deloitte Access Economics determined that the state’s economy would be $250 million larger in ten years if the skills of migrants were better utilised; this economy-wide impact is the result of the increases in productivity and flows through to economic outputs and consumption. Each year, thousands of skilled migrants and refugees come to Queensland to make it their home. These people bring a diverse range of skills, qualifications and extensive professional experience that has the potential to add significant value to businesses, the economy and society. Despite over 80,000 skilled migrants and refugees coming to live in Queensland over the last 10 years, analysis by Deloitte Access Economics shows that almost half (49%) are not fully utilising their skills and experience in the labour force. What’s the impact? The cost of skill underutilisation in Queensland per annum is more than $21.9 million. This cost arises from a lack of skills recognition among the migrant cohort in Queensland and associated social impacts including unemployment as well as issues affecting health, family-life and a sense of belonging in Australia.

Reshaping disability services

For almost three years, Deloitte has played a pivotal role in assisting the Victorian Government to reshape the disability services market in Victoria. We’ve now successfully helped complete the transfer of disability accommodation and respite services, currently operated by the Government, to five not-for-profit organisations, as part of the transition to the National Disability Insurance Scheme (NDIS). A complex and challenging program, the NDIS aims to successfully deliver high quality outcomes for thousands of clients, the department, and the state by consolidating and replacing existing specialist disability support systems under a single scheme. The successful transfer of these services will help the Government deliver on its promise to the NDIS, providing more choice and control to people with disabilities over the services and support they receive.

Understanding disruptive technologies in mental health

The World Economic Forum and Deloitte Australia have embarked on a joint two-year project to contribute to better mental health outcomes on a global scale. Based on Australian as well as international health data, it is estimated that almost half of the world’s population experience a mental illness at some point in their lifetime. This currently includes 300 million people with depression, 284 million with anxiety and 178 million with an alcohol or drug abuse disorder. At the same time there are over 10,000 apps available related to mental health and less than 1% have been assessed for their clinical efficacy. The project engages executives and leaders from across government, big business, the public sector, technology, healthcare, and especially people with lived experience of mental ill-health, to advise on the development of an ethical and regulatory framework to support the strategic, safe and successful implementation of e-mental health solutions. The project’s objectives are to:

- Make the case for change as to how technology can support the delivery of improved mental health outcomes, including a global review of what technologies are available and the importance of using a framework to guide decision-making.
- Create a decision-making framework, including ethical, regulatory, governance and funding considerations, to guide policymakers, employers, investors and providers to feel confident to build and implement e-mental health solutions.
- Test and refine the framework in a real-life setting.

Deloitte Australia and the Forum have begun a project partnership with the New Zealand Ministry of Health to pilot the toolkit in New Zealand and we are actively looking forward to identifying further national pilot opportunities. We have hosted workshops at Davos in January 2020 and the online webinar A Paradigm Shift in Mental Health in May 2020. We are planning major project workshops online at the Global Innovators Summit in December 2020 and Davos in January 2021. These ethics and governance workshops and partnerships mark a turning point in the project from research and community-building towards our project’s second objective: creating a governance framework for ethical, safe, strategic and confident use of technology in mental health. We believe technology has the ability to support the early detection, diagnosis, treatment and prevention of mental ill-health and make care much more accessible throughout the world than it is today.
Promoting Indigenous business and jobs in WA

Deloitte has worked with the Wirrpanda Foundation for over a decade helping it to thrive and grow into an organisation with more than 100 staff. In 2019 Deloitte also supported the Wirrpanda Corporation to design the West Australian Indigenous Business and Employment Hub. The hub provides services to achieve sustainable business goals, jobs and aspirations for the Indigenous community of WA. Deloitte was fundamental in designing the hub’s operating model using Deloitte’s ‘Operating Model’ methodology. The design was further informed by interviews with Indigenous businesses and job seekers, Chamber of Commerce and private sector organisations, as well as desktop research. On 17 February 2020, the hub’s official launch was attended by the Federal Minister for Indigenous Australians, Ken Wyatt, the WA Treasurer Ben Wyatt and Federal MP Steve Irons to name a few. Deloitte was recognised as a key contributor to the design and establishment of the hub.

Tracking progress on domestic and family violence in Queensland

Deloitte Access Economics was engaged by the Queensland Department of the Premier and Cabinet to support the implementation of the evaluation framework for the Domestic and Family Violence Prevention Strategy (2016-2026). The evaluation included a review of the strategy’s second action plan. The purpose of the structured review was to summarise progress to date and develop a single narrative describing the extent to which the Domestic and Family Violence Prevention action plan has progressed the reform towards its key outcome. The evaluation included engagement with six government departments, surveys with Domestic and Family Violence (DFV) service providers, conversations with people affected by DFV, interviews with the DFV Implementation Council, the Aboriginal and Torres Strait Islander Advisory Group and Interdepartmental Committee and Executive teams. Given the scale and complexity of the reforms undertaken, the delivery and implementation to date was commendable, a sentiment echoed during consultations with stakeholders both internal and external to government. It is too early to observe the long-term outcomes sought from the strategy, though there are examples of programs, including pilots, which are showing promising results, suggesting that Queensland is on track to achieve its objectives.

