

Deloitte.

**Race and Culture
Action Plan**
2023–2026



Acknowledgement to Country

Deloitte acknowledges the Traditional Custodians of Country throughout Australia and the continued connections Aboriginal and Torres Strait Peoples share with land, water and culture.

As a firm we embrace the diversity of people and place. Our individual and shared experiences - shaped by the vast continents, regions and islands we have migrated from or were born - continue to challenge, nurture, and develop us. Collectively, we pay our respects to Aboriginal and Torres Strait Islander Elders past and present.

Shantelle McCormack

Aranda/Amatyerre artist | A student
of Worawa Aboriginal College



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Sasha Fredrick

**Sri-Lankan
Australia
heritage,
Partner**

Watch Sasha's
story [here](#)

STORY
/01

I didn't think too much about being female and also being from a culturally diverse background until recently. I only just learned the term 'intersectionality' about 12 months ago. **Having the language to explain it has helped me understand why I sometimes feel the way that I do.**

We have to start being more deliberate about the decisions we make and about intentionally including people - there are so many voices and ideas that are not being brought to the table because people aren't being seen or heard.



OUR VISION

A leadership team and workforce that reflects diverse Australia

“ I don't believe Deloitte can be successful in the long term unless we fully embrace and unlock true diversity in our firm. Our vision is for our partnership team to look like our graduate team, and our graduate team to look like Australian society. We are not going to achieve this unless we are willing to openly discuss and address issues such as racial and cultural diversity and have the courage to take real and meaningful action.



Adam Powick
Chief Executive Officer

“ I am excited about our vision for a future where the diversity of Australia is better reflected in leadership, both in Deloitte and across the nation, and where everyone feels a genuine sense of belonging. As we embark on this journey, we are committed to 'saying the unspoken' and elevating the voices and lived experiences of diverse communities to shape that future – one that is more inclusive and equitable for all.



Tharani Jegatheeswaran
Race and Culture
Pillar Leader

Josh Duke

Dunghutti
man,
Director

Watch Josh's
story [here](#)

STORY
/02

Allyship is so important. We can't do it without you. **To be an ally is to be well-read.** It's about understanding that Australia's history wasn't that nice and bringing to light the things we haven't heard about.

For me, **it's not about making people feel guilty because you can't change the past, but you can change the future** and that you can influence your spheres of influence. Even if they're just at your dinner table, that's really important.



Our time is *now*

In a world of increasingly complex challenges, the compass that guides us must be diverse perspectives. They not only ignite innovation and refine decision-making but are pivotal to our ability to make a meaningful impact.

Globally, we're seeing a shift in influence from West to East. Locally, we recognise Australia's First Peoples and acknowledge that Australia's population is rapidly changing.

48.2%

of Australia's population were born overseas or have parents who were¹

Despite these changing landscapes, a subtle bias towards a dominant white or Western lens remains the dominant perspective in many Australian contexts.

A person's visible differences can be an advantage for some and a disadvantage for others, and many feel pressured to conform to be seen and heard. Stories, perspectives and ideas can go unspoken. And many rich experiences, relationships and networks remain untapped.

Past efforts have celebrated diversity. But it's time to move beyond celebrations. Because achieving equity isn't just about efforts, it's about results: measurable and meaningful outcomes in the lives of our people, our clients and communities.

**We can do better.
We have an opportunity to accelerate change.
But we must have the courage to start.**

It's time we openly discuss issues relating to race and work together, to ignite change within our organisation, and break down the barriers that block equity for racially and culturally diverse and First Nations people; particularly those at the intersections.

Our vision is clear. It's for our leadership team and workforce to reflect diverse Australia. To create an environment where everyone can succeed as their authentic selves. To deepen our understanding of the relevant issues and accelerate systemic change in partnership with our clients and business community.

Ramneek Singh

**Sikh, Indian-
Australian,
Senior
Consultant**

Watch Ramneek's
story [here](#)

**STORY
/03**

Representation is super important because for younger people from different racial and cultural backgrounds and experiences, imagining themselves in senior positions can be challenging. Unless they can see someone who is just like them.

It's important for people to see they **can bring their diversity, different perspective and identity, and still succeed.** I am amazed by the fact so many young Sikhs are feeling confident in pursuing success while maintaining their identity, coming through Deloitte and elsewhere.



Understanding Race and Culture

We've been inspired by Diversity Council of Australia's (DCA's) 'Foundational Principles for Understanding Race' model to help us better understand the challenges we're solving and shape the way forward.



01 | Recognise unique status of First Nations' people

Aboriginal and/or Torres Strait Islander peoples' unique position as Australia's First Nations people will be recognised and we will proactively listen to their voices and lived experiences from across the firm.

02 | Centre lived experiences

For our proposed actions to truly resonate and impact our people on an experiential level, it's crucial that our choices are informed by people with lived experience.

03 | Realise we racially label each other, and this brings privilege

The terms 'racially marginalised' and 'racially privileged' reflect how racism plays out in Australia. Our understanding is that racism occurs because some groups are viewed as racially different, outside the norm, and therefore receive unequal treatment while other groups benefit (however inadvertently).

