



Diversity, Equity & Inclusion at Deloitte Japan

Last updated: December 22, 2023

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Our initiatives and story on Diversity, Equity, & Inclusion at Deloitte Japan.

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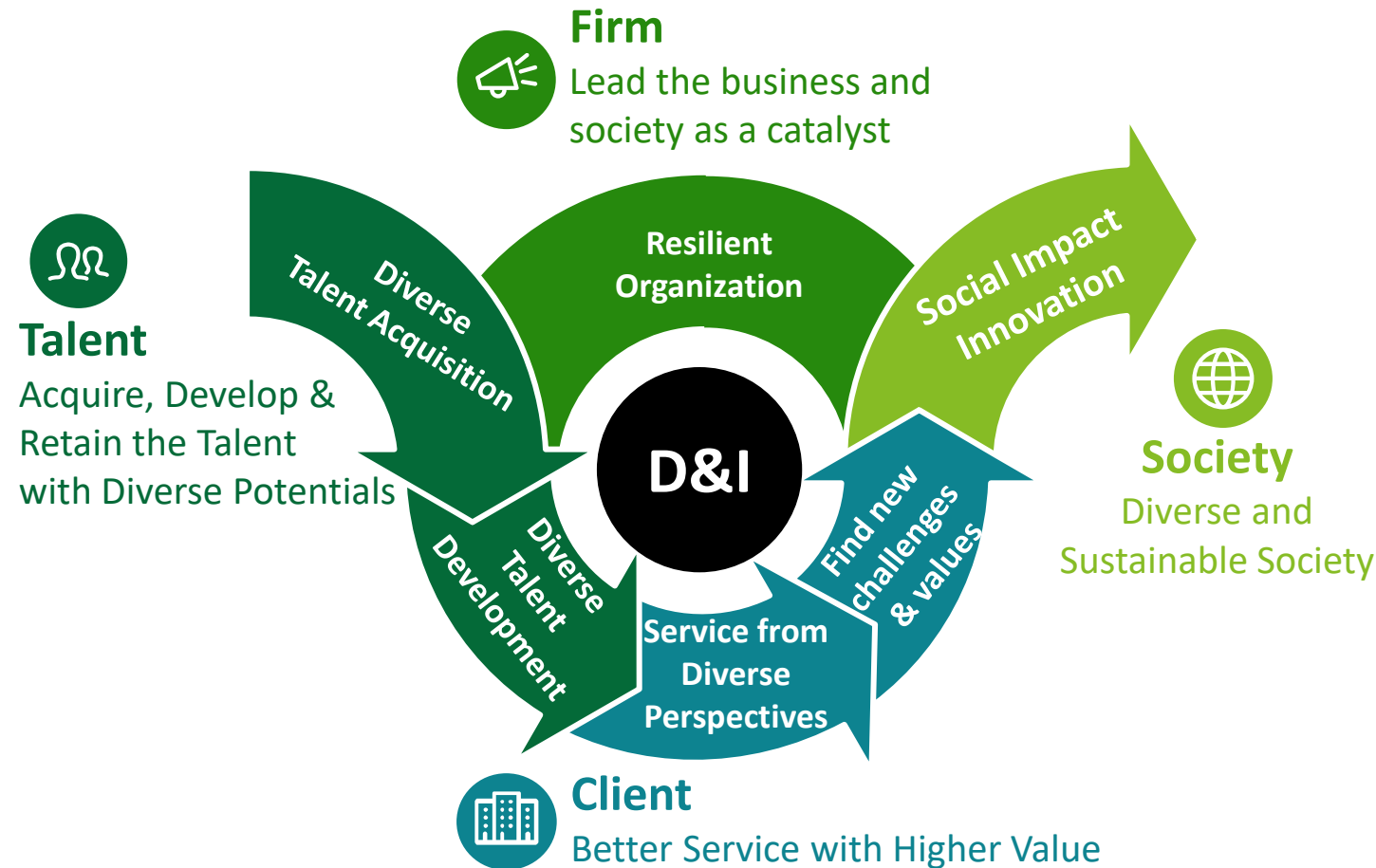