Demonstrating that social inclusion pays off

The Special Broadcasting Service (SBS) commissioned Deloitte Access Economics to quantify the economic dividend from improving social inclusion in Australia in order to help shape its future policies and strategies for delivering on its charter. The analysis found that social inclusion plays a critical role in lifting Australia’s living standards through increased productivity in the workplace, improved employment and health outcomes, reducing the cost of social services and by spreading the benefits of economic growth across society. The economic dividend from Australia having a more inclusive society is estimated to be worth $12.7 billion annually as a result of higher productivity, improved employment outcomes and improved health outcomes. A diversity of experience, cultures and attitudes can help provide a breeding ground for new ideas. How well people relate to one another in the workplace is important to facilitating creativity, while social connectivity can help labour markets function more efficiently. As Australian society becomes increasingly diverse, the importance of fostering social inclusion will grow. This is important for our communities and our economic prosperity. To do so, we will need to place policies that support social inclusion at the forefront of our public policy agenda and develop policies to share the economic benefits of diversity across different groups in our society.
Innovating with GovLab

GovLab is Deloitte’s global public sector innovation offering designed to support public sector organisations to develop the mindset, skills and toolkit needed to innovate. Now launched in Australia, GovLab enables the firm to support our clients to design, build and launch innovations and think through complex problems using design thinking. The signature GovLab sessions provide a structured approach to solving complex or ‘wicked’ problems, currently offered in two formats: a 100-minute innovation masterclass; a two-day hackathon-style workshop.

In 2020, more than 200 young professionals from the Victorian public sector developed potential solutions for Victoria’s pandemic response at GovLab hackathon sessions. Deloitte co-designed and delivered eight events throughout the four-week program and sponsored the inaugural Young IPA (YPAA) VIC Masterclass Series, helping to build the capability of future leaders in the Victorian public sector.

Our WA Public Sector Emerging Leaders’ Dialogue (ELD) program cohort participated in a GovLab 100 minutes-to-innovate masterclass, exploring the challenge of enhancing collaboration in the public sector. Ideas included a government-wide collaboration platform and game show-inspired incentive program. We also collaborated with the WA Innovation Hub to deliver a virtual Design Lab in June where 70 members of the community developed potential solutions for the important challenge: How might we ensure that citizens stay well as Western Australia commences the process of easing COVID-19 restrictions? Ideas and innovations included methods for engaging the community, gathering data and approaches for communications and education campaigns, such as apps for health information, financial literacy and support. The WA Innovation Hub will now review the ideas and innovations generated during the Design Lab to further develop and test them with the WA Community.

In 2019-20, an estimated 142,740 people live with active epilepsy in Australia, costing a total of $12.3 billion, according to a report by Deloitte. The lifetime costs for the estimated 14,603 new cases per year is $22.2 billion. Epilepsy doesn’t discriminate, being prevalent across gender, age and location. Epilepsy is a serious neurological condition that carries with it stigma, psychiatric comorbidities and high economic costs. It is the second most burdensome neurological condition, after dementia, accounting for 14.6% of the burden of disease of all neurological conditions. According to the World Health Organisation, epilepsy accounts for over 13 million disability-adjusted life years and is responsible for more than 0.5% of the global burden of disease.

The purpose of the evaluation is to assess the processes, outcomes and impacts of the SDCP across three levels: consumers with very severe BPSD and their families/carers; SDCP providers (staff and local partners); and the broader aged care and health systems.

The evaluation involves extensive engagement with key stakeholders across Australia, including a series of consultations and a survey administered to SDCP staff at each of the SDCP sites. The consultations and survey will address a specific set of evaluation questions related to program implementation, effectiveness and efficiency.

The findings will allow the evaluation team to generate important and novel evidence on the implementation and impact of a first of its kind program for older people with very severe behavioural and psychological symptoms of dementia (BPSD).

Decoding dementia
Deloitte Access Economics has been commissioned by the Commonwealth Department of Health to undertake an evaluation of phase one of the Specialist Dementia Care Program (SDCP) over the period 2019-2022. The SDCP provides specialist transitional residential support for people with very severe behavioural and psychological symptoms of dementia (BPSD),

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Reforming out of home care services for NT children

Territory Families, which provides out-of-home-care (OOHC) services for children in the Northern Territory, engaged Deloitte to help them establish a best service model for the reform and delivery of their programs. The focus of the review included expansion of foster and kinship care services, strengthening child-centred care, as well as ensuring accountability and governance across the system.

