Diversity, Equity & Inclusion at Deloitte Japan

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why and how we empower diversity, equity, & inclusion at deloitte japan.

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Framework
DEI is imperative for us to keep growing & providing the value in this challenging times.

Our DEI Strategy

- **Firm**
  - Lead the business and society as a catalyst

- **Talent**
  - Acquire, Develop & Retain the Talent with Diverse Potentials

- **Society**
  - Diverse and Sustainable Society

- **Client**
  - Better Service with Higher Value

- **Resilient Organization**
  - Service from Diverse Perspectives
  - Find new challenges & values

- **Social Impact Innovation**
  - Diverse Talent Development
We embrace Equity not only Equality, by reflecting the societal issue

Providing “Equality” to all -regardless of individual differences.

Providing “Equity” to all -considering individual differences.

All are having Equality & Equity, without any structural barrier.
Empowering Diversity, Equity & Inclusion in a strategic & holistic approaches

Our DEI framework

Quantitative Approach

<table>
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<tr>
<th>Community &amp; Network</th>
<th>Learning &amp; Development</th>
<th>Experience &amp; Exposure</th>
<th>Opportunity Creation</th>
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Qualitative Approach

<table>
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<th>Culture, Mindset, Leadership etc.</th>
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<td>Gender</td>
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<td>Culture &amp; Language</td>
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Leverage all the “difference” as “strength” factor

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<th>Belongingness</th>
<th>Equity &gt; Equality</th>
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<td>Lifestyles</td>
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Data, Policies, Infrastructure etc.

| Data & Insight | Goals & Measures | Systems & Facilities | Practice Review & KAIZEN |

Communication Eminence Advocacy

Internal & External

| Events & Media | Campaign & Awards | Public Suggestion | Report & White Papers |

Leverage all the “difference” as “strength” factor

Belongingness

Equity > Equality

Innovation

Communication Eminence Advocacy

Internal & External

Events & Media

Campaign & Awards

Public Suggestion

Report & White Papers

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DEI is our business strategy – with the strong commitment from our top management.

Deloitte Tohmatsu Group - as a professional firm with the purpose of making an impact that matters in this ever-changing world, has been consistently challenging for transformation, which certainly includes promotion of Diversity, Equity & Inclusion (DEI).

We will continue to empower DEI not only within our Group, but also in our society to create an environment where individuals thrive - recognizing own growth, respecting and leveraging various differences that individuals naturally have - including gender, sexuality, race, ethnicity, cultural differences such as religion and language, and disabilities etc.

I know it is easier said than done, however, I believe our efforts and challenges paving our way forward, can contribute to bringing change to our society. Deloitte Tohmatsu Group believes DEI is the most valuable way to bring changes for individuals, our clients and the society, embracing one of our Shared Values "Lead the way".

Kenichi Kimura
CEO, Deloitte Tohmatsu Group
DEI from Perspectives
Gender Equality
Gender Parity Challenges for the entire Japan

According to the “Global Gender Gap Report 2023”, Japan was ranked 125th out of 146 countries in gender gap index. We tackle the universal challenges of gender gap globally and locally - in consideration of Japanese cultural, & business landscapes and context.

Fixed idea from “Success Legacy”

Masculine “industrial way of value” – more work, more manufacturing, more profit & more growth – has blindly been precedent in business value as “success legacy”, as Japan had made a massive economic restoration after WW2. It became additional Japan-specific reason that fixed concept of gender role is much more recent (therefore stronger) compared to other countries, which is also pushed upon male, keeping them away from choosing what they really value besides masculine-imaged roles/jobs.

Fixed gender roles

A research in the ratio of housework and childcare per household showed “male 10%, female 90%” to be 31.6%*, “male 0%, female 100%” to be 9.6%*, which shows females have more work in the family.

(*Source: Gender Equality Bureau Cabinet Office)

Traditional Work Styles

Employees are often required to work long hours, which tends to lead better evaluation - longer the working hours.

Systems and infrastructure

There still are various social/structural challenges where women are not expected to work full-time. (e.g., tax system, social security, childcare environment, etc.)

Bias & Imposter Syndrome

With all the structural barriers, many women are facing various forms of bias and imposter syndromes – sometimes unconsciously.

