

**Deloitte.**



**Diversity & Inclusion**

Cindy Hook, Deloitte Asia Pacific CEO, 11 April 2019

**ALL IN**

# Relationship between diversity, inclusion and performance

## Diversity

The variety of differences (seen and unseen characteristics and experiences) between people in an organisation

+

## Inclusion

Individuals are not treated differently on the basis of specific characteristics

Opinions and views of all are encouraged, valued and respected

=

**Better  
business  
outcomes**

# Organisations with inclusive cultures



**2x**

as likely to meet  
or exceed financial  
targets



**3x**

as likely to be  
high-performing



**6x**

more likely to be  
innovative and  
agile



**8x**

more likely to  
achieve better  
business outcomes

# Inclusive leadership and team performance

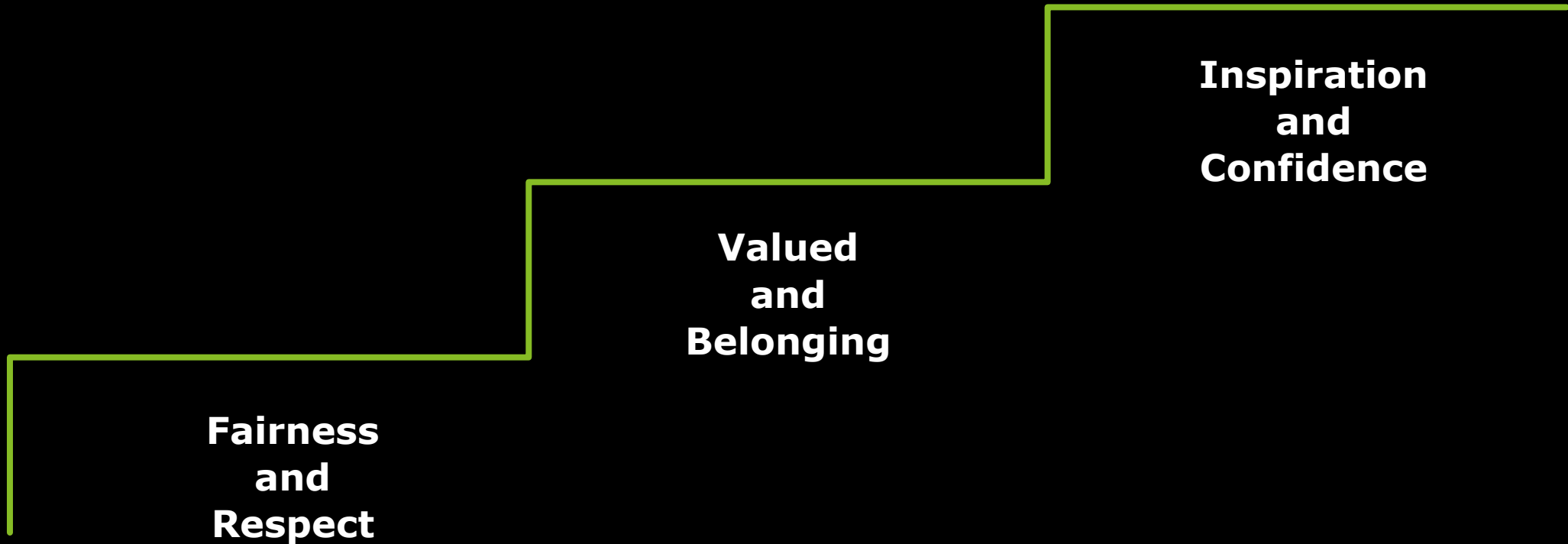


Source: Deloitte

# Sustained Diversity & Inclusion

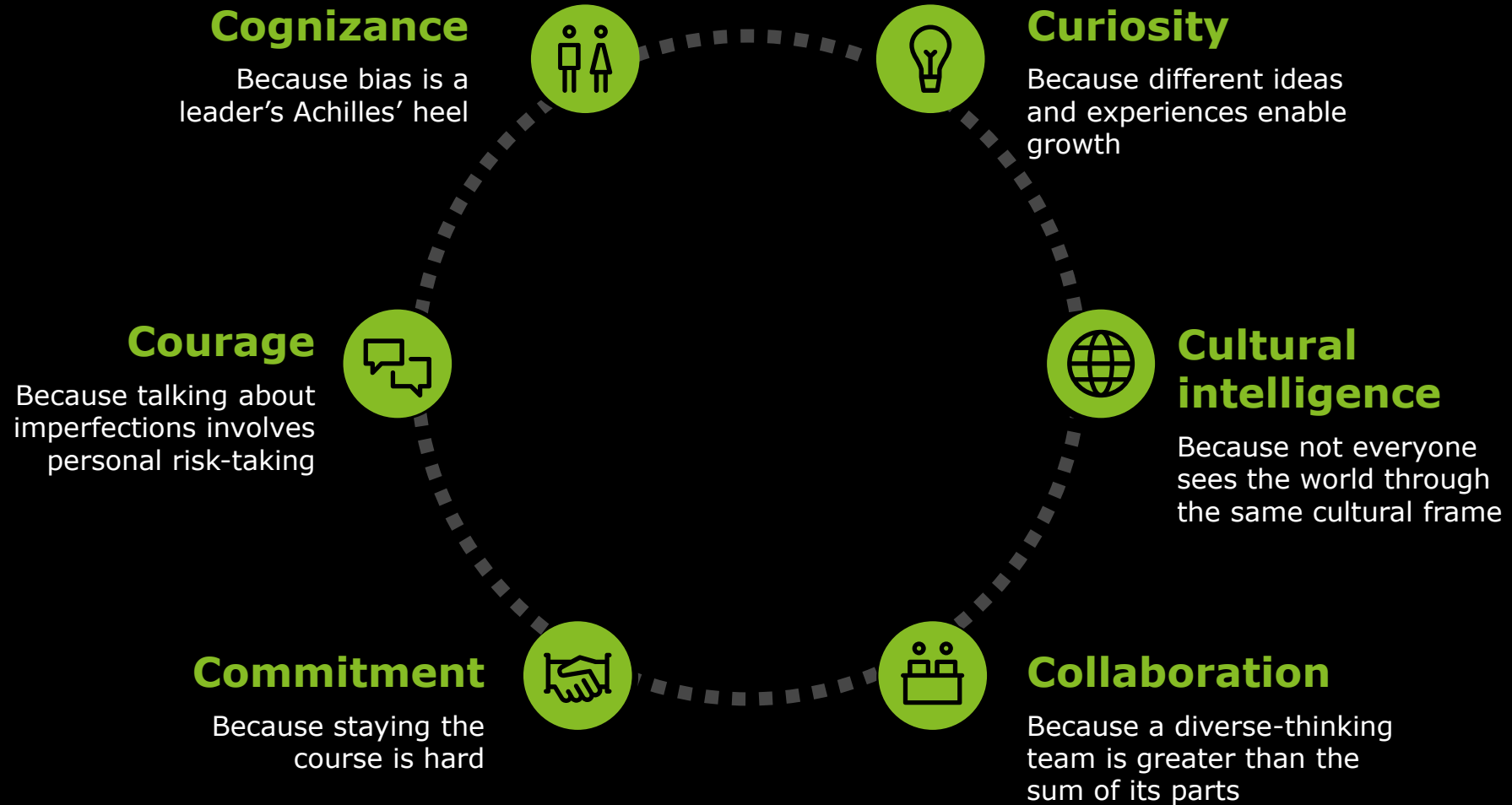
## Embrace the Roles of Men & Women

### Deloitte's inclusion staircase



Source: Deloitte; Juliet Bourke, Deloitte Australia Diversity and Inclusion Consulting Practice Leader

# Six traits of an inclusive leader



Source: Deloitte; Juliet Bourke, Deloitte Australia Diversity and Inclusion Consulting Practice Leader