We examined best practice approaches from a jurisdictional analysis, along with analysis of the findings and recommendations from of the NT Royal Commission and the Royal Commission into Institutional Responses to Child Sexual Abuse. The Deloitte team developed a comprehensive understanding of the opportunities to enhance the NT’s OOHC system. We then worked through a human-centred service design process with Territory Families to create a new operating model framework.

To ensure the functionality of the service model, Deloitte: built a financial model; conducted procurement analysis; designed a monitoring and evaluation framework as well as a high level implementation plan for the reformed OOHC service model.

The process resulted in the development of a transformational reform approach to OOHC in the NT. This included the design of a transition from institutional to home-based care, through the empowerment of families and communities to undertake foster and kin care. The model also established a child-centred therapeutic approach to institutional care as a solution for when home-based care is not possible. The reform approach is ambitious and will establish the NT as a leader in OOHC services in Australia.

Valuing Kakadu National Park

Kakadu National Park is one of Australia’s most iconic natural and cultural assets and is known around the world. Since Crocodile Dundee was filmed there in the 1980s, while the Park’s natural and cultural values have remained, the tourism infrastructure has become dated.

The task for the Deloitte Access Economics team and the Darwin office was to value Kakadu National Park, the iconic site that is dual listed on the UNESCO World Heritage List for its outstanding natural and cultural values. The Deloitte report, which is now complete, considered the economic contribution of tourists as well as a national survey of Australians’ attitudes to the area. Local government and community consultation also provided key inputs to the report, which will be launched as part of the re-opening of tourism in the NT at a future date dependent on the end of the COVID-19 crisis.
Deloitte Australia strategically targets its community impact in vital areas including global poverty, education and the creation of opportunities for disadvantaged people in regional Australia, among others. Our national community partnerships with not for profit organisations, aligned with our purpose and our values, enable us to collaborate on in-depth projects resulting in sustainable long-term impact.

In addition to our longstanding partnership with Oxfam Australia, our national community partners include Many Rivers, which focuses on empowering people who need business and financial support in rural and remote Australia. In FY20, we welcomed The Smith Family as our third national community partner, with a specific focus on creating opportunities for disadvantaged children using education as a key tool.
Assisting Queensland organisations to help people in need

The Community Services Industry Alliance’s (CSIA) role is to advance the business and sustainability of the community services industry, which positively changes the lives of the most vulnerable people in Queensland. Consisting of 2,400 businesses, the industry employs 114,000 people and contributes $5 billion to the Queensland economy. CSIA’s impact on the industry combines business insights, training and principles. It assists and teaches community organisations in Queensland to become more relevant, effective and sustainable, enabling them to make a bigger difference to the lives of the state’s vulnerable residents. Deloitte is proud of its association with CSIA and our community contribution, through pro bono audit services, to make an impact that matters.

Helping rural workers in Sri Lanka

Deloitte Australia has been recognised as a leading provider of pro bono services. In FY20 we delivered the equivalent of $12 million in pro bono services.

In February 2020, a Deloitte team travelled to Sri Lanka to work with our national community partner Oxfam on a major pro bono project to improve the lives of poverty-affected rural workers, especially women. In Sri Lanka, the average farmer earns less than $275 AUD per month, which is 75% lower than the median Sri Lankan income. The project is part of Deloitte’s WorldClass goal to positively impact 50 million lives by 2030. The aim is to increase the farmers’ income by improving the quality and quantity of products they produce in the handloom, fruit, vegetable and spice sectors.

The joint Deloitte Oxfam initiative will help to improve local communities’ welfare through various initiatives such as increasing female economic participation and empowerment, increasing producer income and crop yield, reducing the impact of price fluctuation, and building alternative income to hedge against climate and crop adversities.

Four key sustainable development outcomes are expected:

• 20% increase in income through improved produce
• Increased skills for more than 930 people
• A more inclusive and gender-equal economy
• Increased women’s participation by influencing national and regional policies.
Opportunities flow through Many Rivers

The Deloitte Foundation’s national community partner Many Rivers provides financial and other support to entrepreneurs and communities in disadvantaged contexts who lack access to economic development through mainstream channels. It has a particular focus on assisting communities in rural, regional and remote Australia, including many First Nations people. Many Rivers’ inclusion helps us deliver WorldClass, our global organisation’s initiative to positively impact 50 million futures by 2030.

Kerry Neill’s Goombuckar Creations

Proud Gubi Gubbi man Kerry Neill is among many Indigenous Australians whose lives have been helped by Many Rivers and Deloitte. Recovering from a low point in his life some years ago, Many Rivers enabled Kerry access to a business loan he says he would have had trouble getting from the bank. This enabled him to produce a How to Play the Didgeridoo CD, which was commercially successful.

