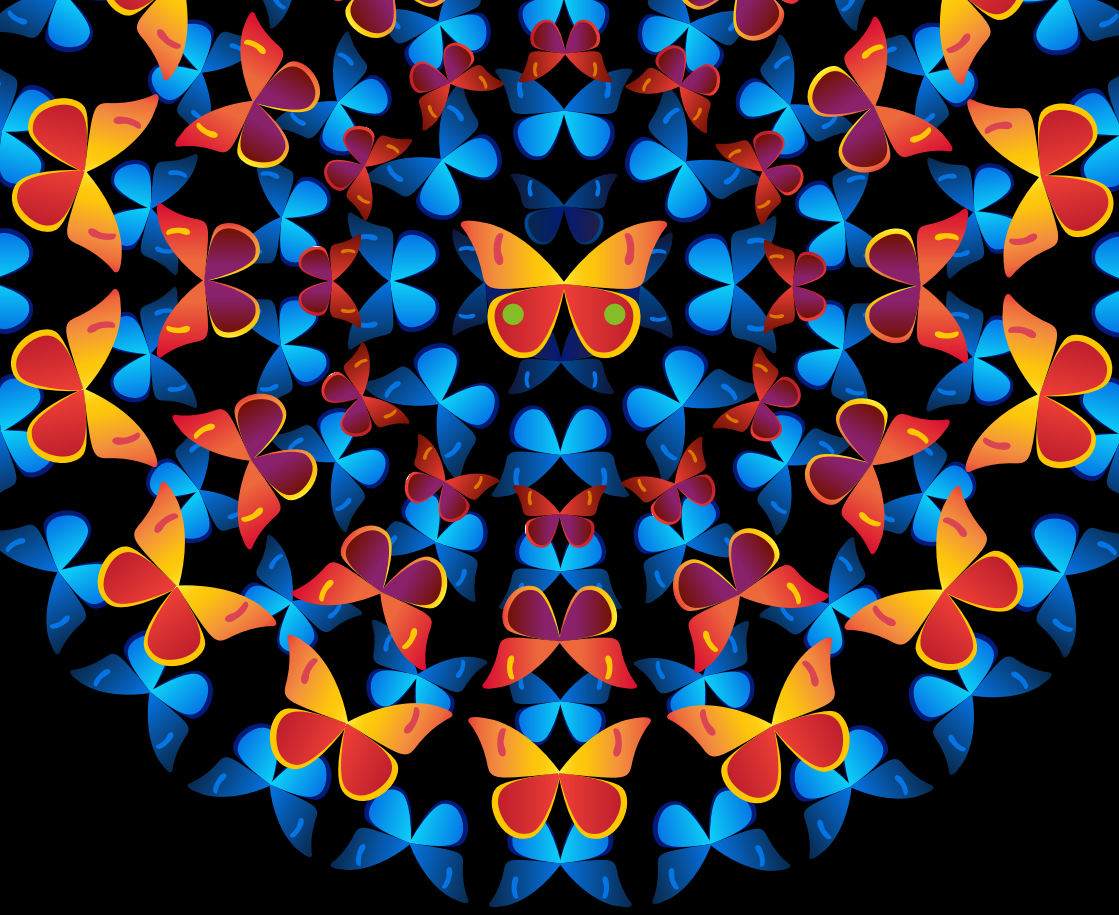

A collection of Butterfly Effect stories

Deloitte.

2020 Global Gender Impact Report

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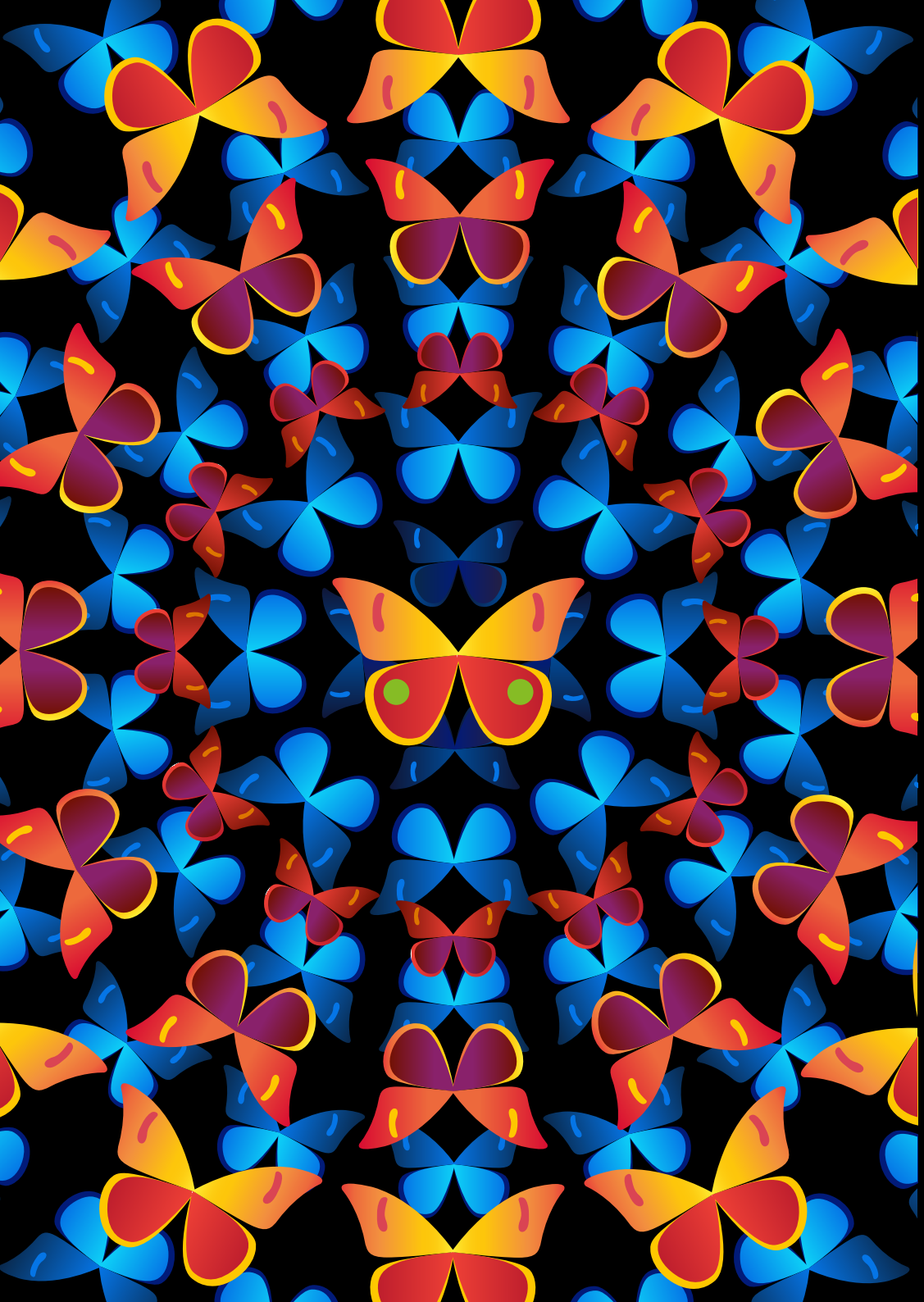


The Butterfly Effect

A very small action can make
a huge and lasting impact.