Lack of female talent pool in specific areas

For example, over the past 10 years, the percentage of women who have passed the CPA exam has hovered around 20%, and the percentage of female students majoring in STEM is the lowest among OECD countries.
Gender Equality Initiatives at Deloitte Japan

Focusing on sustainable development for talent empowerment regardless of gender

### Goals & Measures

<table>
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<tr>
<th>Objective</th>
<th>Description</th>
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<tr>
<td><strong>Hiring</strong></td>
<td>Various career events, Interviewers’ Training to remove bias, Referral system</td>
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<tr>
<td><strong>Promotion &amp; Succession</strong></td>
<td>Sponsorship, coaching &amp; mentoring, Tailored career design for female, Pipeline Strategies, Diverse evaluation committee to remove bias</td>
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<tr>
<td><strong>Experience &amp; Exposure</strong></td>
<td>Diverse client servicing team, Experience survey, Senior Leaders’ Development Program, Various work life balance initiatives, Paternity leavers promotion initiatives, Exit interview, Monitoring to maintain ZERO Gender Gap</td>
</tr>
<tr>
<td><strong>Inclusive Leadership</strong></td>
<td>Various trainings (unconscious bias, inclusive leadership lab etc.), 360 evaluation, Networking with role models</td>
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### Data & Insights

- **KPI Monitoring**
  - (Female representation for Executives, Board and other leadership roles, Partners & MDs, Managers & above)

- **Research & White Papers**

- **Panel Promise**

- **External Advocacy**
  - (e.g., 30% Club, W20 etc.)

- **Communication & Media**

### Internal & External Trainings/Workshops

- Women@Work
- Butterfly Effect

- Various career events
- Interviewers’ Training to remove bias
- Referral system
- Sponsorship, coaching & mentoring
- Tailored career design for female
- Pipeline Strategies
- Diverse evaluation committee to remove bias
- Diverse client servicing team
- Experience survey
- Senior Leaders’ Development Program
- Various work life balance initiatives
- Paternity leavers promotion initiatives
- Exit interview
- Monitoring to maintain ZERO Gender Gap
- Various trainings (unconscious bias, inclusive leadership lab etc.)
- 360 evaluation
- Networking with role models

### Awards & Recognition

- Internal & External Events

- KPI Monitoring
- Research & White Papers

- Panel Promise

- External Advocacy
  - (e.g., 30% Club, W20 etc.)

- Communication & Media

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Multi Culture
International/Non-Japanese speaking members in Japan / at Deloitte Japan

Various initiatives are in place to “adapt” the different culture and background as hybrid way, not to “adopt” either to Japanese or Global.

1. Japan may be known as “homogeneous” society in general, which makes Japan quite uniquely positioned in the global standpoint while it has been challenging for all the non-Japanese (speaking) members – regardless of their race and ethnicity.

2. However, there are about 850* Non-Japanese passport holders at Deloitte Japan, and the number of Japanese members with international background are on the rise – continuing to empower as professionals every day. (* As of May 2022)

3. The point is to balance and “adapt” - so international members can feel confident and empowered to work with local clients but at the same time, the firm to leverage them as “strengths” for the organization become a true global firm – not just adopting everything as either global or local way.
Initiatives for International Members’ Inclusion at Deloitte Japan

Inclusion is aimed for “Culture Add” along with “Culture Fit”

- English infrastructure/communication
- Policy and HR support for non-Japanese members
- Welcome Orientation on living/working in Japan
- Experience Support
- Buddy/Supporter with local Japanese members
- Prayers Room in the office for various religion
- Round Table/Town Hall
- International Leadership Empowerment

Infrastructure

- Intensive Cultural Inclusion Workshop
- Japanese customs/corporate culture workshops
- Religious Diversity Training
- Internal Communication
- Deloitte Japan International Ambassador Network (ERG)
- Networking Events

Culture

Community & Leadership

Webpage Link (International Members)
LGBT+/Allyship
LGBT+ landscapes in Japan
Not criminalized but not equalized either.

**Same-sex marriage is not legally granted in Japan yet.**
- Some local municipalities have “partnership policy” to issue a partnership certificate but has no legal authorities.

**So much process and pains to transfer one’s gender.**
- You need to have certain history of using your preferred name to reflect it on your legal paper. Some people are reluctant to do this as it means the same as coming-out, or some licensed professionals are not even allowed to use their preferred name at work – making it difficult to change your legal name for long time for not being able to make the “history”.