“I think Many Rivers gives people an opportunity and a place to start without too many questions ... without all the rigmarole of other lending bodies. Many Rivers is tailored more so to the grassroots people. They really do make an effort to build that relationship and, not just hand cash out, but to give people a hand up.”

Kerry Neill Goombuckar Creations

A spirit of giving

Our workplace giving program is a fundamental part of our culture. Deloitte dollar matches regular donors’ financial support to our family of charities, and to emergency appeals the firm launches when crises strike. As well as our national community partnerships with Oxfam Australia, Many Rivers and The Smith Family, we support another 29 charities through workplace giving, pro bono support, and skilled and hands-on volunteering. On Impact Day, held every November, nearly 5,000 of our people support scores of not for profit organisations. In FY20, we donated more than $1.7 million to charities via our workplace giving program, individual appeals and dollar matching by the firm.

Aiding victims of natural disasters

When crises strike unexpectedly, we give our people the opportunity to contribute financially – and Deloitte dollar matches their support. In FY20, staff donations and Deloitte dollar matching to the 2019 NSW and Queensland bushfire appeals totalled more than $42k. This was followed by the firm’s 2020 National Bushfire Appeal, which raised almost $200k that was distributed to the Worldwide Fund for Nature, Wildlife Victoria and The Community Enterprise Foundation. Further contributions were made to aid victims of the South Asia Floods. A special Wishing Well donation of $100k was distributed across seven charities with specific efforts directed towards the COVID-19 response in Australia.
As the Fourth Industrial Revolution unfolds, Deloitte's global initiative WorldClass seeks to provide people with the opportunities they need to find meaningful work in today's accelerated, technology-driven economy. WorldClass is a global Deloitte initiative to prepare 50 million futures for a changing world by 2030 in the areas of education, skills development and access to opportunity. Deloitte Australia's WorldClass goal is to impact one million futures by 2030. A WorldClass Steering Committee, chaired by Deloitte Partner Ellen Derrick, oversees Deloitte Australia's efforts. These comprise a combination of short and longer-term goals through actions such as nurturing social leadership and building capacities across our communities, clients and people.

In FY20, Deloitte Australia’s WorldClass initiatives helped more than 92,000 lives, a 55% increase on the previous year. Major contributing initiatives included the launch of Courageous Principals, our national community partnerships, Impact Day and our award-winning pro bono program. This brings the total number of lives through Australia's efforts since launch in 2018 to 183,466.

Our WorldClass targets are in line with the timeframe for achieving the United Nations' Sustainable Development Goals (UN SDGs). In particular, WorldClass supports the goals that focus on inclusive and equitable education and lifelong learning (UN SDG4); and sustained economic growth and decent work for all (UN SDG8).

In the popular tourist diving destination and south-east Papua New Guinea (PNG) province of Milne Bay, computers and books can be hard to come by. There's also a chronic shortage of people with digital skills. So, since the Milne Bay Education Resource Centre and Public Library opened in August 2019, hundreds of local children have benefited from its educational resources. In March 2020, Deloitte PNG, Deloitte Australia and technology consulting firm Future Crunch realised a shared vision for the Milne Bay centre with our charity partner Buk bilong Pikinini. That vision was to take the centre to a whole new level by merging traditional and digital literacy there and to foster a culture of innovation for the province's children. The combined result was a boost to the centre of 8,000 books and 12 new computers. The computers were carefully chosen to create a digital hub for children and other young people to access digital learning, do research online and to provide them with the best foundation and skills to navigate the future digital economy. Deloitte's Pete Williams who ran the project said, “This donation is game-changing. Just a few months ago at the Milne Bay centre, there wasn't a computer anywhere. This equipment provides the young people of Milne Bay province a window to the world. These kids will now have a chance at literacy and education – access to the Internet will empower them like nothing else can.”
Unleashing societal change

From 6-13 November 2019, 1,000 young leaders from around the world gathered in Shenzhen, China for UNLEASH. The vision of UNLEASH is to build the world’s leading platform for innovative, scalable solutions to the UN Sustainable Development Goals (UN SDGs). As 2019 Lead Innovation Partner, Deloitte brought a global team to deliver the Innovation Lab, a new accelerator track and to play a key role in the continuous development of UNLEASH. Deloitte brought a global team to deliver the Innovation Lab, a new accelerator track and to play a key role in the continuous development of UNLEASH. Deloitte brought a global team to deliver the Innovation Lab, a new accelerator track and to play a key role in the continuous development of UNLEASH. Deloitte brought a global team to deliver the Innovation Lab, a new accelerator track and to play a key role in the continuous development of UNLEASH.