One simple connection, made
at the right time, can change the
journey that we are all on together.

Opening up new possibilities,
new destinations that we could
never have dreamed of.

Educate one girl and she will
inspire every other girl she meets.

Give women opportunity
and they will change the world.

Introduction

Sometimes the simplest act can have the most profound impact. A single moment that sets the course for a lifetime.

In the 1960s, scientist Edward Lorenz began exploring the phenomenon we now know as the "butterfly effect" after discovering that an event as simple as the flutter of a butterfly wing can create a storm on the other side of the world.

In the pages you are about to read are stories of women and girls who have experienced their own butterfly effect moments. Stories of hope and growth borne of a small gesture or a new connection.

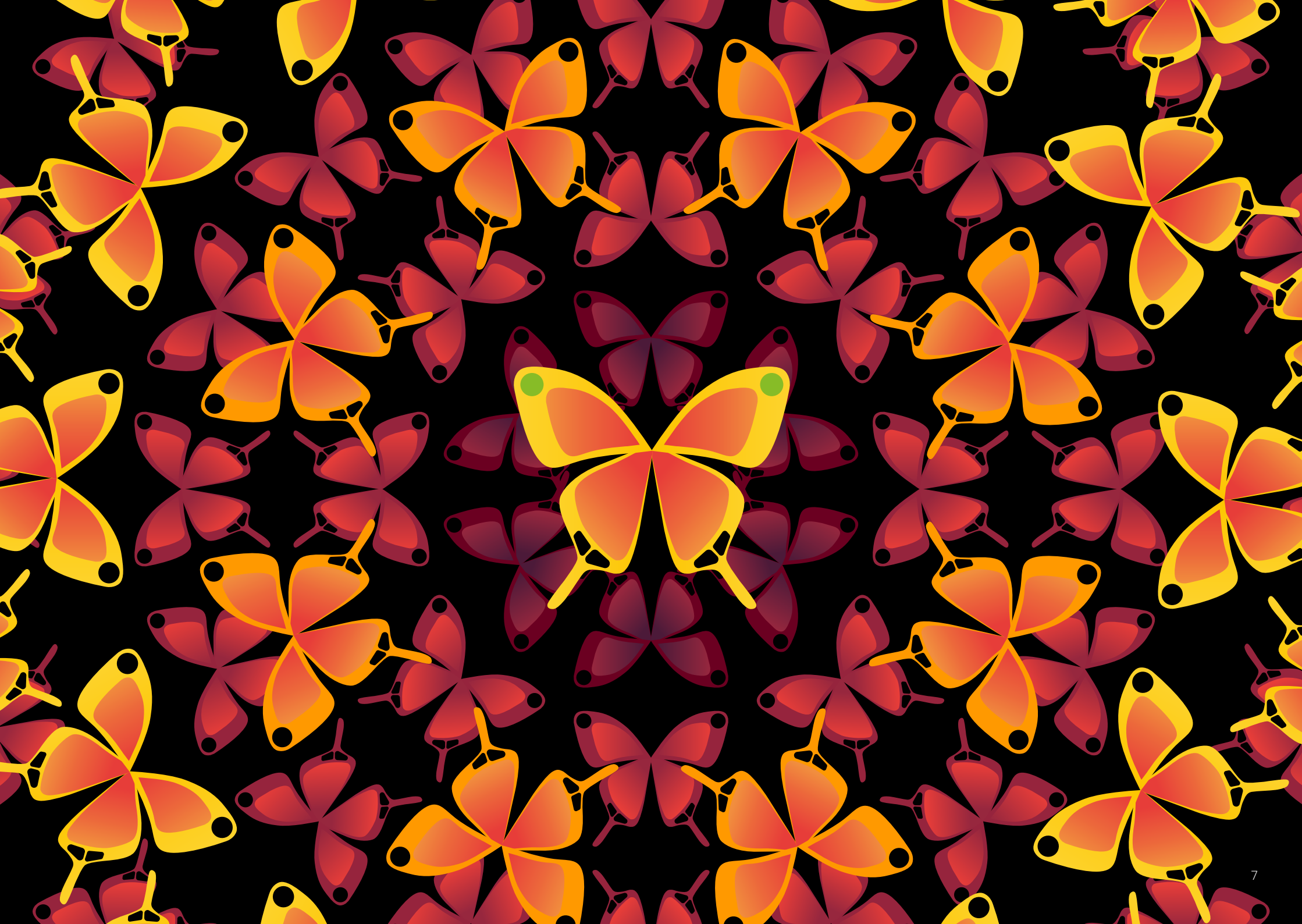
Deloitte shares these stories not only to demonstrate the power we each have to make an impact that matters, but also to bring attention to the challenges gender inequality poses for women in society at large – an issue Deloitte is committed to doing its part to address.

What Nondumiso, Mi Young, Tracey and others have overcome and achieved is remarkable. And I am proud that in their stories you can see the real, human impact Deloitte professionals are making every day, around the world through World*Class* – the organization's global ambition to improve the futures of 50 million people by 2030.

Deloitte is committed to helping girls and women around the world access the right skills and opportunities. Through our actions – even in the simplest of ways – Deloitte is generating an ever-expanding pattern of small gestures and personal connections that we believe will ultimately lead to a more balanced world.

I hope what you read here inspires you to set in motion your own "butterfly effect."

Sincerely,
Punit Renjen
CEO, Deloitte Global



Two sisters, sharing one dream

In 2017, during their senior year in high school, 17 year-old twins Maeva and Mareva tragically lost their mother. At a crucial point in their lives, the girls were suddenly faced with grief and uncertainty. They had to put key choices on hold, miss weeks of classes and were unable to attend pre-university orientation events.

