

Deloitte.

Designing Deloitte for Everyone

Access and Inclusion Plan
2023-2026





Acknowledgement to Country

Deloitte Australia acknowledges the Traditional Custodians of Country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past and present.

Shantelle McCormack
Aranda/Amatyerre artist | A student
of Worawa Aboriginal College

Accessing our plan

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Imagine a world without barriers

Our vision



We believe that innovation comes from inclusion.

To generate sharper insights, spark better thinking and pioneer new ways forward, we need the diverse voices, perspectives and lived experiences of everyone.

As a leading Australian employer, with a diverse workforce 14,000 and growing, we're also aware of the broader role we play in society. Guided by principles of universal, inclusive and accessible design, we plan to raise the standard on inclusion and influence real change for our people, our clients, and our community.

This is not about ticking a box – we are committed to creating a workplace where everyone, regardless of their background or identity, feels they belong.

We want to lead the way, so everyone has access to the resources and opportunities they need. That means

challenging our biases and addressing the systems and structures that create barriers and hinder equity in our workplace.

True accessibility has the power to unlock the potential of every individual. We're determined to take bold positions, innovate, and stand out. We believe better accessibility benefits everyone and we're committed to creating a culture and environment that puts accessible practices first.

We are proud of the progress we have made, but we know there is more to do. We're committed to doing the work to create real and lasting change.



Adam Powick
Chief Executive Officer

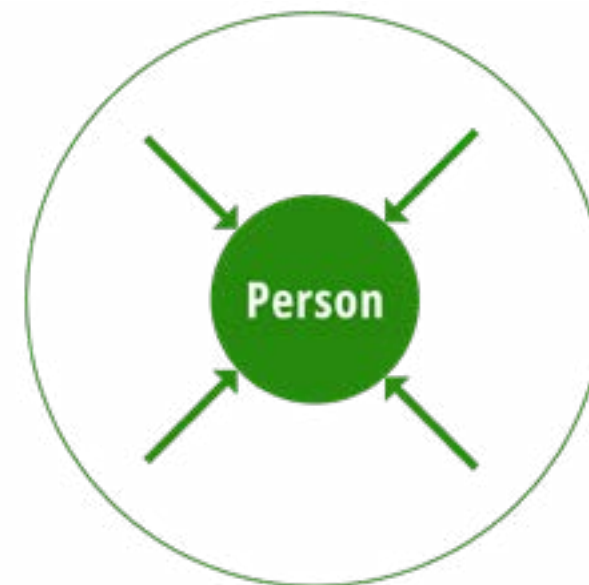
Redefining inclusion

Weaving accessibility into the fabric of our firm

We're inspired by the social model of disability¹, which teaches us that it's not an individual's disability that poses the challenge to their full participation, but rather the external barriers that society impose upon them. To break down these barriers, we are committed to taking an approach that goes beyond the medical model and shift attitudes, behaviours, and perceptions.