Teams in the Quality Education stream came up with:

- An early autism detection tool using smart carbon paper which significantly reduces the cost of autism detection testing
- A better, more comfortable, material for school uniforms in hot countries
- An education and exchange platform for young people studying art
- A board game that trains critical thinking and media scanning for youths
- Training programs using virtual reality for communities in remote regions
- A sports program to engage children in refugee camps and to enhance their social emotional learning.

The activity concluded with the teams firming the solution implementation roadmap and their plans to utilise the skills gained into future projects.

Addressing forced labour and modern slavery

The Minderoo Foundation commissioned Deloitte Access Economics to quantify the economic benefits of eliminating forced labour across a range of developing countries. Forced labour is the biggest category of modern slavery. Around 40 million people are estimated to live in modern slavery globally, among whom over 24.9 million work as forced labourers, according to Deloitte Australia’s report. The economic benefits of eliminating forced labour are estimated to be substantial, with a 1% decrease in the prevalence of forced labour associated with a 0.07% increase in output, all else equal. That is, in a scenario where the prevalence of forced labour is reduced by 50%, GDP is likely to be boosted by 3.6%. These findings are based on current data availability, which is limited and subject to measurement error.

Ensuring a responsible supply chain

Deloitte seeks to prevent, mitigate and remediate modern slavery through our Australian operations and global supply chains. In order to meet the Modern Slavery Act requirements, we are undertaking a staged approach to assess and address modern slavery risks by:

- Reviewing our supplier standards and contracts
- Undertaking a supplier risk assessment
- Developing an ongoing risk assessment framework
- Delivering risk training modules.

Deloitte will publish its first modern slavery statement in 2020-2021, in accordance with Australian legislative requirements. Deloitte is committed to being a responsible business, upholding the Deloitte Global Principles of Business Conduct that contain unequivocal statements about maintaining a responsible supply chain. We have actively supported Australia’s legal efforts to fight modern slavery by contributing to Parliamentary Modern Slavery Act consultations and by helping our clients to identify modern slavery risks and actions, as well as prepare for modern slavery reporting. Deloitte regularly hosts awareness raising events and training sessions on the Modern Slavery Act.

40m
people estimated to live in modern slavery globally

Deloitte will publish its first modern slavery statement in 2020-2021
Creating a diverse and inclusive culture

Purpose-led, diverse and inclusive, Deloitte Australia’s culture sets us apart. Our commitment to inclusion, diversity and wellbeing (ID&W) is central to our culture and aligns with our shared values of Leading the Way, Fostering Inclusion and Taking Care of Each Other. Through this approach we’re committed to creating a safe, respectful and inclusive environment where everyone has equal opportunity to grow, develop, succeed and be recognised. It’s a spirit that sees us rally to help our communities in times of crisis such as the unprecedented bushfires of 2019-2020.

The tone is set from the top by our CEO, Richard Deutsch, his National Executive, and our ‘Connected 100’ – a team of the most senior and influential partners at Deloitte Australia. Our ID&W commitment extends beyond our firm to contribute to driving change in society for inclusion and belonging. Wellbeing underpins all our diversity and inclusion initiatives and is the foundation for an inclusive, safe, ethical and productive workplace that is ready for the future and allows everyone to reach their full potential.

“Through our Inclusion, Diversity and Wellbeing Strategy, we’re working to continuously improve our processes and policies to create an inclusive environment, internally as well as for our clients and communities. Our gender equality, accessibility, LGBTIQ+, and cultural inclusion initiatives are addressing specific challenges for our diverse workforce and identifying and removing barriers to equality. Through this, we are creating a level playing field and a more inclusive culture for everyone.”

Margaret Dreyer | National Lead Partner, Inclusion, Diversity and Wellbeing
Creating a diverse and inclusive culture

Our diversity role models

We continue to build our inclusive leadership capabilities across the firm. Our Lead Partner Sponsors for each area of our ID&W strategy shared their deliberate acts of inclusion with us.

“"I want to help build systems that are culturally neutral, while encouraging our people and our leaders to be culturally curious.”

Leon Doyle Lead Partner Sponsor of Cultural Inclusion

“In my role as the National Lead Sponsor for GLOBE, our LGBTIQ+ network, I feel so lucky and proud to contribute to an inclusive culture, where everyone feels safe and included – as well as valued and celebrated for who they are. I’m also very proud of the work we’ve done with the broader LGBTIQ+ community, particularly working with Rainbow Families, an organisation dedicated to supporting LGBTIQ+ parents and children.”

Robbie Robertson Lead Partner Sponsor of LGBTIQ+ inclusion

“I aim to provide opportunities for everyone, regardless of gender. Through programs like Inspiring Women we’re accelerating the careers of our high potential female leaders, and driving to make gender equality, diversity and inclusion a reality at Deloitte every day.”