They were at a crossroads and risked missing out on the bright futures that they and their mother had been working so hard toward.

Thankfully, there were people in Maeva and Mareva's lives looking out for them in their most vulnerable moment: teachers and sponsors at their school, but also Guilène from Deloitte France, a mentor for the girls through the Capital Filles program.

Capital Filles helps strengthen the autonomy and confidence of French high school girls with low socioeconomic backgrounds. The girls are mentored by women from Deloitte France and other companies to encourage them to broaden their horizons and explore traditionally male-dominated industries like technology and engineering. Supported by their schools and mentors, the students acquire skills that will allow them to continue their education and enter the job market confidently.

This year, 40 female professionals from Deloitte France are volunteering as Capital Filles mentors - providing soft skills workshops and one-to-one support in the girls' last year at school. Students are also invited to visit Deloitte offices and take part in cultural outings. The bonds between mentors and mentees run deep, and often endure through university and past the girls' first steps into the world of work.

The bond between Guilène, Maeva and Mareva made all the difference when they needed it the most. Just a few months after their mother's passing, the girls graduated with honors and were subsequently accepted in a prestigious "classe préparatoire" course. Today, they are studying economics at Nanterre University.

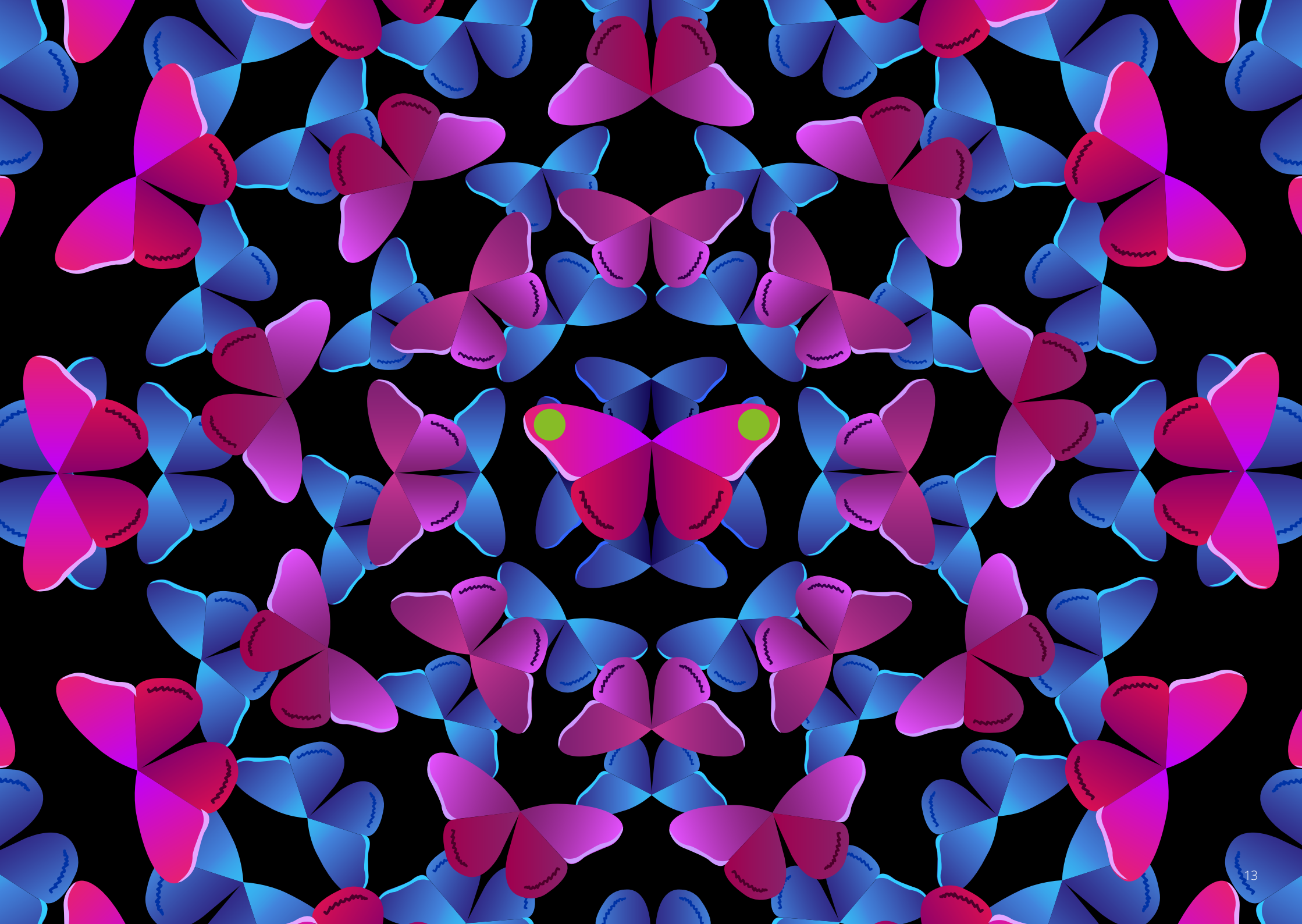
Against the odds, Maeva and Mareva have taken the next steps on the paths their mother had wanted them to take.

"Our experience with Deloitte France allowed us to dream, to imagine that anything is possible and make us feel that we could accomplish our goals if only we were given the tools to do so. What we can learn from our hardship is perseverance. When we are tempted to give up, we go up on the top floor of our university and look at the Deloitte office building and think again about our story. Today, we have a desire to succeed and to lend a hand to others to pass on to them what was given to us."

Of the girls taking part in Capital Filles in 2018-2019, 94% passed their baccalaureate, and 91% went on to higher education. Deloitte France professionals have mentored 135 girls since 2014, with more women volunteering to be mentors year after year.

This may be because the mentors gain just as much as their mentees from the experience, as Guilène did:

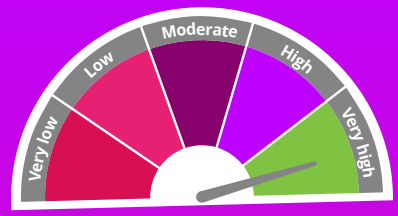
"The difference a program like Capital Filles can make to a young girl is staggering. By teaming up with her school to give her the support she doesn't necessarily receive at home, and by showing her what's possible, we can impact her whole outlook on life. Through that connection, we get to witness moments that will echo through her life for years to come."