- To completely change your legal gender, you need to go through the surgeries and remove biological reproductive organs to have “similar physical appearance as to sex organs of the gender identity you wish to transfer to”. 
Deloitte Embassy Model is our core pillar of LGBT+ inclusion

Embassy of Allyship Ambassador and as a Safe Place

• Deloitte has adopted the ‘Embassy Model’ all around the world. Within the walls of Deloitte, LGBT+ inclusive policies and practices for our people are applied in all jurisdictions where we operate.

• Embassy Model means a lot, especially in the countries/regions that have been challenging for LGBT+ inclusion -from legal, practical and/or cultural perspectives. It has allowed us to articulate LGBT+ exclusion behaviors such as discriminatory actions and harassment as subject to disciplinary act, and to establish the environment for LGBT+ members who had been hesitant even just to consult/inquire about support.

• As a global organization, we truly believe the power of this Embassy Model -as a Safe Place to protect our members, and as a Community for Allyship Ambassadors leading further Changes.
Allyship Initiatives at Deloitte Japan

Various initiatives based on the "Embassy Model" and the concept of "Equity"
Diverse Abilities
Empowerment of members with diverse abilities is one of our key management strategies as we strive to create an environment and culture that enables each members to contribute to the growth of business and society as professionals.

We are aspired to make Social Impacts from the perspectives of diverse abilities within the society and the communities, beyond Deloitte Tohmatsu Group.

We focus on “Diverse Ability” rather than “Disability”, so that each members can fully demonstrate the potentials and expertise as professionals.
Landscape in Japan and at Deloitte Japan

In addition to the legal requirement such as employment rate and reasonable accommodations, we are empowering inclusion initiatives based on the idea of “societal model” which defines that there are barriers to the environment, not with people.

2.3% Statutory employment rate for members with disabilities - for companies with 43.5 or more employees.

328 members working at Deloitte Japan hold official Japanese “disabilities certificates” (As of June 1, 2023, the number of members disclosing their disability certificate retention)

94% hold mental/intellectual disability certificate (As of June 1, 2023)

95% Retention rate of the above members As of May 2023

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Empowerment of members with diverse abilities at Deloitte Japan

Awareness, Education, Talent Development, Work Environment, Cultural Transformation are the keys while we empower eminence and social impacts made by members with diverse abilities.

- All-office training
- All-office communication (ex; newsletter etc.)
- Seasonal items creation and internal sales campaign
- External communication (e.g; blog series etc.)
- Promotion/Branding
- Running Agricultural Farm & Crops Donation
- Day-to-Day/Case-by-Case Reasonable Accommodation
- Dedicated Specialists (e.g.; job coaches, certified psychologists, psychiatric social workers etc.)
- Special Consultation Team
- Talent Acquisition and job assignment from diverse perspectives (e.g., internship etc.)
- Strategic KPI monitoring
- Collaboration with the regional/local supporting organization for recruitment & retention
- Member of the The Valuable 500

Awareness & Communication

Development & Empowerment

Eminence & Social Impact

Click above for the video

Deloitte Tohmatsu Group to join “The Valuable 500” for further empowerment of members with disabilities

Striving for all the differences to be respected and for all the members to be able to demonstrate their full potential to bring further value to the client and to the society.
Support Scheme
Work Life Balance/Well-being from DEI perspectives at Deloitte Japan

Tackling the Japan’s structural issue of “lack of public childcare scheme” and “super-aging society”, so the members do not have to choose either career or life and achieve “Well-Being”.

- Exclusive Childcare Concierge
- Mother’s Room at office
- Corporate discount program for babysitting, elderly care & housekeeping
- KPI for Paternity Leave Taker
- Fertility Care and Reproductive Health Support Package
- Government’s Certificate as “family-friendly company”
- Additional PTO for various leave from the legally required amount (e.g.; parental, elderly care etc.)
- Treatment Leave (ex; fertility care, gender adaptive surgery etc.)

Family/Child Care Support

- Training upon return from the leave
- Pre/Post Partum Session
- Family day with intensive inclusion contents

Networking & Communication

- Community Event especially for those taking care of children/family
- Menopause Care/Support
- Mental Health Support (Employee Assistance Program etc.)

Well-Being Support

- Domestic & Family Violence Support with external expert NPO

*Childcare related benefit is eligible for adopted child(ren) as well.
Stories & Eminence
Diversity, Equity & Inclusion Stories and More at Deloitte Japan

Hear from our diverse members, our thoughts, stories and more about DEI at Deloitte Japan!