Framework



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

Our DEI Strategy



We embrace Equity not only Equality, by reflecting the societal issue



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



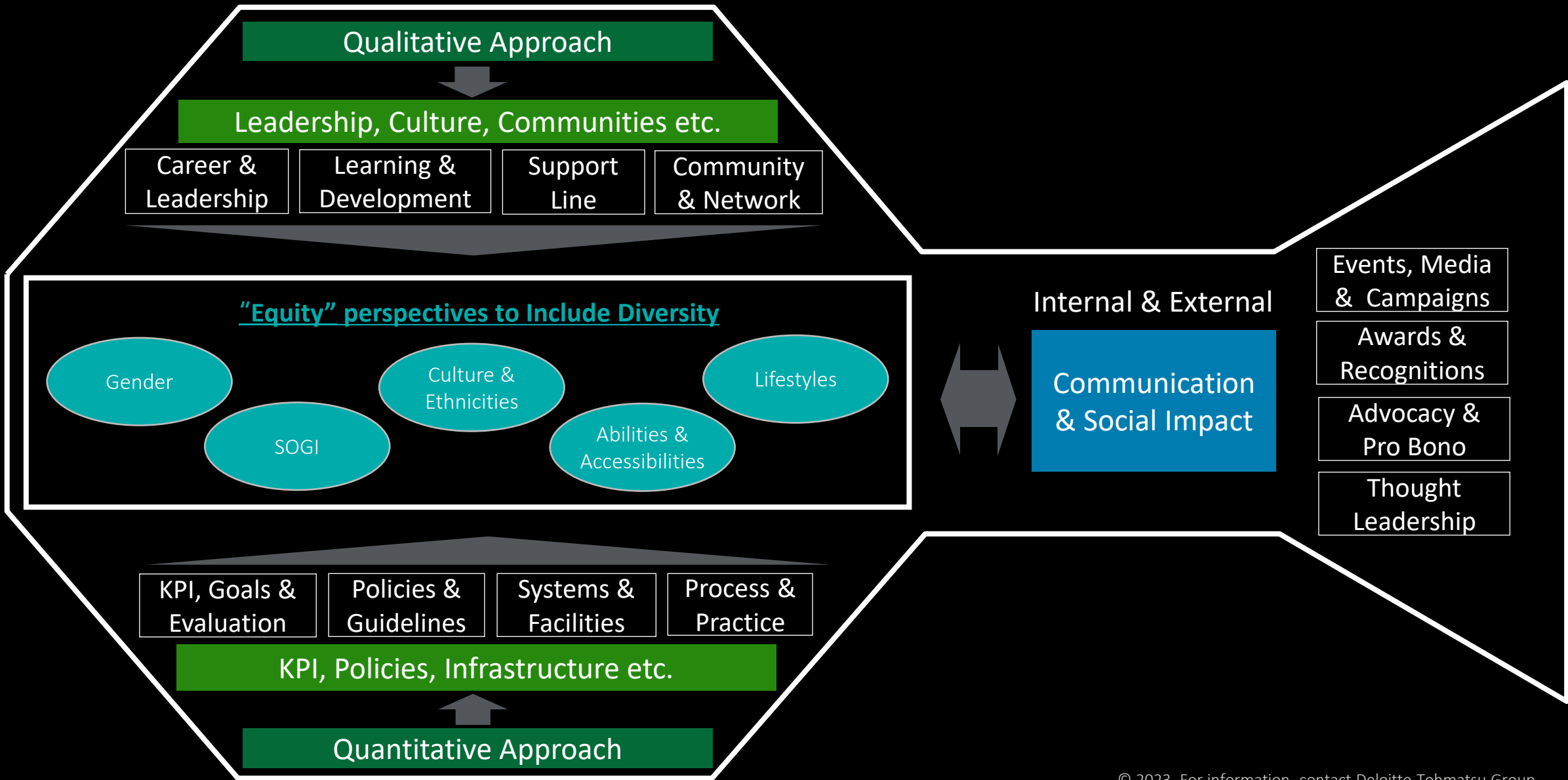
Providing “Equity” to all -considering individual differences.



All are having Equality & Equity, without any structural barrier.