The (super) power within

Today, 17-year old Mi Young is looking forward to her weekly mentoring session with In Kyoo, a Deloitte Korea partner who has been visiting Jungsim Girls Middle and High School in Anyang, South Korea, for a few months.

It is fair to say that Mi Young and her fellow students have had a difficult journey so far. Because Jungsim is no ordinary school: it's a detention center. You don't graduate from Jungsim; you get released.



The girls at Jungsim have poor social skills and low self-esteem. They have not had a formal education and need help in building their confidence.

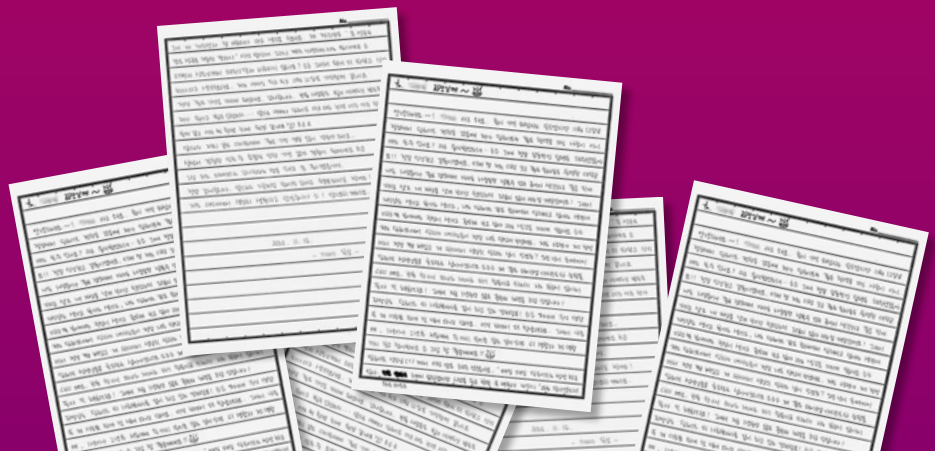
This is why In Kyoo's visit means the world to Mi Young.

Today, Mi Young may talk about keeping a budget, securing a loan or other basic financial concepts – skills that will help Mi Young when she goes back out into the world. But beyond this practical education, what Mi Young really needs is someone to listen, spend time with her, and show her that there is hope in life after Jungsim.

Confidence is elusive. It is hard to define and impossible to measure. But when it is found after a tough start in life, it's a superpower. For Mi Young, it had been an almost unknown quality. But not anymore. You can see it in the way she holds herself now, in how she stands taller.

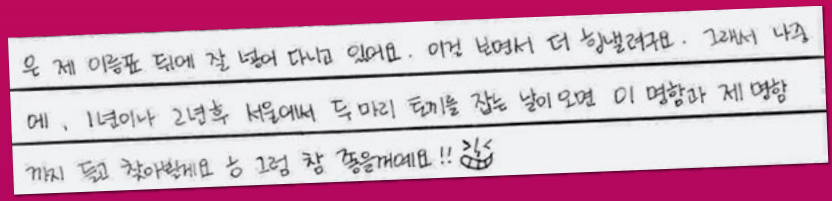
Getting support from Deloitte Korea professionals has been a transformative experience for her, and for more than 5,500 girls at Jungsim since 2013. Group sessions lead to one-on-one conversations on what "real life" is like, with the girls asking endless questions after classes. And soon, connections are made that impact mentors and mentees far beyond the tightly monitored environment of Jungsim.

Long after the sessions, the girls send tokens of their gratitude to those who took the time to visit them: long heart-felt notes peppered with hand-drawn funny faces, or parcels with cakes made in their last baking class. Without fail, mentors write back with words of hope and encouragement.



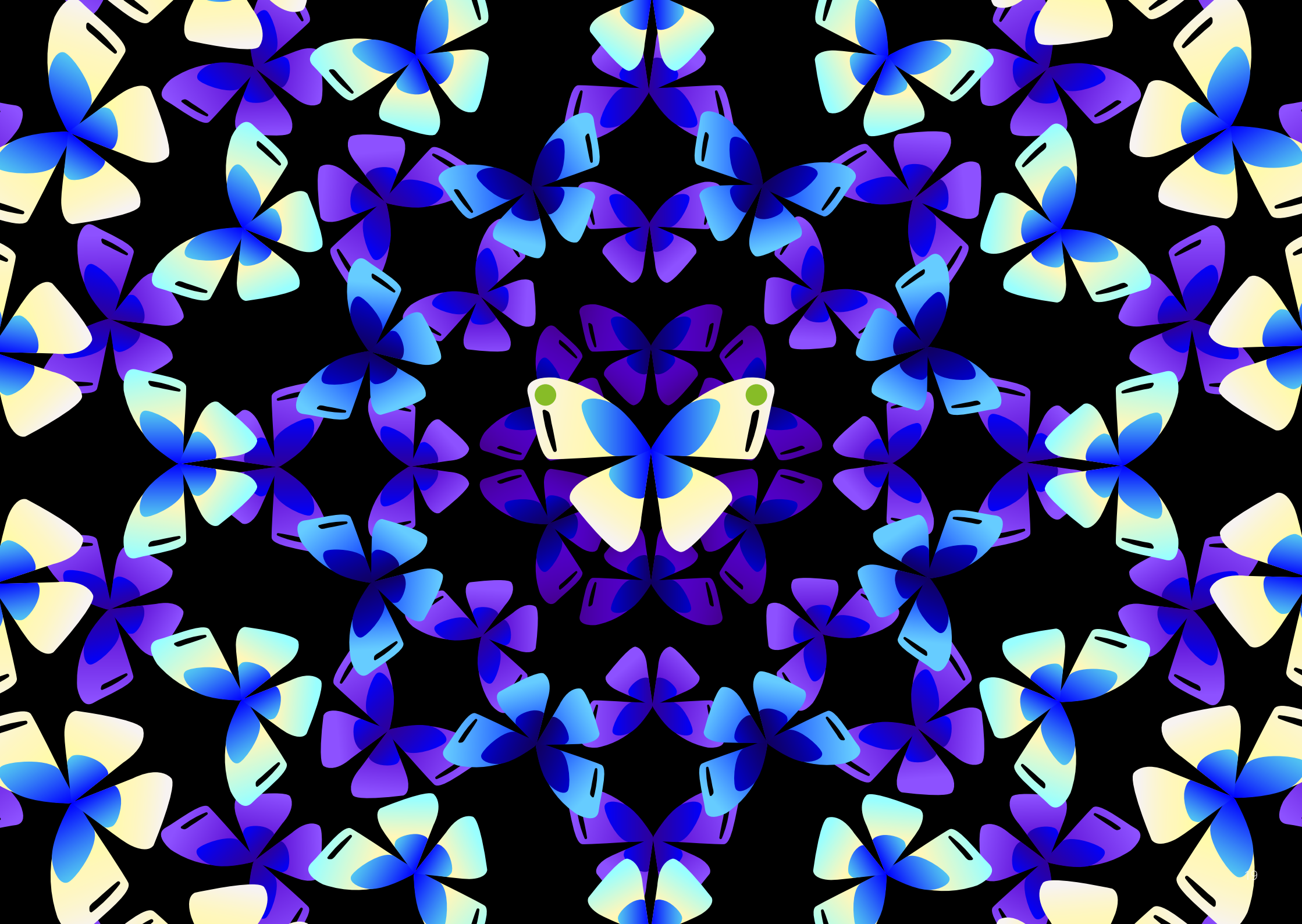
One letter from a student reads:

"For the longest time I thought only people with good university education or raised in a good family could join a company like yours. I've always looked down on my life and set low goals for myself. But you have given me confidence to study hard to get a chance to work at a company like Deloitte."



In Kyoo recalls one of his mentees writing that she had never before felt so respected or encouraged. That, because society had not abandoned her, she was in turn inspired to help the less fortunate after she leaves Jungsim.

Countless letters have been received by Deloitte Korea mentors, with one mentor proudly keeping more than 80 in his office. Each is a powerful reminder that spending time, showing kindness, and giving a second chance can truly change someone's path.



A life starts, a life changes

At age 13, Tracey had her world brutally turned upside down. Rebels stormed her village in South Sudan, killing many of her family, friends and teachers. Tracey and her sister managed to escape the massacre, and ended up in a refugee camp in Northern Uganda after a long and perilous journey.

The camp, Palabek, has been Tracey's home for the last two years. After losing what was dear and familiar to her, Tracey now has to rebuild her life. And support in helping her do that can come from unexpected places.

Thousands of miles away, baby Charlie was the 2521st child to be born from a parent working at Deloitte UK since June 2015. Like the 2520 before him (and many more since!), he recently received a gift from Deloitte UK: baby clothing supplied by From Babies with Love.

The small present let Charlie's parents know that Deloitte cares about them and the most important things in their lives, and wants them to feel as connected to work when they return as they did when they set off on their parental leave, which will change their perspective on life in so many ways.

But the gift has another vital purpose.

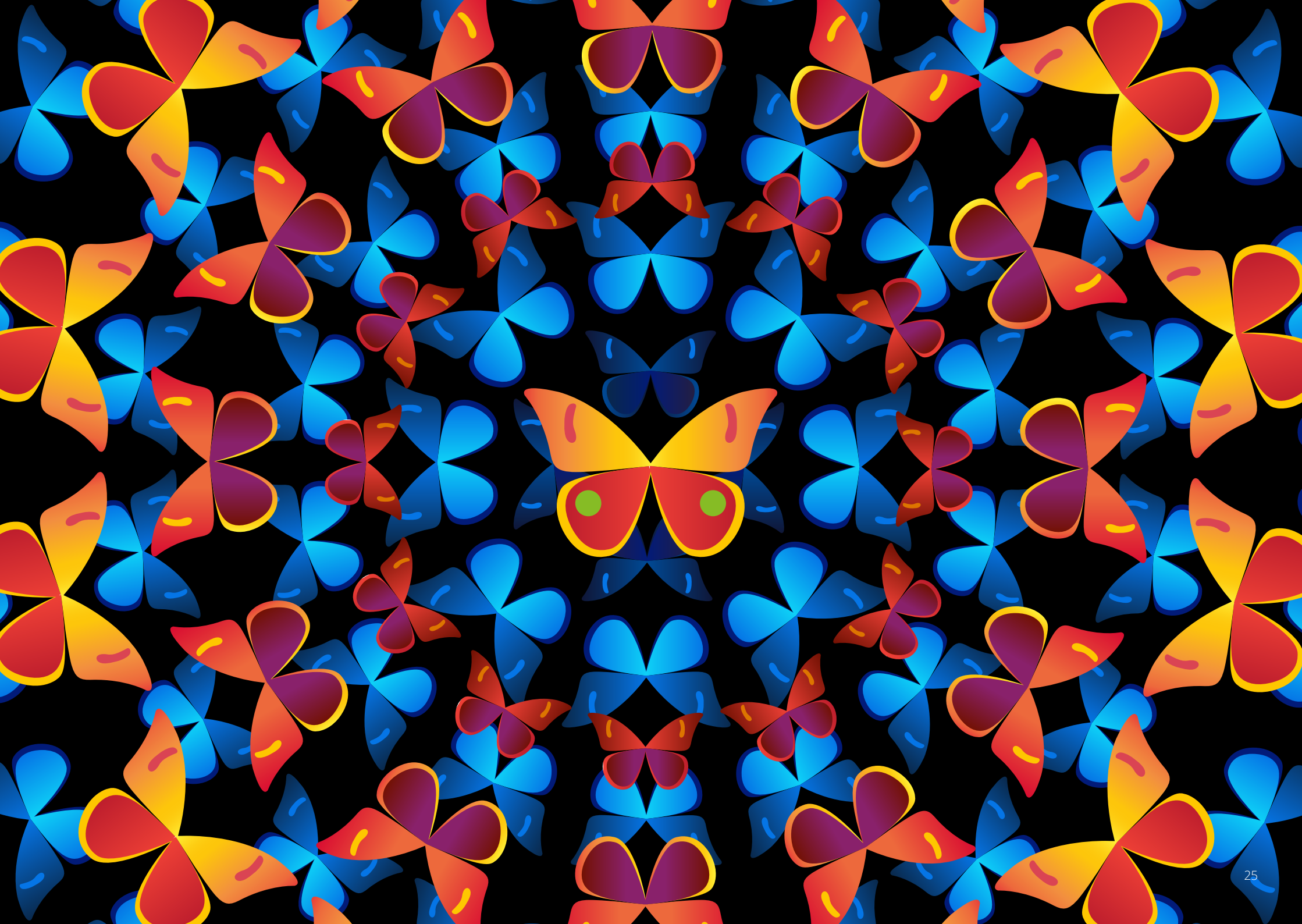
From Babies with Love is a social enterprise that donates 100% of their profit to charities providing education, healthcare, support and hope to thousands of orphaned and abandoned children around the world. And this is where Tracey's story starts again.