**DEI Website (D.com)**
Deloitte Japan’s owned media to communicate our various DEI initiatives – including each activities, various insights and thought leadership contents etc.

**DEI Stories & Reports**
Our collection of stories of transformation at Deloitte Japan. Stay tuned to our stories and reports on Diversity, Equity & Inclusion!

**D-NNOVATION PERSPECTIVES**
"D-NNOVATION PERSPECTIVES" is a series of short articles with insights and perspectives from our professionals in various fields at Deloitte Tohmatsu Group. Take a look at our DEI perspectives around each international memorial days, our milestone initiatives and more!

**DEI Reports**
Our various DEI events at Deloitte Tohmatsu Group – sometime along with diverse guests and experts taking up hot topics, can be found here through the post-event reports.

**Social Media**
Follow, Like & Share!

Instagram ( @lifeatdeloittejapan )
X ( @deloitte_jp )
LinkedIn ( Deloitte )
Facebook ( @Deloitte.Japan )
YouTube ( @DeloitteJapan )
Awards & Recognitions: Our holistic DEI approaches and actions are acknowledged throughout the industry nationwide

**D&I Award**
Being acknowledged for our overall initiatives to empower DEI from holistic perspectives, we have been accredited as Best Workplace for 2 consecutive years since 2021, along with the full-score in 2022 as well as Semi-Grand Prize in 2021. [Details]

**Disability Matters Asia-Pacific**
Workplace Category over Disability Matters Asia Pacific Award, which is to honor and certify empowering organizations in disability inclusion. [Details]

**PRIDE Index**
Gold Award for 5 consecutive years since 2018. [Details]

**J-Win Diversity Award**
The first professional firm (then) for winning both corporate award and leader’s award. [Details]

**Accreditations**

- **Eruboshi**
  - Certified by Japan’s Minister of Health, Labor, and Welfare for actively promoting women empowerment in the workplace.
  - 3 Stars
    - Deloitte Touche Tohmatsu LLC
    - Deloitte Tohmatsu Consulting LLC
    - Deloitte Tohmatsu Tax Co.
    - Deloitte Tohmatsu Group LLC
  - 2 Stars
    - Deloitte Tohmatsu Cyber LLC
    - Deloitte Tohmatsu Financial Advisory LLC

- **Kurumin**
  - Certified by Japan’s Minister of Health, Labor, and Welfare as being supportive company for childcare
  - Platinum Kurumin
    - Deloitte Tohmatsu Consulting LLC
  - Kurumin
    - Deloitte Touche Tohmatsu LLC

- **Tomonin**
  - Certified by Japan’s Ministry of Health, Labor, and Welfare as being supportive company for balancing family care and work
  - Deloitte Touche Tohmatsu LLC
  - Deloitte Tohmatsu Consulting LLC
  - Deloitte Tohmatsu Financial Advisory LLC
  - Deloitte Tohmatsu Tax Co.
  - Deloitte Tohmatsu Group LLC
Thank you.
Appendix:
Panel Promise: *What & Why*
Panel Promise (since Feb 2020): Not only to reduce bias but also to lead to new perspectives and innovations generated by diversity.

Deloitte Panel Promise (Since: February 2020)

- Practice-driven initiative, to achieve/visualize the balanced representations for the panelists/speakers - at events etc.
- Applies both for internal and external ones held in the Asia Pacific region.

- 40% Male
- 40% Female
- 20% Buffer to facilitate diversity

- ✓ Cultural Diversity
- ✓ Seniority Diversity
- ✓ Racial Diversity
- ✓ Experiential and other Diversity

WHY

Visualize the female/diverse members, showing the diversity of leadership/professionals - and mitigate existing unconscious biases

WHY

Bring innovative and high-quality discussion, not just by numbers, but by the new perspectives/values from diversity.

Events and dialogue is not about "information" or "confirmation" - but isn’t it "perspective" and/or "aha moment"?
Panel Promise will be connecting the dots for various transformation.

- Transformative Solution
- Cross-Business Development
- Stronger Branding Strategy
- Improve corporate value

Panel Promise Effect

- Representation
- Talent Development
- Different Perspective
- Innovation
- Social Change

- Avoid unconscious bias
- Find the blind spot
- Improve engagement/experience
- Boost up creativity
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