



Women in Leadership Program

Implementing Inclusion

Deb DeHaas
Chief Inclusion Officer
Deloitte LLP

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Our Inclusion journey began more than 20 years ago and has evolved into a comprehensive program



J. Michael Cook
CEO,
Deloitte LLP



Jim Copeland
CEO,
Deloitte LLP



William G. Parrett
CEO,
Deloitte LLP



Jim Quigley
CEO,
Deloitte LLP



Sharon Allen
Chairman,
Deloitte LLP



Barry Salzberg
CEO,
Deloitte LLP



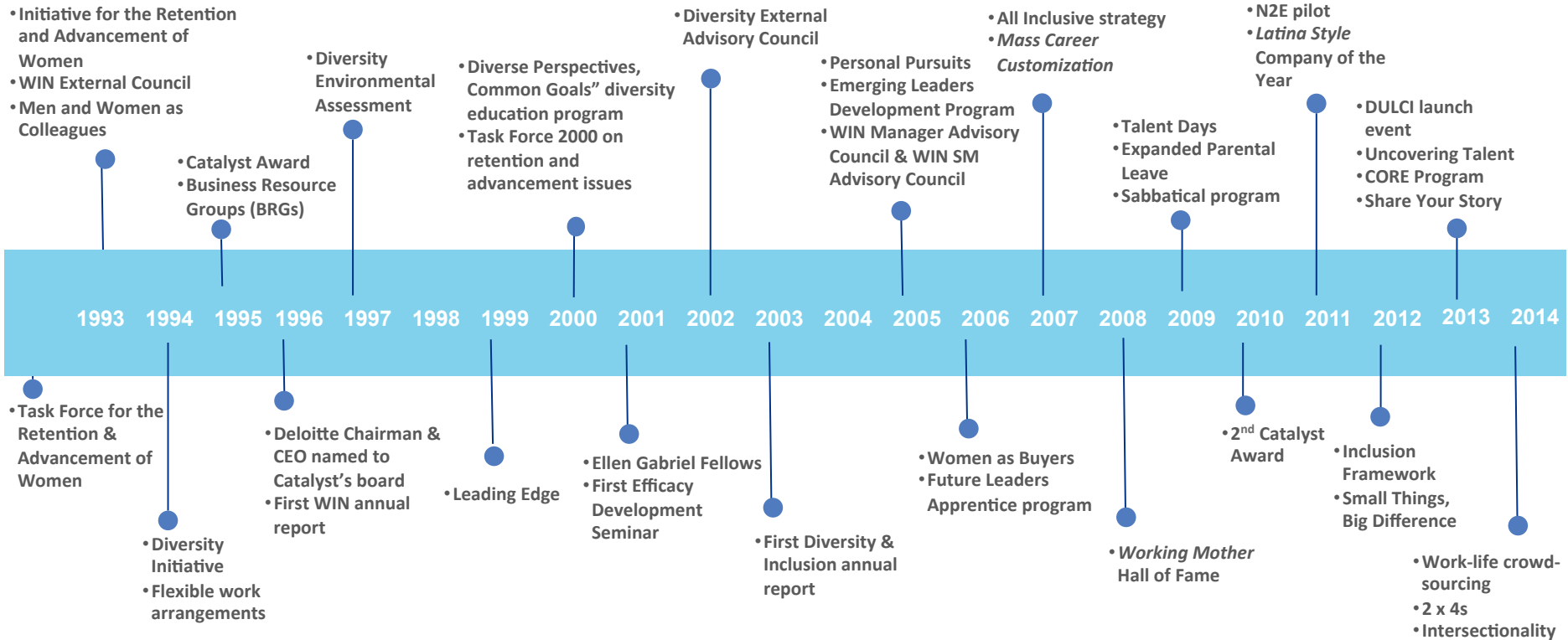
Joe Echevarria
CEO,
Deloitte LLP



Punit Renjen
Chairman,
Deloitte LLP



Cathy Engelbert
CEO,
Deloitte LLP



Our sustained commitment has led to other outstanding results...



Deloitte is an organization of firsts: first woman chairman of the board, first minority CEO, first minority chairman, and first woman CEO of a Big Four organization.



Well-known for leading the way with Inclusion: over 50% of the Fortune 100 companies have asked us to help them with their own Inclusion efforts.



We have amassed awards and accolades from respected groups and publications such as *Fortune*, *Working Mother*, *DiversityInc*, *Catalyst*, and The Human Rights Campaign.

This focus on inclusion has led us to advance the conversation on diversity

We are grounded in a commitment to attract, retain, and advance top talent and have worked to innovate across all three areas



Acquisition

In each of the last 5 years, we've focused on leveraging the following:

- Early ID Efforts
- Enhanced Visibility on Campus
- Innovative Experienced Hire Efforts (i.e. Encore Program Pilot)



Retention

We've seen a significant increase in female and under-represented minority representation in the past 10 years

- Focused pipeline review
- Challenging, engaging assignments for our people



Advancement

In FY15 and FY16, the incoming Partner/Principal/Director class was 50% minorities and/or women

- Investment in Leadership Development Programs
- Focus on Mentorship & Sponsorship

Building an inclusive environment begins with tone, leadership, and innovation



Tone at the Top

Set a tone at the top that inclusion is a leadership and business imperative for your organization.