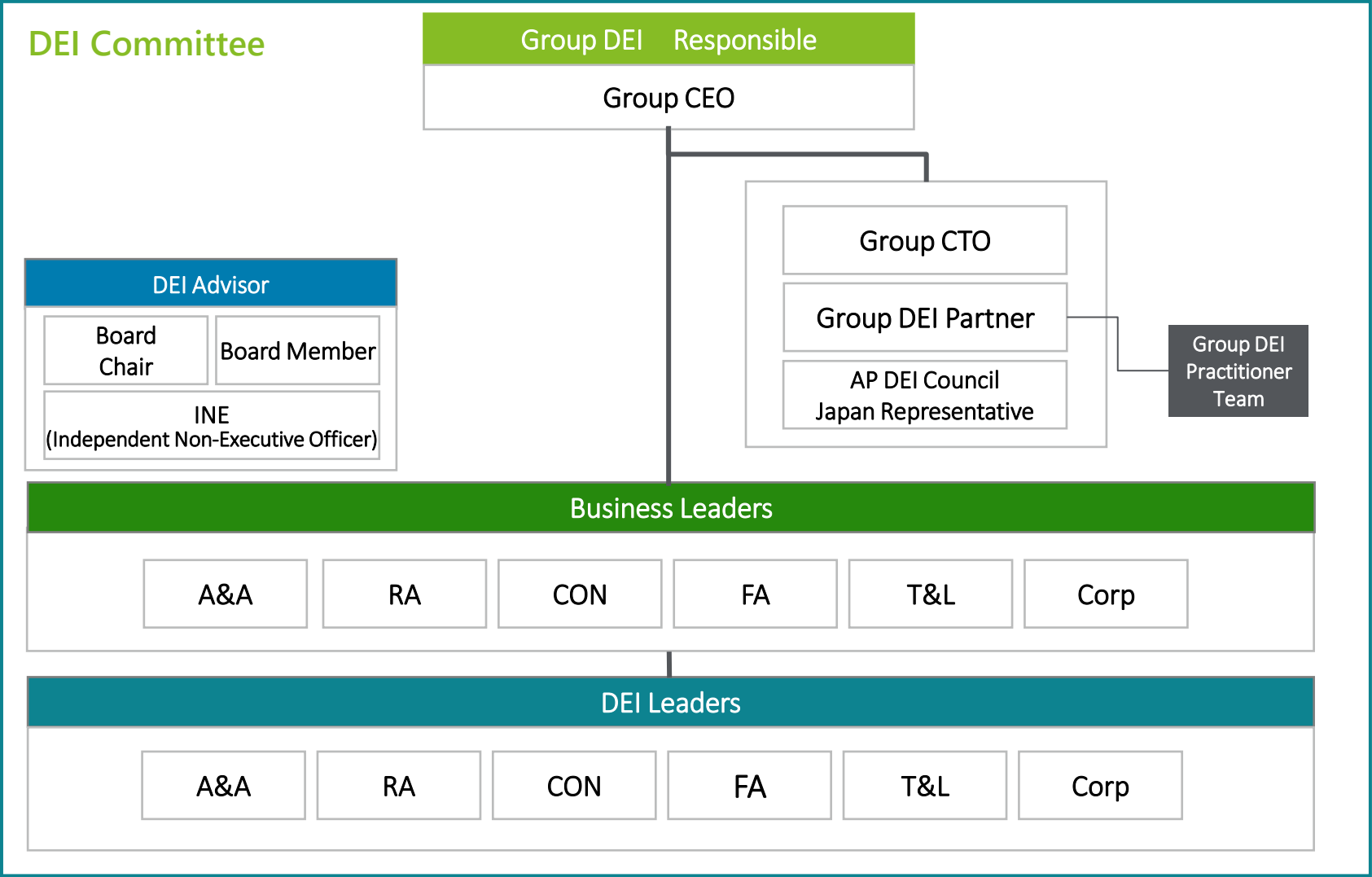
Empowering Diversity, Equity & Inclusion in a strategic & holistic approaches

Our DEI framework



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

DEI Structure at Deloitte Japan



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).