**We need more decent,  
powerful men to step  
up *beside women* in  
building a gender  
equal world.**

**2010**

**8** Australian leaders



**2019**

**30** CEOs, Board Directors,  
Government Department,  
University and Military leaders

**12** groups

**>200** leaders  
across Australia

23 Jan 2019 Davos, Switzerland  
**Global Technology Group**  
inaugural meeting

# Improving gender balance



## Merit Trap

**Challenge**  
**assumptions** to  
avoid reinforcing the  
status quo



## Targets

Clear targets for  
improvement is a  
signal of  
**commitment**



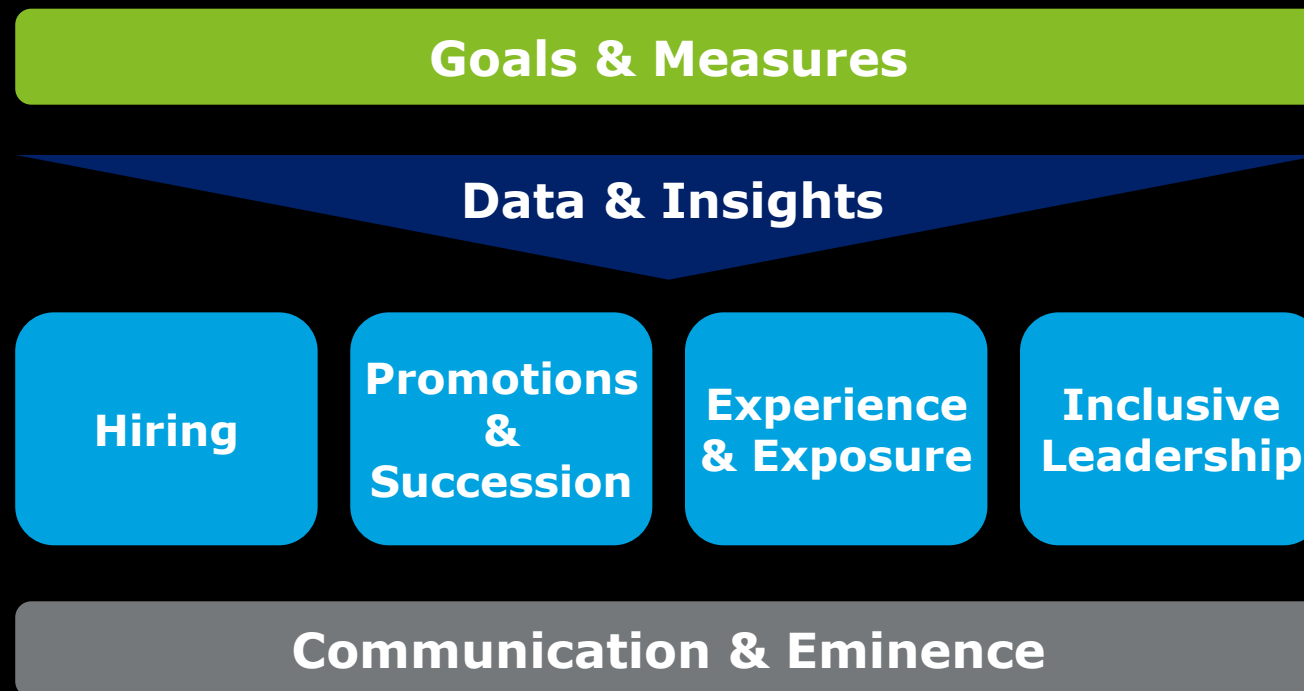
## Panel Flag

Absence of women  
at public forums  
perpetuates  
absence of women

Encourage  
**women's voices**  
at forums



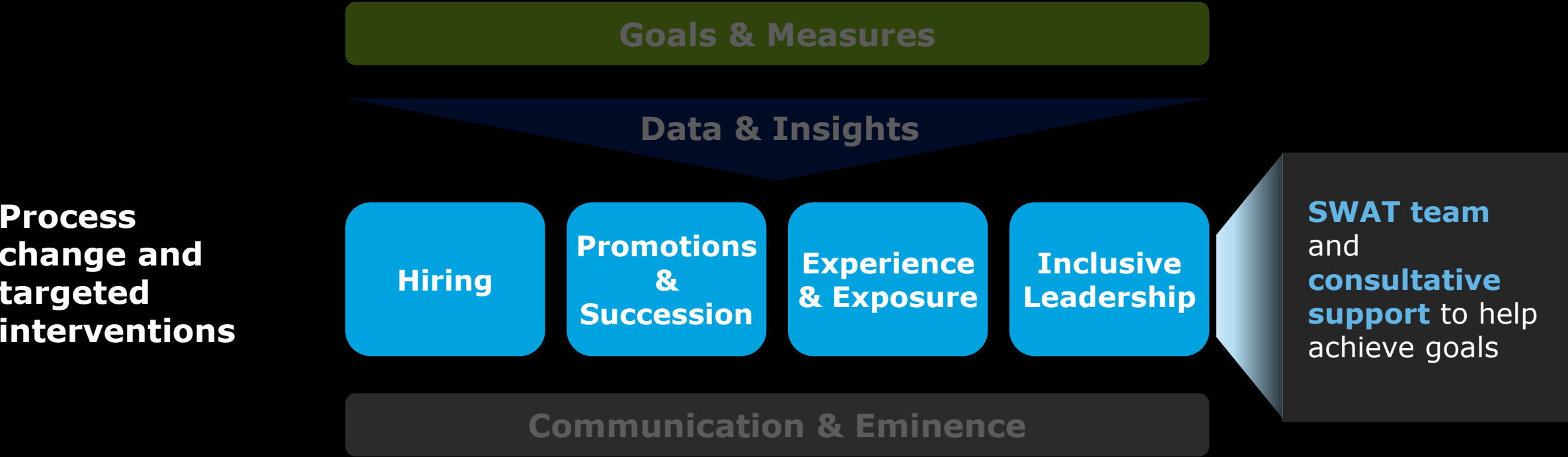
# Deloitte ALL IN: Accelerating gender representation and inclusion