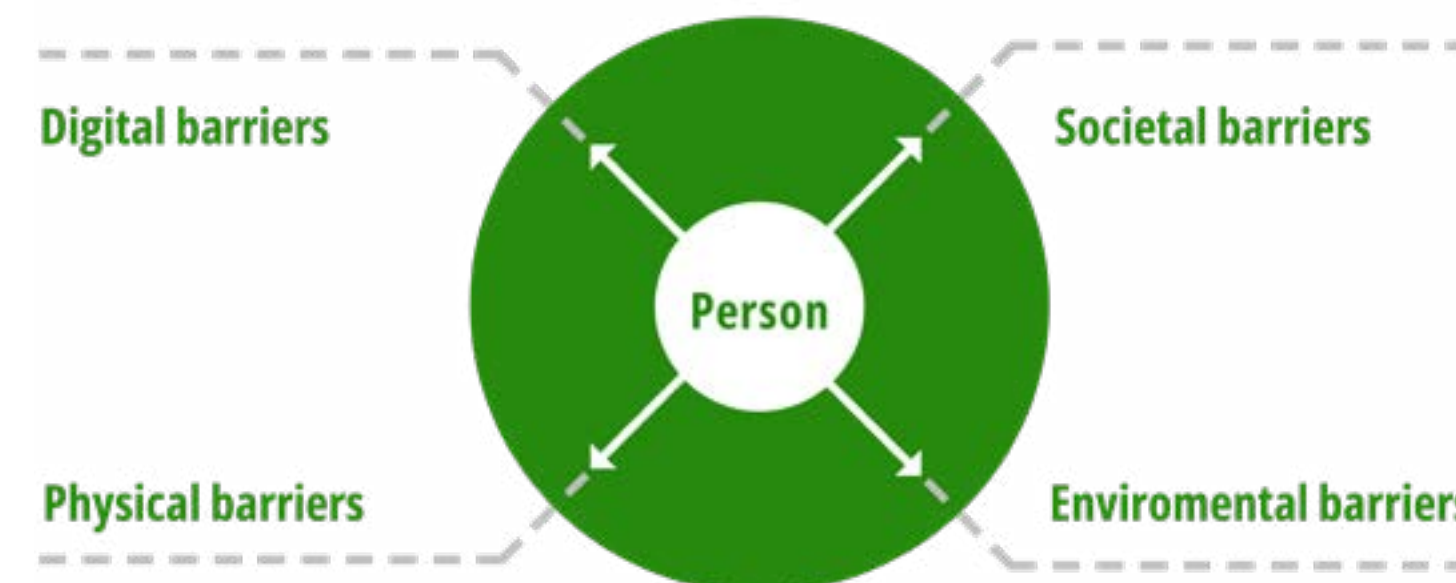
The Medical Model

The onus is on those who have a disability to use workarounds to create accessible solutions.



The Social Model

The onus is on those who create products and services to design for accessibility.



Attitudinal barriers include the language we use to describe disability, our conscious and unconscious bias, our presumptions towards people with a disability and our empathy or apathy towards disability. While these barriers are harder to remove and will take time to shift, it is key to paving the way for full participation and inclusion.

Defining Accessibility

We support the guiding principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), defining persons with disabilities as 'those who have long term physical, mental, intellectual or sensory impairments, which in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others'.

Designing Deloitte for Everyone is a plan focused on creating an accessible workplace for everyone.

We have two pillars supporting the ongoing design and implementation of our Accessibility strategy, both with nominated Partner Sponsors and working groups - these include our Accessibility and Neurodiversity working groups. Both groups are consulted when it comes to decisions on inclusion, helping us to make the most impact where it matters.

1. Australian Federation of Disability Organisations 2021, Social model of disability

Creating a more inclusive future

From awareness to action

Disability in Australia snapshot:

We want our workforce to reflect the diversity of a contemporary global society.

More than **4.4 million Australians** have a disability (1-in-6 people, or 18% of Australians)²

10-20%

of the world's population is neurodivergent³

2.1 million Australians

of working age (15-64 years) have disability²

People aged 15 – 65 with a disability are **twice as likely to be unemployed (10%)⁴**

The likelihood of living with disability **increases with age²**

4.4%

of people with disability in Australia are wheelchair users⁵

Of Australia's 8.9 million households, **35.9% include a person with disability⁵**

Disability at Deloitte

From our most recent Engage Survey (2023), our people told us:

1.7%

identify as living with disability

5%

identify as neurodivergent

2. Australian Bureau of Statistics' (ABS) 2018 Survey of Disability, Ageing and Carers

3. Neurodiversity in the workplace | Deloitte Insights

4. AIHW People with Disability in Australia 2022 Web Report

5. Australian Bureau of Statistics' (ABS) 2015 Survey of Disability, Ageing and Carers

Employee story

Ainslee Tuckerman

Director



To me, an inclusive workplace is one where everyone feels they automatically belong. They're not made to feel awkward or singled out for having different needs. Everything from the recruitment process to your retirement should have enough options to suit everyone. It's not a special request, it is just a different option. This should extend to social events or team building too. Don't cater for the majority, cater for everyone!

As a member of the Accessibility working group, I have felt a real swell of purposeful action, particularly this year at Deloitte, to deliver an accessible workplace for everyone. The train has left the station and I am excited about the journey.



Where we've been

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While there is still more work to do, we all have the responsibility to help create an accessible environment for our people, our clients and our communities. We're committed to creating a future where being inclusive of people with disability and people who are neurodivergent is second nature, and a natural part of our everyday.



Iain McGuire
Deloitte Asia Pacific
Accessibility Pillar Lead

“

Through initiatives like the National Disability Insurance Scheme, Australia is leading the world in seeking better approaches to societal inclusion. Deloitte is working with governments, organisations and advocates nationally to support and influence that change, creating the Australia that we all want to see in the mirror.