04 | Recognise our default worldview is white

We live in a world in which whiteness and Westernness are subconsciously seen by many as 'normal' and 'better'. It can make us see white, Western, English-speaking people as more capable in our society and workplaces.

05 | Should be focused on racial and cultural diversity

We need to acknowledge that race plays a key role in shaping experiences, access to opportunities, often more so than culture or language. We can start by using language that better captures and explains the reality of people with lived experience. This language moves beyond words like social cohesion, harmony, and tolerance.

2. Wording changed to reflect Deloitte's Race and Culture Plan

From awareness to **action**

We have taken time to understand the external context:

DIVERSITY AT DELOITTE

92% of people believe that people of all cultures, identities and backgrounds are valued and respected at Deloitte • **17.8% of Partners and 39% of our workforce** are from racially and culturally diverse backgrounds

FIRST NATIONS PEOPLES IN AUSTRALIA

3.8%

of the total population of Australia is Aboriginal and Torres Strait Islander people⁶

0.7% of Aboriginal and Torres Strait Islander population hold senior leadership positions⁷

MIGRATION IN AUSTRALIA

48.2%

of Australia's population were either born overseas or have one or both parents who were born overseas.³

- Australia is ranked **7th internationally** for the total number of migrants in its population⁴
- Migration **will contribute 1.6 trillion** to Australia's GDP by 2050⁵

LEADERSHIP REPRESENTATION IN AUSTRALIA

95%

of senior leaders in Australia have an Anglo-Celtic or European background

Non-European people hold only **5%** of senior leadership positions in Australia⁸

GLOBAL MAJORITY

The Global Majority is a collective term that refers to people who are Black, Asian, Brown, dual-heritage, Indigenous to the global south, and or have been racialised as '**ethnic minorities**'.

Globally, these groups currently represent about **80% of the world's population** making them the global majority⁹

RACISM IN AUSTRALIA

The Western Sydney University 'Challenging Racism Project 2015-16 National Survey Report' found that across Australian workplaces:¹⁰

1 in 3

people experience racism in the workplace

93%

of employees believe that Australian organisations need to take action to address racism¹¹

Lama Tiavo

**Samoan
(Aotearoa
New Zealand),
Manager**

Watch Lama's
story [here](#)

Growing up in a Pacific Islander community, I gained many skills through roles in my church, the community, and frequent extended family gatherings; from chairing a meeting and public speaking, to team building, emotional intelligence, and resolving conflict. **Real life experiences that are transferrable to work.**

We need to be curious and learn more about each other.

Because that's how we'll understand the human side of people. When people feel safe to bring their full authentic selves to work, they'll be able to share their different lived experiences and perspectives, without any guards or fear of being judged.

STORY
/04



Message from our *Executive Sponsors*

“ Embracing diversity is not just a choice; it’s at the core of who we are as a firm. It embodies our commitment to fostering an inclusive workplace that values the unique backgrounds and experiences of our people. Together, we embark on this journey, breaking barriers, and creating an environment where every voice is heard and celebrated.



Steve Jansz
Race and Culture
Executive Sponsor

“ Our Race and Culture Action plan is our commitment to changing the status quo. We have a responsibility and an opportunity to be the change we want to see in Australia, by starting with the experiences we create for our people at Deloitte and our clients. It takes courage to start, to listen and to lean into what is uncomfortable, but it is much easier to do this when we do this together.



Pip Dexter
Chief People
and Purpose Officer

The *journey* we have been on

We have been on a journey over the last 10-months to understand our current state and shape a path forward.



Underpinned through an Intersectional* Lens

*refers to interconnected nature of factors like race, sex, class, socio-economic status, ethnicity, sexual orientation, and disability, which can create overlapping and interdependent systems of disadvantage (Deloitte Access Economics).

Unspoken Campaign

When it comes to race and culture
there's a lot that goes

Unspoken



To ignite change across the firm, we placed our people's stories and lived experiences at the core. This storytelling campaign was inspired by the realisation that when it comes to race, there's a lot that goes unspoken.

We invited six changemakers from diverse backgrounds, roles and areas of the business to start a deeper conversation. To set the tone for openness, empathy and action.

Explore the campaign [here](#)



Say the unspoken.
Reimagine representation.
Take action.

Benny Lee

Malaysian heritage, Partner and Board Member

Watch Benny's story [here](#)

STORY /05

I hope and I know that Deloitte will continue to change with the times. Today's Partnership won't necessarily be fit for purpose for tomorrow's business. We need to focus our continued efforts on how we **nurture, retain and elevate our diverse workforce for a better Deloitte and a better Australia.**

Because **when we've got a workplace where people feel like they belong; they will want to come to work, they will want to do their best work,** and they'll have a lot of fun along the way.



