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Inclusiveness yields smarter decisions, “makes our organization stronger”

Run-of-the mill corporate videos typically don't feature inflating wombs, prosthetic limb removal, and a man peeling off his face. They also don't rack up more than 50,000 views on YouTube, endorsements from leading diversity organizations, and requests from clients to use the film to help drive cultural change within their organizations.

Then again, “Ask yourself...” is no run-of-the-mill video. “We created the film to support the launch of Deloitte UK's respect and inclusion action plan. It was so powerful though, that we wanted to share it with the world,” says Emma Codd, managing partner for Talent, Deloitte UK. “It challenges viewers with a number of scenarios, including gender bias, sexual orientation, disability, and race.”

Half a world away, Juliet Bourke, a Human Capital partner with Deloitte Australia, authored a book called, “Which two heads are better than one? How diverse teams create breakthrough ideas and make smarter decisions.” In contrast to the UK's use of emotion to connect to viewers, Bourke connects through compelling academic and practical research on the ways that more diverse teams, particularly those led by inclusive leaders, generate high performance.

The common link between the two projects is the acknowledgement that inclusive environments value open participation from individuals with different ideas, diverse perspectives, and unique factors that contribute to their personalities and behaviors. This viewpoint and the impact of millennials is the focus of a recent white paper published by Deloitte in the US. [“The radical transformation of diversity and inclusion: The millennial influence”](#) examines generational views of diversity and inclusion and their impact on innovation, engagement, creativity, and other business outcomes.

[The Deloitte University Leadership Center for Inclusion](#) was launched to engage and inspire Deloitte people, clients, and others to redefine inclusion in the 21st-century workplace. Similar efforts are underway in China, where Deloitte's Generation Young Council acts as an inclusion sounding board and helps shape corporate culture; and in Canada, where Deloitte provides training on unconscious bias, inclusion workshops, and people networks that seek millennial input.

While diverse thinking is a priority, representation remains important—especially in terms of gender—because it allows new voices to be heard. Across the Deloitte network during the past year, 46 percent of all new hires were women, “but we lose too many women as they represent only 35 percent at manager level and 22 percent of partners, principals, and directors,” explains Deloitte Global Chairman David Cruickshank. “We know we have more to do, and Deloitte leaders have taken this challenge to heart. Some of our most influential male leaders volunteered to vacate their Deloitte Global Board seats to make room for talented women from their own leadership teams to serve.

“That's symbolic of how Deloitte leaders recognize that diversity and inclusion are critical to our business performance and must be reflected in our decision making and governance processes,” Cruickshank continues. “We want Deloitte to be a place people can be themselves and recognize that their unique attributes make our entire organization stronger.”



**Watch:** Deloitte UK's popular [“Ask yourself...”](#) video uses powerful images to reinforce that appearances can be deceiving.

[Deloitte Australia's “The Six Signature Traits of an Inclusive Leader,”](#) published by Deloitte University Press in April 2016, examines leaders who display the ability to not only embrace individual differences, but also to potentially leverage them for competitive advantage.