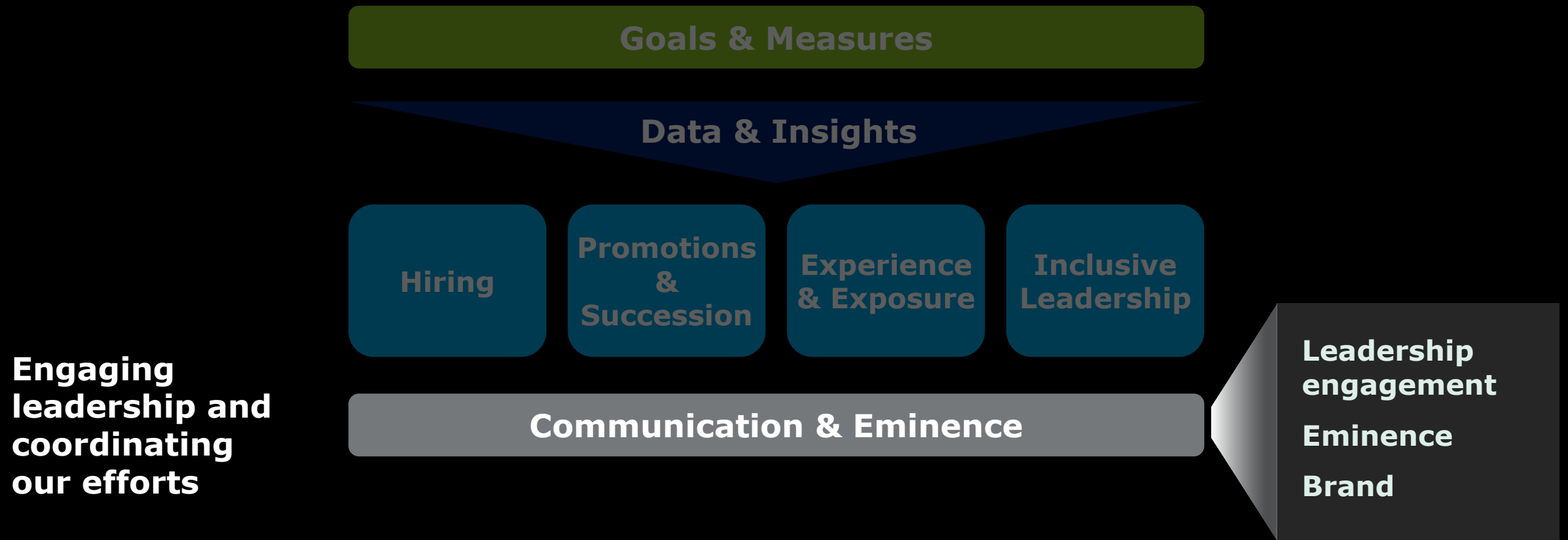
# Deloitte ALL IN: Accelerating gender representation and inclusion



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# Gender Pay Equity requires first addressing the Gender Pay Gap



**Women do not cause the gender pay gap – employers do.**

Unconscious bias

Lower wages for female-dominated jobs

Unpaid domestic work

Lack of workplace flexibility

Time out of workforce

# Achieving Gender Pay Equity



**Understanding what makes  
the pay gap**

**Acknowledge bias**

**Stop excuses**

**Commitment from the top**

# Key learnings