Suzie Gough Lead Partner Sponsor of Deloitte Australia’s Inspiring Women program

“Our number one priority during COVID-19 is to protect the health, safety and wellbeing of our people in this extraordinary time. It’s important that we all stay focused on our own wellbeing and take care of each other as we get through this together. I want everyone to know they can and should reach out for support and check in with their colleagues on how they are feeling. No matter what, a culture in which our people feel comfortable to disclose an issue (knowing that those around them will be supportive) is critical and at the heart of our shared value of taking care of each other.”

Clare Harding Chief Transformation Officer

Supporting LGBTIQ+ colleagues through mentoring

GLOBE is Deloitte Australia’s LGBTIQ+ leadership forum and member community.

In 2019, the GLOBE Network began GLOBE Mentoring for new and existing employees who identify as LGBTIQ+. The goal of the program is to provide dedicated and confidential career and workplace support by connecting people across the firm who may have experienced challenges because of their sexual orientation or gender identity.

Research from Pride in Diversity (Australia’s only not for profit organisation focused on LGBTIQ+ workplace inclusion) shows that almost one in every two LGBTIQ+ people feel the need to hide their sexual orientation at work. The fear of ‘coming out’ can be magnified for new employees or each time someone starts a new engagement or becomes part of new team.

The LGBTIQ+ mentoring program supports our LGBTIQ+ team members, allowing mentors to share lived personal and professional experiences to provide insight, advice and guidance to others in the community.

“I signed up to the GLOBE mentoring program a couple of months after joining Deloitte as a graduate in 2019. Like many LGBTIQ+ folks, I’d experienced homophobia in other organisations. Having a confidential and ongoing connection with a colleague who had similar experiences was invaluable in developing the confidence to be more myself at work. I gained so much from my mentor and being able to share my lived experiences with them – to talk about what we had in common, and about how our experiences were distinct. The mentoring program was also a great entry point into being more involved in the broader GLOBE network, and it taught me how to be a better mentor to others in the LGBTIQ+ community. My advice to those interested in the program would definitely be to give it a go.”

Rachel Power Graduate, Financial Advisory
Creating a diverse and inclusive culture

Sharing our cultural diversity through storytelling

Cultural diversity is a driving force for development across the globe, within countries, and importantly, within workplaces. We’re a diverse organisation and proud of it. Our cultural diversity strategy is aimed at creating an environment where all our people can maximise their potential, regardless of their ethnicity, cultural background or any other form of diversity.

Our virtual Cultural Conversations series, launched in 2020, is designed to showcase our culturally diverse workforce by sharing the stories and experiences of our people.

During our launch event, three speakers from across the business shared their experiences. Almost 100 people joined the call, listening intently and asking questions that helped facilitate a meaningful discussion about cultural identity and the way experiences can shape you. Our three speakers shared their stories with vulnerability and honesty and their voices have helped enrich and strengthen our cultural identity journey.

“I’m so glad that I shared my own experience and listened to other stories. Storytelling is the most powerful tool to connect. Realising that everyone’s journey is so unique makes you feel beautifully weird and special without a sense of exclusion. At the same time, you can find pieces of other people’s stories that you can relate to and are intriguing. I hope these discussions continue so that I can be a part of more in future.”

Ludo Fert Director, Risk Advisory

Promoting wellbeing during COVID-19

In response to COVID-19, we have provided a structured and comprehensive approach to the health, safety and wellbeing of all our people.

To support the wellbeing needs of our people through this time, we have:

- Created a dedicated internal COVID-19 and Wellbeing Hub to provide our people with a range of information, tools, and curated resources
- Launched our virtual learning campus ‘Stepping into the Future’, designed to equip our people with the skills and experience to navigate our changing world, including topics such as resilience, positive mindset and adaptability
- Shared firm-wide weekly wellbeing emails from Clare Harding, our Chief Transformation Officer, sharing wellbeing resources, tips and stories. This includes a Deloitte-produced podcast which showcased an open, honest and authentic story about the mental health journey of one of our senior partners titled ‘It’s OK not to be OK’
- Invited a number of external wellbeing speakers to run sessions on topics such as energy, mindset and resilience
- Teamed up with ‘Parents at work’ to provide a range of interactive webinars and podcasts to support our working parents
- Worked with an external provider, to launch an internal virtual exercise series, aimed at helping people keep fit whilst working from home.
Enabling parental leave with DeloitteFlex

Deloitte is proud to take the lead with an approach to parental leave that gives all parents – women and men – more flexibility and choice in how they care for their family.

In 2019, we significantly enhanced our Parental Leave Policy to provide greater flexibility and choice. Our policy now includes all parents: birth, adoptive, surrogate, foster as well as same-sex parents. It reflects five key changes:

1. Removing maternity, paternity, primary or secondary carer labels by using the term ‘parental leave’
2. Introducing the option to take leave over the first 36 months after the arrival of a child, in three flexible ways, including on a part-time weekly basis
3. Continuing superannuation contributions while taking unpaid parental leave
4. Giving Deloitte people the option to take leave at the same time as their partner
5. Changing the eligibility for paid parental leave to take effect from the time our people start at Deloitte, subject to successfully completing their probation period.