Commitment to the Business

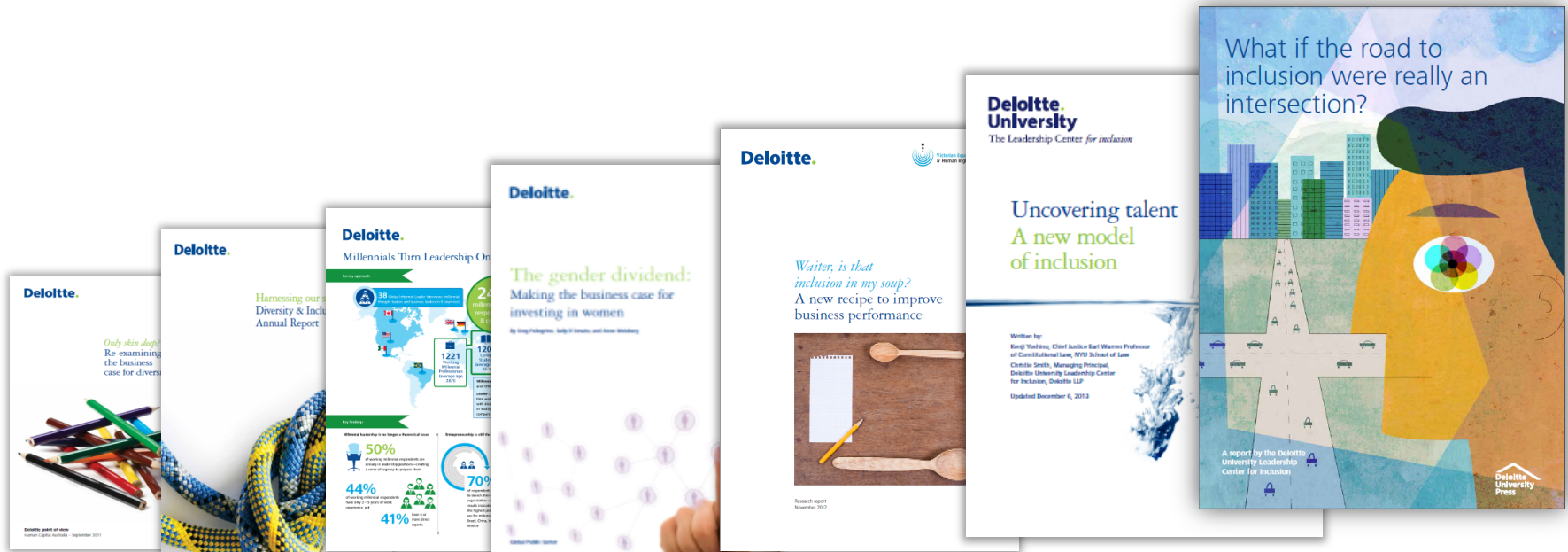
Demonstrate the impact of inclusion on your business.



Innovation

Be innovative around offerings that meet the diverse circumstances of your people.

Our Inclusion journey is not over, and we focus on innovation and thought leadership to drive paradigm shifts



Inclusion means change for the business and paradigms



Inclusive leadership is central



Integration into “business and usual” practices is the way forward

The changing world challenges the status quo

Deloitte works to drive innovation in our thinking about talent and inclusion and have learned the following from research on corporate America

61% of employees report covering at least one dimension of their identity at work

Millennials will comprise roughly 75% of the workforce by 2025

Millennials view diversity in starkly different terms than other generations

Personnel expect to be valued for the multiplicity of their identities

Organizations are moving beyond the traditional view of diversity, creating a new class of organizations that know how to innovate on talent, organization, and strategic business outcomes