Cain Beckett
Partner

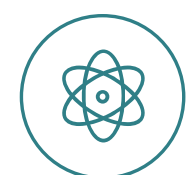


How we've supported our people



Raising our standards

In 2021, we participated in the Australian Network on Disability's Access and Inclusion Index. We leveraged the results and findings to define key areas of focus to become a more accessible and inclusive organisation. We will continue to participate in the index to measure our maturity and progress, reporting to our Accessibility and Neurodiversity working groups on outcomes.



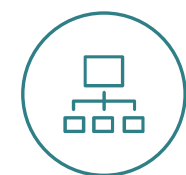
Valuing lived experiences and perspectives

Our Accessibility and Neurodiversity working groups are made up of people with diverse and intersectional backgrounds and experiences. Their insights and perspectives are integral in shaping our actions and decisions on accessibility inclusion. The working groups guide us in making an impact that matters, leading to meaningful and transformative change.



Prioritising people over process

To place our people and their needs at the heart of their experience, our 'DeloitteFlex framework' offers 13 flexible ways of working. This includes PlaceFlex which enables our people to work from home or even an approved international location, and TimeFlex, which allows people to flex their start and finish times. This empowers them to design a work life rhythm that works best for their clients and teams.



Levelling the digital playing field

Our Information Technology Services (ITS) Accessibility working group is dedicated to finding innovative ways to ensure digital access for everyone, working to uplift digital platforms and assets towards WCAG 2.1 AA compliance in the coming years. The team also consult with our wider working group to gather feedback on ways we can continue to improve.



Challenging our biases

In 2022, we launched the 'Ask, don't assume' campaign. We asked our accessibility community to share their experiences with bias. The stories shine a light on the lived experience of those with accessibility requirements, and the importance of looking beyond disability – both seen and unseen – to the real, full potential of everyone. The campaign gave people an opportunity to learn from the experiences of others, harness the power of allyship, and reflect on what it means to ask and not assume.

'Ask, don't assume' Campaign

Ally action

Being an ally is being open to conversations about disability, while trying not to make assumptions. The more we talk about this from a place of care and sensitivity, the more we destigmatise it and foster a culture of awareness and understanding. By genuinely including people with disability into our life, work and conversation, we're working towards providing flexibility and options for everyone. After all, what's normal?

A burden Resilient.

I acquired my disability later in life.

It has taken considerable persistence to navigate the world in new ways and I have undergone a positive shift in my mindset as a result.

I'm proud of the strength and resilience I've mustered in the difficult times. Now, I appreciate the little things and try not to take anything for granted.

Verity Peterson
Senior Manager

Liked by **deloitte** and **others**
deloitte Ask. Don't assume.

For International Day of People with Disability ... [more](#)

[View all 21 comments](#)

2 December 2022

Different Embracing the unique.

With four generations of autism and neurodiversity in my family tree, I've learnt so much about myself and others experiences with accessibility needs in recent years.

Looking at the support, interventions, and understanding my children receive has made me reflect on my own journey - it wasn't always this way. It highlights the importance of acceptance and perspective for the generations ahead.

Iain McGuire
Partner, Accessibility Leader

Liked by **deloitte** and **others**
deloitte Ask. Don't assume.

For International Day of People with Disability ... [more](#)

[View all 21 comments](#)

2 December 2022

Employee story

Cait O'Donoghue

Manager and Neurodiversity Initiative Co-Lead



The introduction of 'DeloitteFlex' has had the biggest impact on the way I work. I have ADHD and utilise it to manage my energy levels. I find that my brain needs a rest in the afternoon, so I choose to start work earlier in the morning and either finish the day earlier or take a longer break after lunch and log back on during late afternoon or early evening. This support has had a positive impact on my productivity and allows me to better manage my workload in a way that works for everyone.



How we've influenced our clients and communities

Reshaping disability services in Australia

We are working on a range of programs to shape the evolution of the NDIS, and to support the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disabilities and the NDIS Review Taskforce, which together will map out the next wave of national reforms. In 2021, Deloitte worked with the Department of Social Services to re-envisage a new model for Disability Employment Services which supports 280,000 Australians nationally with job search, workplace support and education. This year we are working with non-profit and for-purpose providers nationally on social impact, and operations transformation. Supporting our clients to design new social impact businesses, new services and technologies which will allow them to deliver better outcomes for their customers and for Australia.