Within a few weeks of their arrival at Palabek, Tracey and her sister were able to join classes at Street Child of Uganda's Progressive Primary School. Street Child, one of From Babies With Love's charity partners, provides Tracey and many other children in the camp and across the world with high-quality education, school supplies, daily essentials, and a lifeline to a better future.

With regular tuition, new friends, and teachers to inspire her, Tracey can now look forward to a day where she too can help others:

"My dream for the future is to be somebody good and to be a good mother. After completing my studies I would like to become a doctor. I want to help people, like the doctors here have done."

Charlie doesn't know it yet, but life is all about connections. A gift can help strengthen the relationship between employer and employee. One simple act can connect the fates of two children living a world away. And a small gesture at one point in time can make a life-changing difference.



“Hello World!”

Last November, Nondumiso woke up and found herself in California. It wasn’t luck and it wasn’t magic – though it felt like a bit of both, as this was the first time she had left her native South Africa.

Nondumiso was the winner of the 2019 GirlCode Hackathon in Cape Town and her prize was a trip to Los Angeles for the Wonder Women in Tech conference.

“California will go down as one of the best experiences I have ever had in my life. To be in a space with so many women in tech from all over the world was unbelievable and so inspiring.”

GirlCode is a nonprofit that is empowering South African girls and women through technology. Last year, Deloitte Africa partnered with GirlCode to host the hackathon for over 300 female IT students.

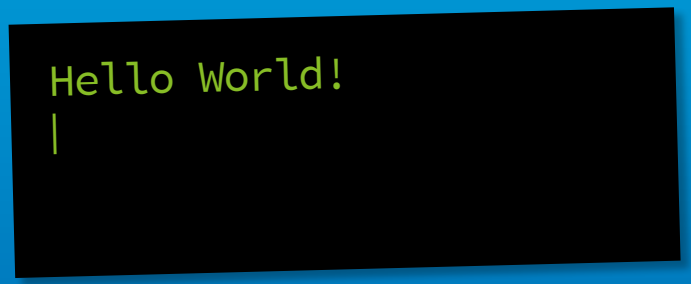
There, in the space of two days, Nondumiso and three friends built a chatbot to enable children in poorly connected areas to look for mathematical equations online.

“Our solution was designed specifically to help young people in South Africa - but also to be used by anyone, anywhere in the world. It aligned with my passion for improving the quality of education in my country.”

A perfect example of tech for good, designed by young women who really understand the lives of the children they are working to help.

But this is just the start for Nondumiso, who returned from LA hungry for more:

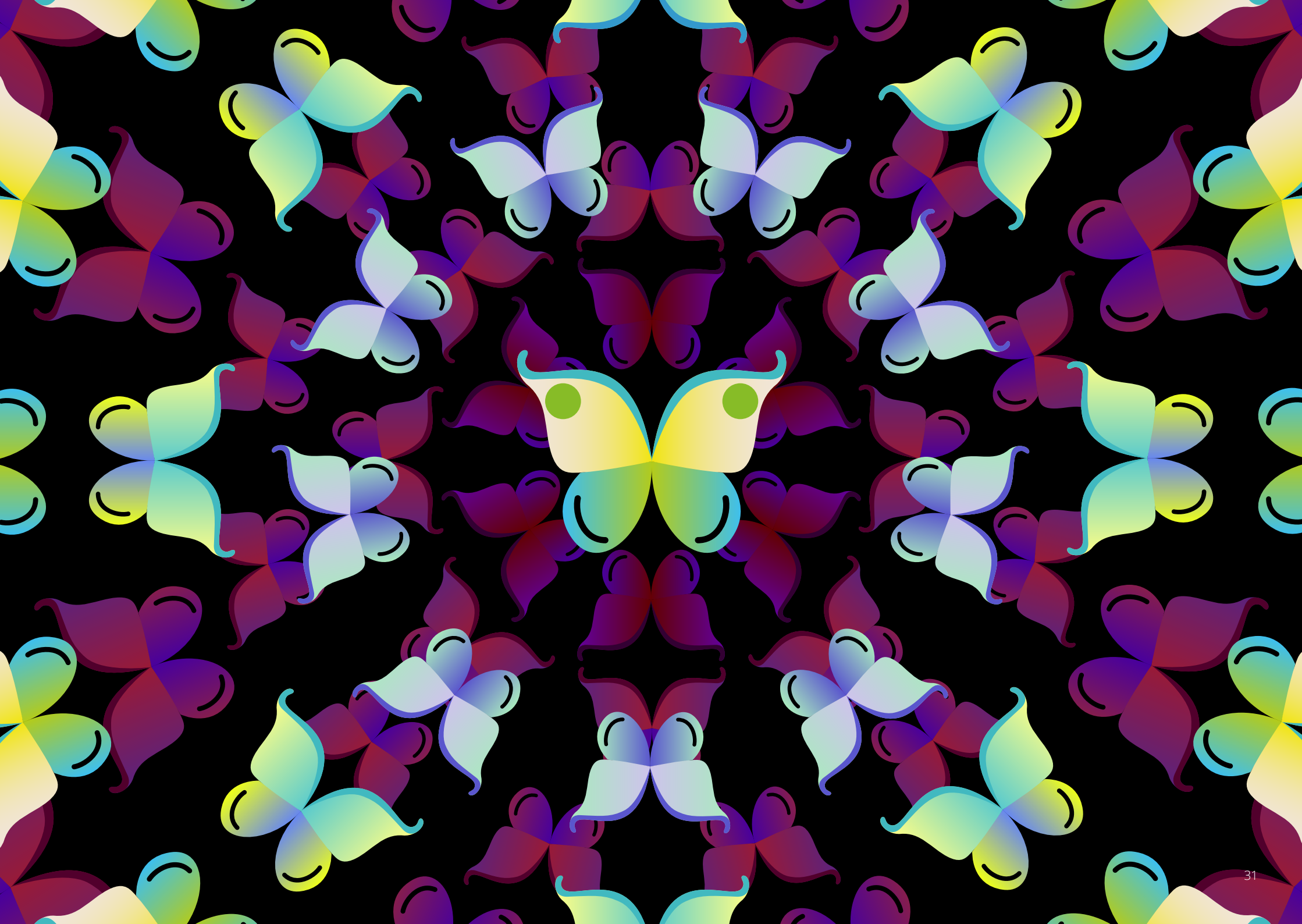
"Wonder Women in Tech has inspired us to keep doing what we love and, in turn, hopefully inspire other young women looking at this as a career path. Because of the opportunities we received through GirlCode and Deloitte, we hope to give back to our communities by teaching young girls to code, as well as using our skills to build solutions that are not only innovative but make a difference."