Current Table Stakes

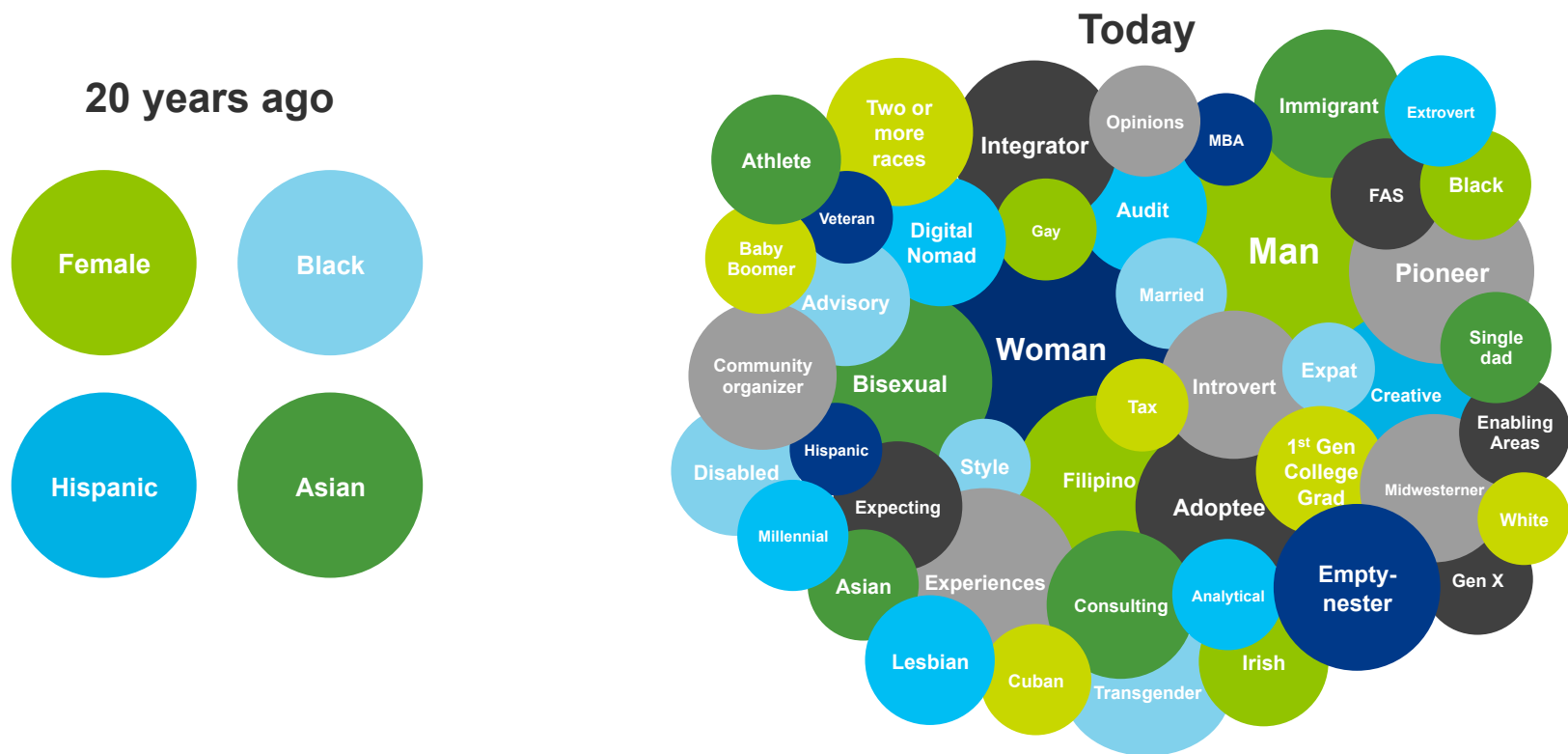
- Addressing visible diversity
- Inclusive policies
- Compliance
- Metrics and Reporting
- Diversity & Inclusion Learning and Programming

Moving to the Next Level

- Addressing invisible diversity
- Unveiling unconscious bias
- Embracing Intersectionality
- Enabling personnel to be their authentic selves to work
- Talent innovation, creativity, and flexibility
- Tying inclusion to business outcomes

Defining Inclusion – an Evolutionary Discussion

But there's a Paradigm Shift: while Inclusion was certainly a considerable challenge 20 years ago, it was also a much simpler concept to grasp compared to today and how personnel identifies themselves...



Deloitte invests in women through a variety of efforts

Providing top talent with different sponsorship and development opportunities

Ellen P Gabriel Fellows

Offered to highly talented senior managers who reflect her qualities of intelligence, commitment, integrity, service, and leadership



Emerging Leaders Development Program

A critical element of our Talent strategy to foster an environment where leaders can thrive, and has demonstrated to be effective in the retention and development of our people

DRIVE Program

New program to provide a forum to discuss common interests and challenges faced by women partners in our Audit practice today and to assist the participants in developing and managing their career paths within Deloitte

WINing New Business

A year-long leadership development program that is designed to help develop high potential female Sr. Managers

US Army War College Partnership

Partner, Principal and Director participants from across our businesses attend the WIN-U.S. Army War College Leadership Experience



NextGen Program

NextGen's high-intensity development program focuses on; professional strengths, development planning, formal learning, leadership insights/assessments, and networks



Encouraging sponsorship can be a game-changer

Women with sponsors see much greater returns for their efforts



OPPORTUNITY

Women with sponsors are **22% more likely** to ask for stretch assignments and projects that put them on the radar of higher-ups



ADVANCEMENT

The “sponsor effect” results in increased intention and a **19% increase** in career advancement



RECOGNITION

Women with sponsors are **27% more likely** than their unsponsored female peers to ask for a raise

Create a lasting impact through focus on efforts to foster an inclusive environment



Embed Inclusion into the Talent Strategy

Eliminate the bifurcation of Talent and Inclusion to create a holistic view of the workforce.



Invest in Talent

Create enriching talent development opportunities throughout the career lifecycle.



Tap into External Advisors

Look to external perspectives to help bring a clearer view of Inclusion within your organization.



Amplify Commitment to Inclusion

Harness your organization's collective commitment to Inclusion to amplify its value proposition and advance the conversation.

Deloitte.