Policy changes and improvements have led to a pleasing increase in the uptake of parental leave by men from 12% to 20% over the last four years.

“I took parental leave for both of my boys when my wife returned to work, one block a few years ago and another just this year. These arrangements have been incredible for my wellbeing and for my family, providing an excellent balance for us all.”

Mitch Cullen Manager, Consulting

“When we had our first child a few years ago I only took a couple of weeks off work. So, when we fell pregnant earlier this year with twins, I knew I wanted to take more leave this time. Those first few months are so special. I discovered I was able to take six weeks parental leave in a block. At the end of parental leave, I negotiated to work from home one day a week. The flexibility has been great to balance my home and work life and allow me to spend that precious time with my family.”

Jonathan Goldman Partner, Risk Advisory
Supporting gender equality through All IN strategy

Our ALL IN strategy sets out to achieve equal representation of women and men at all levels across the firm. We’re doing this by identifying and removing barriers to equality within our employee experience. We want to create a level playing field and a more inclusive culture for everyone in line with our shared values of Fostering Inclusion and Taking Care of Each Other.

In the last 12 months we’ve made several deliberate choices to make sure we’re proactive in identifying and removing barriers:

- **Deloitte Flex**
  Our refreshed Deloitte Flex framework recognises that there is more than one way to work flexibly. It provides nine types of flex that our people can use in combination, to enable them to live and work in a way that best suits their personal and professional needs.

- **Return to Work program**
  In 2020, we launched our refreshed, market-leading Return To Work program, designed to support individuals who re-enter the workplace after an extended break.

- **Deloitte Dads**
  In 2019, our Deloitte Dads photo exhibition toured all of our Australian offices, continuing the conversation about our progressive and market-leading parental leave policy which gives fathers the opportunity for greater access to parental leave to care for their children.

- **Inspiring Women program**
  This year we launched our Inspiring Women program, focusing on accelerating the careers of 120 of our high potential female leaders, with each participant selected by their peers as being a role model and inspiring others.

- **Gender Equity Month, International Women’s Day and Sponsorship**
  March 2020 was Gender Equity Month, an entire month spent raising awareness for gender equity through a number of initiatives, highlighting the work we’re doing to remove barriers to drive a more inclusive workplace for all.

- **International Women’s Day**
  To launch Gender Equity Month, we held International Women’s Day celebrations in each of our offices around the country. The external theme for this year was #EachforEqual and we recognised this internally by shining a light on sponsorship. As part of this, 100 of our most senior partners also signed a panel promise to increase the visibility and contribution of female leaders in public and professional forums, by ensuring that all panels they participate in have more balanced gender representation.

- **Work180**
  We’ve entered into a new partnership with Work180, a job board focused on attracting female talent, which will help us identify and recruit female talent to strengthen our partner pipeline.

- **Inclusion culture and training**
  This year, we launched our refreshed ‘Respect at Deloitte’ training for all our people, and ‘Inclusive Leadership’ training for partners, principals and directors. These training programs are a key element of our strategy to nurture our inclusive culture at Deloitte and outline the behaviours that are required and expected in our workplace.

- **Female director listening sessions**
  We ran listening sessions with female directors and parents across the firm to understand first-hand what’s working well, what we can do better and to inform the way forward.

- **Personal pronouns**
  Another way we have been encouraging active support of the non-binary, transgender and gender diverse community is to share our own personal pronouns (she/her, he/him, they/their) via our email signatures; an action which is being supported globally across Deloitte. Sharing personal pronouns not only challenges assumptions around gender identity for non-binary, trans and gender-diverse people, but also signals respect for everyone’s identity.
Forging new pathways through mentoring

Deloitte Australia regards mentoring as elemental to leadership development because of the access it provides people to new networks and life experiences as well as different influences and horizons.

The Deloitte Foundation has built a WorldClass suite of mentoring opportunities to provide its people with diverse and valuable leadership development experiences through our national community partners: Oxfam Australia, Many Rivers and The Smith Family. Other participants include Asylum Seeker Resource Centre, Australian Red Cross, City East Community College, the Kaleidoscope Initiative, Multicultural Australia and the University of Melbourne.

The mentoring program is based on four key pillars: not for profit professionals, entrepreneurs, youth, and skilled migrants and refugees. Some mentees fit into more than one of these categories. Mentoring may be face to face or virtual.

Lifting our commitment towards reconciliation with Australia’s First Peoples

During 2020 National Reconciliation week (27 May-3 June) we launched our formally endorsed Stretch Reconciliation Action Plan (RAP).