Race and Culture Action Plan 2023–2026

This plan signifies our courage to start

Our four pillars of impact

01

Equity at every stage

Equitable pathways

Enhance pathways for Racially and Culturally Diverse people to join us and grow their careers

Understand the experience

Participate in the **RISE program**¹² to gain deeper insights into the lived experiences of our Racially and Culturally Diverse workforce to inform action

Leadership pipeline

Targeted interventions to build greater diversity in our leadership pipeline

02

Educate and activate allies

Build racial and cultural awareness

Deepen our people's knowledge, capability and confidence around race and culture

Communities for change

Build our Race and Culture and First Nations Networks to create a sense of belonging for our people

Enabling allies and advocates

Enable and inspire role models, champions and allies through education and storytelling

03

Reimagine representation

Visible leadership targets

Meet our target for 25% Racially and Culturally Diverse Partners by FY26

Enhance data for action

Use our annual 'Engage' survey data to understand the profile and intersections of our workforce to drive action

Be what you can see

Celebrate, profile and elevate the voices and experiences of our Racially and Culturally Diverse and First Nations workforce

04

A force for systemic change*

Lead the way

Partner with the business community and other leaders across the eco-system to drive change

Social impact

Continue to elevate social impact activities that drive equitable outcomes

Measure our progress

Track, measure and share our progress

* All references to Racially and Culturally diverse are inclusive of our First Nations'

Chido Mauwa

Zimbabwean
heritage,
Director

Watch Chido's
story [here](#)

I look at myself in the mirror regularly, and say 'your crown has been paid for. There are people who've come before you who sacrificed for you to be here, for you to be successful.'

So I need to wear my crown proudly and I need to step into those spaces. And if it means other people are going to be uncomfortable by my presence, that is not on me.
I just need to be who I am.

STORY
/06



Truth and Reconciliation Action Plan (TaRAP)

In 2014, Deloitte started on its RAP journey, and we are now on our third RAP. Implementing our Stretch RAP until May 2024, will mark ten years since we became a RAP organisation.

We have adopted truth telling and working to a new future as central elements of our TaRAP commitment. For a firm like ours, truth is not just about how we respond to our obligations in the public sphere but also in the private sphere.

As one of the largest professional services firms in the country, and the leading professional services brand in the world, we commit to being truthful with ourselves about the way we employ people, listen to our communities, work with clients and governments. Most importantly we commit to truth-telling about our nation's history and the change needed, to allow us to walk forward together.

The guiding wisdom for our TaRAP¹³ is the 2017 Uluru Statement from the Heart.

Living up to the challenge of the Uluru Statement requires change in our nation and in our firm.

Change is not just something to exercise in terms of services, procurement and engagement. We intend to contribute to the national debate, bring alive our commitment to purpose and impact, and provide an opportunity for Deloitte to learn and change itself, so that we can all walk together into Australia's future.

Thank you to those who ***contributed***

This plan would not be possible without our Racially and Culturally Diverse leaders and workforce, including our First Nations colleagues, who have shared their personal stories, wisdom, and advice. We greatly appreciate your time and authenticity. We hope your stories will encourage others to show up and speak up.

Deloitte also acknowledges the emotional and cultural labour that First Nations and Racially and Culturally Diverse people experience day to day and the burden our people face in educating and advocating at work, with clients and in all other surroundings.

We value your voice and your lived experiences and as part of this plan, we will listen and learn to understand the gaps and areas to improve, better utilise our data to understand the intersectionality of our people and invite leaders to join us in taking action for systemic change.

Race and Culture Action Plan

Our Race and Culture Action Plan is available digitally and in accessible formats. If you would like to provide feedback or request a copy of the plan, please contact us at: inclusionau@deloitte.com.au

Key contacts



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Glossary

Race

Race is a social construct rather than a biological one. Racial classification is both self-defined and externally imposed. The term race is widely used in legal and political contexts (e.g. Caucasian/White, Black, Asian)

Culture

Culture consists of the beliefs, behaviours, objects, and other characteristics common to the members of a particular group or society. Through culture, people and groups define themselves, conform to society's shared values, and contribute to society

Ethnicity

Has to do with group identification. Individuals may self-identify with a certain ethnic group(s) (e.g. Hispanic, African, Celtic)

Intersectionality

Intersectionality refers to interconnected nature of factors like race, sex, class, socio-economic status, ethnicity, sexual orientation and disability, which can create overlapping and interdependent systems of disadvantage

Racism

The belief that a particular race is superior or inferior to another, that a person's social and moral traits are predetermined by their inborn biological characteristics. Racism can manifest in individual, interpersonal, institutional, and structural racism and together form a system, which is often referred to as "systemic racism"

Anti-racism

The conscious decision to make frequent, consistent, and equitable choices to be conscious about race and racism and take actions to end racial inequities in our daily lives

Discrimination

Discrimination happens when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

Privilege

A right, immunity, or benefit enjoyed only by a person (or people) beyond the advantages of most. The concept of privilege refers to any advantage that is unearned, exclusive, and socially conferred

Micro-aggression

A comment or action that subtly - and often unconsciously or unintentionally - expresses a prejudiced attitude toward a member of an underrepresented / minority group

Micro-affirmations

Micro-affirmations (also referred to as micro-moves, micro-gestures, and micro-advantages) include nods, facial expressions, choices of words, and tones of voice that convey inclusion, caring, and listening

Bias

The action of supporting or opposing a particular person or thing in an unfair way, because of allowing personal opinions to influence your judgment

Unconscious bias

Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness

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