Nondumiso remembers when she wrote her first line of code at university, and her excitement when she printed that first "Hello World!" command on the console. Her love for coding only grew from there. This is a journey that GirlCode and Deloitte Africa would like to share with many other girls. So building on the success of this first year of collaboration, they are now exploring new ways to connect with many more students and positively impact their life chances through coding.

Teaching girls to code is empowering: A girl learning to code today can shape the world tomorrow. Nondumiso is living proof:

"My drive and desire to create tech solutions that will have a lasting impact on the disadvantaged in South Africa is one of the reasons I wake up in the morning. I am passionate and optimistic about what is possible for the future of South Africa using tech. This is not the last time you will hear from me!"



Work after life

Catherine is choosing what to wear to work tomorrow. For the first time in 13 years. What is normally a mundane task is charged with powerful emotions: excitement of course, but also a good dose of nerves, self-doubt, and a tinge of "mum guilt."

Why does it feel so daunting for Catherine and so many other women to resume their professional careers after a break? Life happens, right? Events and choices, planned or unplanned, can put your work trajectory on hold for a while, but they often widen your skillset and experience and give you new resolve to do great work when you're ready to return. They shouldn't set you back.

But often the lack of flexible arrangements, the dread of having to justify a gap in employment, and the assumption that your commitment or value will be questioned can make going back to work challenging for many parents who have taken time off.

Yet the challenge goes both ways, as employers can lose precious talent when skilled professionals decide not to return. The truth is, no one wins when years of experience and ambition are lost to preconceptions.

So what if Catherine's employer flipped things around and actually made it easier for her to return to work after a career break? Deloitte Australia did, and Catherine joined its Consulting practice in 2018, enriched by 13 years of life and three children.

"I stepped away from my career because I felt it would give my kids a good start in life, but I always intended to return. After a long break, I knew I would benefit from a program tailored to returners. Only Deloitte Australia offered what I was looking for here. And when I started, the trust I was shown and the support I received made me realize something: it doesn't matter how long you've been out - you still have the same skills and capability. The only thing you may lose is confidence, and you can regain it quickly."

Marsha from Deloitte US would concur.
“I decided it was the right time to go back to work when my youngest started school. I started looking for a company that would take away the stigma associated with a career break, and when I came across Deloitte’s Encore program, I knew it was the perfect fit for me. The personal development plan, the period of paid work and the opportunity to network with others taking the same step removed all my fear of going back to work.”

Catherine and Marsha are two of hundreds of parents to have embarked on a Deloitte return-to-work program. Through mentoring, coaching, paid internships, workshops and networking, Deloitte makes sure returners are able to pick up their work trajectory where they left it, with flexible arrangements that suit their life.

This is certainly true of Nina, who after eight years away, chose Deloitte UK’s award-winning Return to Work program to retrain in a more technical role, initially returning on a four-day week and later switching to a working pattern that means she works a set number of days per year.

“I never thought I could get back to a strategic position in a large organization with a global practice, while being able to take most school holidays off with the kids. But here I am. If you’re thinking of resuming work after a break, find somewhere inclusive and supportive and go for it. You will connect with people who trust you - perhaps more than you trust yourself - and in no time you’ll get back to making your impact at work.”

Take a seat

The first time Laura stepped into a boardroom as a director, the feeling was strangely familiar.

"It felt," she laughs when she tells the story, "like starting at a new school. I didn't know anyone, didn't know what they were talking about. They had all these names and acronyms that I didn't understand. Here I was, an executive with more than 20 years' experience in the media industry, and I was a bundle of nerves. In the first meeting I barely said anything, worried I wouldn't add any value."

The transition to board director can be challenging, especially for women, who are often in a minority and sometimes the only female in the room.

But it was a step that Laura wanted to take. For herself and for others: it is vitally important that more women and minorities take their seat at the table.

"This felt like the right next chapter for me. I had been thinking about it for nearly five years, but still had all sorts of doubts and questions in my head - Where do I start? Who do I speak to? Which company do I approach and how? Deep down, though, I knew I was ready."

For Laura, the tipping point came in a conversation over lunch when someone at Deloitte US she was working with happened to mention Deloitte's TMT (Technology, Media and Telecommunication) Board-Ready Women Series. A few weeks later, Laura attended the first of three sessions in the program.

The invitation-only series is designed to support the candidacy of women who aspire to serve on public company boards. Participants get advice from experienced board members and recruiters, hear from experts on hot topics in the boardroom today, and receive help in developing their board bios.

Importantly, each meeting opens and closes with networking - a skill that many are often hesitant to use but which is essential in entering a field with few openings. This also creates connections with boards who are looking for candidates but may not know how to find them.

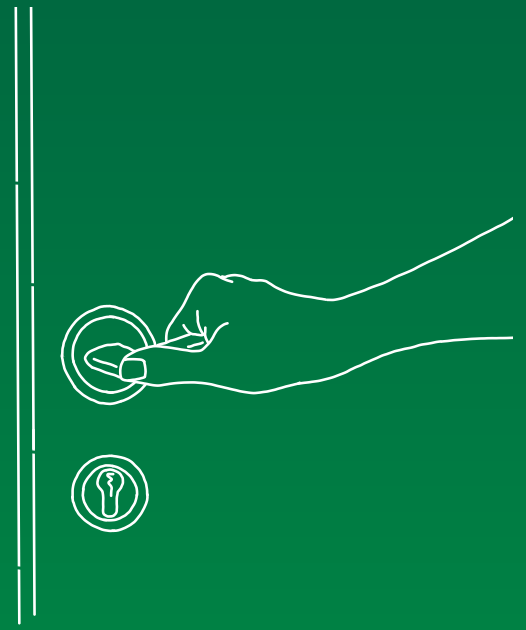
Now in its fourth year, the series has already helped over 67 women become board-ready, many of whom now serve on boards.

Laura explains:
"From being inspired and encouraged by other participants to learning useful 'how-to's', joining the program was the catalyst I needed. I knew at the first session that I was ready. Around the same time, I heard from a friend about an opening on a board, and I was on my way."