Pushing the boundaries with Paralympic sports

Deloitte has joined forces with the International Olympic Committee (IOC) and the International Paralympic Committee

(IPC) entering into The Olympic Partner (TOP) programme as a Worldwide Olympic and Paralympic Partner. The Olympic and Paralympic Games are the world's only truly global, multi-sport athletics events, celebrating extraordinary human achievement that combines the highest level of sporting competition with a spirit of friendship, solidarity, and fair play.

In Australia, Deloitte worked with Paralympics Australia to develop their ten-year strategy leading up to the Paralympic Games Brisbane 2032 with the goal of increased funding, resources and opportunities for para-athletes. The strategy plan, dubbed 'Imagine', outlines an ambitious goal of catapulting the Australian Paralympic team back to the top of the medal table by 2023 through creating a world-leading equitable sport system and fostering greater social inclusivity. Deloitte developed the strategy through extensive consultation with para-athletes, high-performance trainers, the Australian Institute of Sport (AIS) and other sporting organisations across Australia.

Teaming up with gamechangers

We are proud to be an inaugural partner of the Australian Network on Disability (AND) Alumni Connect program. Alumni Connect is Australia's first alumni network for talented graduates with disability, providing future leaders with job opportunities, professional development and networking opportunities.

"Deloitte's partnership with Australian Network on Disability in establishing Alumni Connect has provided a phenomenal opportunity to connect skilled graduates with disability to leading Australian employers while advancing the capabilities of these future leaders with disability. We are thrilled to have Deloitte's support in connecting 2000+ people with disability to career development opportunities in Australia's first alumni network for talented university graduates with disability." Isabel Heiner, Program Manager, Australian Network on Disability

Where we're going

“

The onus is on us to shift the barriers and attitudes, so that anyone regardless of their ability, can bring their whole self to work. That's why we're working to break down biases and change our own practices and ways of working, so that we can sustain a truly accessible workplace with inclusive, diverse communities.



Pip Dexter
Chief People
and Purpose Officer



Designing Deloitte for Everyone Snapshot



Pillar 01

Access for all

Expand employment

We're doubling the percentage of people living with disability at Deloitte by 2026

Design for diversity

We're creating design guidelines so all our office spaces and any upgrades meet a gold standard for inclusion

Level the digital playing field

We're pushing the boundaries with assistive technology to make our online content accessible for everyone

Pillar 02

Equity at every stage

Prioritise people over process

We're ensuring our recruitment and onboarding processes are accessible for everyone who comes through our doors

Accessibility education

We're training our people to be disability inclusive and an ally to people in the accessibility community

Support everyone to thrive

We're establishing processes for equitable career development and progression for everyone at every stage of their careers

Pillar 03

A force for good

Lead the way

We're partnering with the business community to create change and further accessibility inclusion in our society

Awareness and action

We're empowering our people to act on accessibility inclusion and practice allyship

Raise the standard

We're tracking our ongoing improvement and will measure our progress against the national index

Our 2023 – 2026 Access and Inclusion Plan outlines our aspiration to improve access for everyone.

Over the next three years, our commitments include:

Pillar 01

Access for all

We aim to embed inclusivity into every aspect of our people experience. That means proactively removing the barriers to participation and creating ongoing awareness of accessibility.

Over the next three years, we're raising the standard with assistive technology and accessible design, so that everyone feels seen, connected and empowered to bring their whole self to work.

Goal

Our Actions

Investing in world class accessibility in our environment

- Conduct a Universal Design Assessment in every Deloitte office
- Develop Universal Design Guidelines to support the creation of market leading accessible and inclusive premises
- Proactively engage with the Accessibility and Neurodiversity working groups regarding our physical workplaces, e.g. when we are considering building upgrades or refurbishments
- Create a feedback channel for people with disability to raise issues and provide recommendations on accessibility and inclusion across our offices

Creating a barrier-free experience using assistive technology and accessible design

- Embedding accessible communications and marketing guidelines across the business
- Uplift our level of accessibility towards the Web Content Accessibility Guidelines (WCAG) 2.1 AA standard by assessing, testing and prioritising Digital content guidelines and web applications in an iterative manner, along with a targeted review of assistive technology

Actively empowering people to personalise their ways of working

- Enhance policies and practices to better support reasonable adjustments at any stage of our people's experience at Deloitte
- Promote *DeloitteFlex* to enable people to work in a way that meets their individual preferences

Pillar 02

Equity at every stage

We're committed to breaking down the barriers and biases that prevent people with disability and people who are neurodivergent from achieving their goals and realising their potential.