A Stretch RAP is the third in Reconciliation Australia’s framework of four RAPs, the first two being Reflect and Innovate – and the final one being Elevate. A Stretch RAP is about embedding reconciliation into everything we do. Deloitte’s RAP Working Group Chair, Professor Deen Sanders, said Reconciliation Australia’s endorsement of our Stretch RAP was a “unique and important” milestone for the firm. Deen said,

“I am immensely proud of the firm and deeply appreciative of the leadership and of Deloitte Chair, Tom Imbesi’s personal invitation for Deloitte’s RAP to be led by its Indigenous people.”

Senior RAP Officer with Reconciliation Australia Christine Dernee said, “On behalf of Reconciliation Australia, I would like to congratulate Deloitte on a great plan which we are pleased to endorse as a Stretch RAP. The new RAP was the culmination of three years of intense work where we have substantially increased our focus and commitment to listen and work together towards better and fairer outcomes for Indigenous Australians – and to bring all Australians together.
Creating a diverse and inclusive culture

Designing opportunities with First Nations tertiary students

Deloitte’s Brisbane office held an internship program specifically run for Indigenous students. For the last two years, in conjunction with the Oodgeroo Unit of the Queensland University of Technology, we have run a co-designed pilot program enabling Aboriginal and Torres Strait Islander young people to gain career-forming professional experience, working with colleagues and clients at Deloitte. A total of seven students have taken part in this internship, including students of law, international relations, medicine and psychology, all with the common aim of giving back to the Indigenous community through their work at Deloitte. A key, early learning was that recruitment and retention need different, though complimentary, strategies. The program has since expanded nationally with most Australian universities able to participate.

Co-creating an Indigenous cultural awareness training module

We launched an engaging Indigenous cultural online training module co-developed by Deloitte in partnership with Indigenous man John Briggs. John Briggs has held face-to-face Indigenous cultural training sessions at Deloitte since 2013. We see the co-creation of the training module as an act of reconciliation with First Nations people. While the online training is voluntary, our goal is for at least 50% of our people to complete it.

5,027 Impact Day participants at 473 events

Skills and energy drive Impact Day 2019

On 22 November 2019, more than 5,000 Deloitte of our people spent a day of volunteering at one of 500 charitable events for our biggest Impact Day ever. From wrapping Christmas presents for disadvantaged children to building professional development for student members of the LGBTIQ+ community, as well as a range of vital strategy work for many health and social service charities, we made a big, collective impact in our communities. With a number of Impact Day events focused on education, employment and opportunity, we also boosted our WorldClass effort to impact one million lives by 2030. Climate change related events were also high on the list of charity causes in which our people were passionately engaged. Messages of appreciation from charities confirmed the great value recipient charities place on our Impact Day contributions.

“Thank you very much for creating and facilitating the ‘Establishing Your Brand’ workshop in the Deloitte office in Parramatta today. The content and the delivery by the assembled team were both excellent.”

Many Rivers Deloitte’s national community partner
Introducing the ‘phygital’ workplace

In 2019, Deloitte Australia laid the foundations for our Virtual Office. In 2020, just weeks before COVID-19 forced workers around the world into the largest ever work from home experiment, our Virtual Office was officially launched through our Virtual Office Hub.

The COVID-19 pandemic has led us all to reconsider the interplay between work, worker, workplace, and organisation. Essential business activities must continue while keeping the health and wellbeing of employees and customers front of mind. It’s the beginning of a seismic shift as we support our clients through their biggest challenges and continue to evolve our offerings as new ways of operating emerge.

These emerging ways of working have human need at their core, which is why our Virtual Office suite uses human-centred design to understand the unique challenges people face when working across various environments.

‘Phygital’ or hybrid (the combination of physical and digital) working models give people greater say in where and how they work. This can improve wellbeing, increase meaningful productivity, open talent pools, and progress equality across various aspects. For example, virtual modes are already dismantling the bias around who has access to flexible working, as well as connecting organisations to a diversity of talented people previously beyond reach. Phygital working is also a central channel to building trust.

Creating an environment that supports people requires more than the right technology. When remote working breaks down, the issues are just as often human or culture-based as they are technology related. It’s about using the right mix within the ecosystem. We still need physical places to instil confidence and safety, develop culture, spur ideas, and create communities in face-to-face locations. At the same time, we need digital or hybrid spaces that allow for greater focus and delivery in quiet or nurturing locations at home or outside the traditional office.

Our solutions range across virtual employee experiences, virtual customer experiences, and increasing organisational adaptability. They cover everything from people engagement to business resilience to cost sustainability.
On 1 January 2016, the United Nations 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 achieving the UN SDGs. The page references listed (right) are from this Social Impact Report. They indicate some of the ways our firm is contributing towards these goals.
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