Just six months after joining the board of her new company, Laura's impact is already being felt. She recently raised the need for more senior women to join the company's executive team, and other directors were immediately receptive. A far cry from her timid first meeting, and an example, amongst many, of the transformative difference women can make when they come "on board."

Laura has also started mentoring several other women seeking their first board placement – knowing first-hand the power of connections and the impact they can have on someone ready to take that step.

"There is a mystique about being a woman on a board and there shouldn't be. You will be welcome and expected to figure it out like any other member of the team. It's a big responsibility and a serious time commitment, but it will give you an incredible opportunity to bring your world view into the room, use your experience thus far, and give back. If you're ready to take that seat, go and ask for it."



Empower a girl, power up India

Neeru, a primary school teacher at SDMC Primary School in Badarpur, India is all too familiar with the signs of a child struggling with the basics of literacy. When sentences and grammar are strange and unfamiliar. When a happy child becomes silent and withdrawn and falls even further behind. This is something she has witnessed daily in her class.

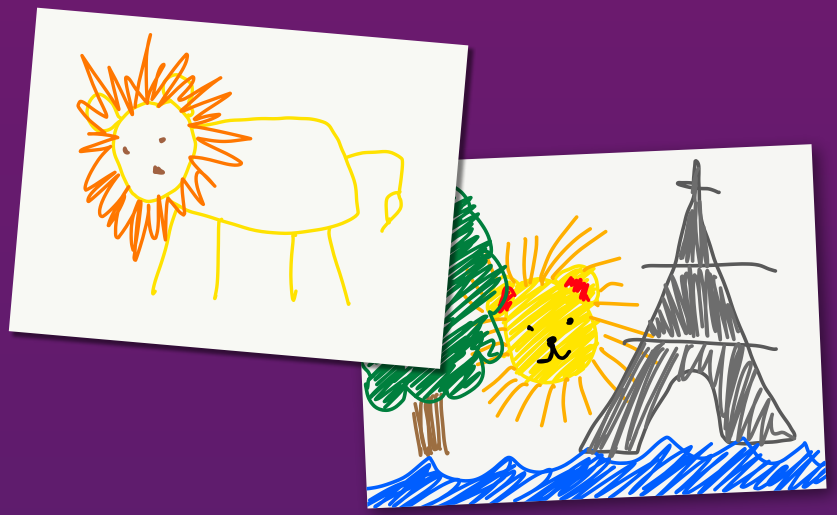
This scene is repeated in thousands of schools across the country. Lack of individual support and sometimes outdated methods are often the cause. But things are starting to change. New, remarkable grassroots techniques are producing transformative results, both empowering girls to learn and women to teach.

The turning point for Neeru was when her school adopted a new teaching method focused on storytelling - StoryPedagogy™ - created by Katha, a not-for-profit organization.

“It was a big challenge for me – some children in the class couldn’t read at all. Katha’s method is different and unique… their stories have the hidden power of grasping the words … and helped the students understand and write.”

The secret is stories. Of course, children love stories. They enjoy finding the structure - a beginning, a middle and an end – and that helps them make sense of the language.

The results are already changing the way many children learn and Deloitte India is now helping Katha reach more than 300,000 students over the next three years.



Katha's education revolution is spreading to women's groups outside of schools, too. Today, Kheronisha is a community leader. But she was not always so assured.

"I did not have the confidence to speak up, as I had not studied as much as other people around me. But I became confident and now speak up to address problems in my community ... and as a community leader I help build the confidence of other women in the community, too."

If India is to achieve its ambition to be a technology-driven world power, it will need many more breakthroughs like those in Neeru's class or in Kheronisha's village. The gender gap is huge. With 3 million eligible girls out of school, and almost 40% of girls aged 15 to 18 years dropping out of education, much of the country's potential is being missed.

Deloitte India's work with Katha is just the beginning and will extend to collaborations with other organizations, such as Pratham, which is rolling out its innovative Teaching at the Right Level approach to more than 2 million children across the state of Uttar Pradesh.

Overall, Deloitte in India has made a commitment to positively impact the future of 10 million girls and women in India by 2030 by helping them connect to engaging, quality education.

Because with each future changed, the future of India as a whole brightens.

Get in touch

Emma Codd
Special Advisor on Inclusion
Deloitte Global
ecodd@deloitte.co.uk

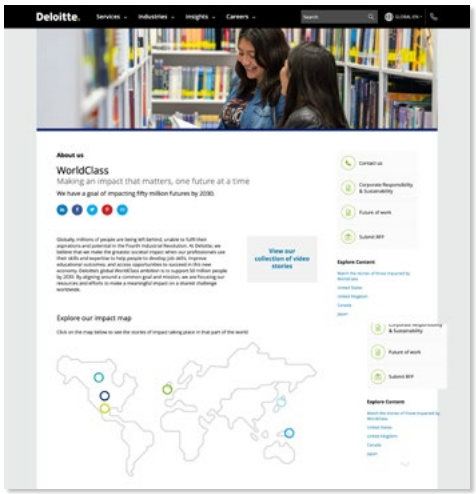
Michele Parmelee
Chief People and Purpose Officer
Deloitte Global
mparmelee@deloitte.com

With thanks

Encore Program and Deloitte Return to Work

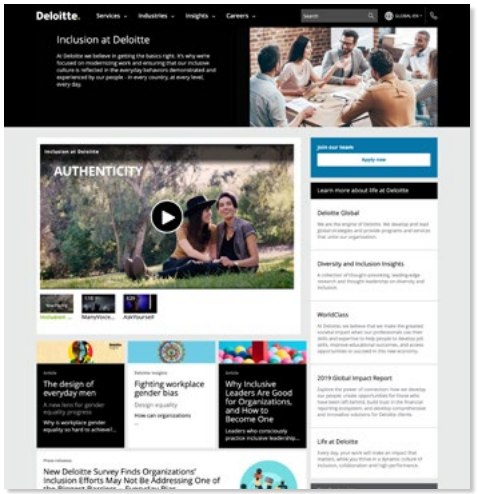
Jungsim Girls Middle and High School

Find out more



World*Class*
At Deloitte, we believe that we make the greatest societal impact by using our core capabilities to develop job skills, improve educational outcomes and create opportunities for those left behind in the Fourth Industrial Revolution. Deloitte has the skill and know-how to help solve this challenge. This is why Deloitte has launched a global World*Class* ambition to impact 50 million people by 2030. World*Class* is one way that our organization is living our purpose, to make an impact that matters, one future at a time.

www.deloitte.com/worldclass



Inclusion
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