To reach our goal of doubling the number of people with disability at Deloitte by 2026, we are taking steps to recruit, develop and advance our people equitably.

Goal

Our Actions

Embedding accessible recruitment and onboarding processes from the start

- Identify and remove the structures and systems that create unintended barriers throughout the recruitment and onboarding experience
- Equip our hiring teams with the skills and knowledge to provide an accessible experience through the recruitment process
- Encourage people with disability and people who are neurodivergent to join us through promoting inclusion and workplace accessibility on public facing career pages and communication channels
- Create new pathways for people to gain employment through partnerships with disability and neurodiversity employment organisations

Building a disability confident workplace

- Educate and equip our people, including senior leaders, with the tools to speak about accessibility and be an ally to people with disability

Advancing our people with equitable career development and progression

- Identify and remove barriers to career progression throughout the performance review cycle
- Engage the Accessibility and Neurodiversity working groups in the development of initiatives that support the career development of our people
- Grow our Neurodiversity mentoring program and introduce a program for our Accessibility network
- Continue to support and grow our Accessibility working group and Neurodiversity

Pillar 03

A force for good

As we transform into a more accessible and inclusive organisation, we plan to share our learnings and influence our communities for the better. We're partnering with industry experts to provide visibility and a voice for leading organisations that are progressing inclusion for people with disability and people who identify as neurodivergent.

Goal

Our Actions

Partnering with the business community to drive better outcomes

- Continue to elevate and support social impact activity to support external events, initiatives and organisations that improve community participation and recognition of people with disability
- Collaborate with inclusive organisations and the business community to further the accessibility inclusion agenda
- Continually enhance our Supplier Code of Conduct and procurement strategies by proactively including considerations for suppliers who promote and advance the participation and inclusion of people with disability
- Work with internal and client facing teams to uncover opportunities to highlight existing and future work that progresses inclusion for people with disability

Upskilling our people to take action

- Equip all client and Workplace Experience Teams with the skills to support diverse needs and requests for adjustments to create an inclusive experience for our clients
- Strive to embed accessible and inclusive practices in our events
- Create regular opportunities for the promotion, education and celebration of accessibility initiatives

Raising the standard and measuring our progress transparently

- Participate in the AND Access & Inclusion Index to measure progress
- Use data to establish a baseline, measure progress, and better understand the intersectionality of our people
- Include questions in staff engagement surveys regarding the current inclusion experience, flexible work practices and workplace adjustment requirements
- Meet quarterly with leaders and key stakeholders responsible for owning actions in the Access and Inclusion Plan to measure progress. Communicate our progress with our people, clients and communities

Employee story

Vern Jun Lee

Experienced Analyst





As a profoundly Deaf person, my permanent hearing loss has caused delays in my communication and linguistic skills. Finding the right communication and working style that works best for me and my team, enables us to have mutual understanding and expectations of each other. Seeking accessibility and assistance is not something to be ashamed of and should be communicated clearly to our project and career coaches, who will continue to empower us.



How we'll measure our progress

Designing Deloitte for Everyone has been endorsed by Deloitte's Executive Team and the Plan will be registered with the Australian Human Rights Commission.

As we implement actions over the life of the Plan, our progress will be tracked and measured by the Diversity, Equity and Inclusion (DEI) Team. It will also be governed through:

-  Seeking regular feedback with key stakeholders and our Accessibility and Neurodiversity working groups to shape the plan's ongoing direction and execution
-  Regular reporting on progress to the firm's DEI Committee and National Executive Team
-  Reporting on progress in the firm's annual report



Thanks

Building the Designing Deloitte for Everyone Plan has been a team effort. The Plan was developed in consultation with various stakeholders across the organisation to identify key priorities and actions. This included our work with Get Skilled Access to host multiple discovery sessions with our Accessibility working group, Neurodiversity working group, IT Accessibility working group, senior leaders and many other stakeholders from across the firm.

We would like to thank everyone who provided feedback as part of the consultation. Your passion, commitment and openness to share your experiences will create an even better place to work, providing greater participation and inclusion for all.



Accessing Designing Deloitte for Everyone

Designing Deloitte for Everyone is available digitally and in accessible formats at:

<https://www2.deloitte.com/au/en/pages/about-deloitte/articles/designing-deloitte-everyone.html>.

If you would like to provide feedback or request a copy of the plan, please contact us at inclusionau@deloitte.com.au.

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