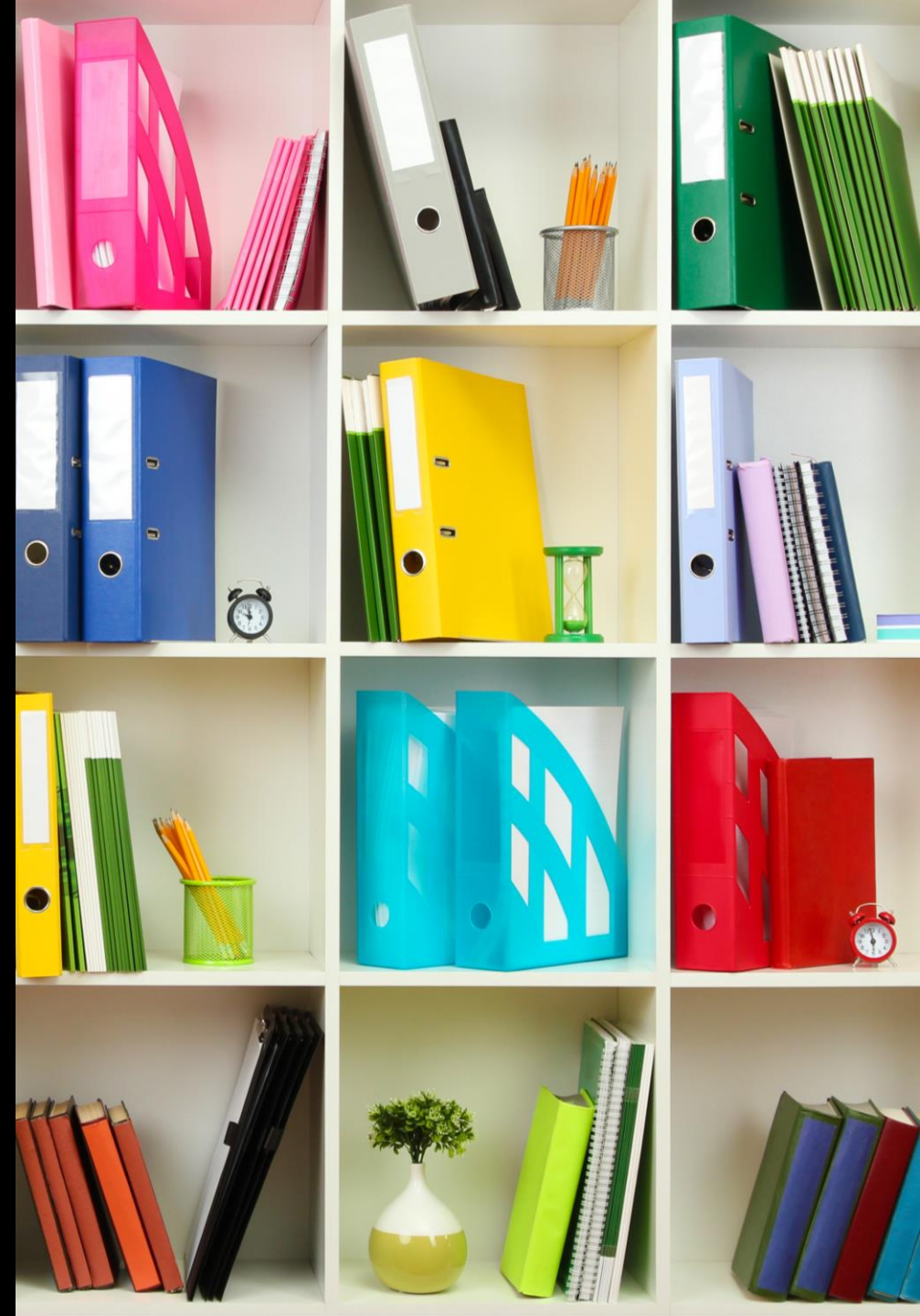
We will continue to empower DEI not only within our Group, but also in our society to create an environment where individuals thrive - recognizing own growth, respecting and leveraging various differences that individuals naturally have - including gender, sexuality, race, ethnicity, cultural differences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



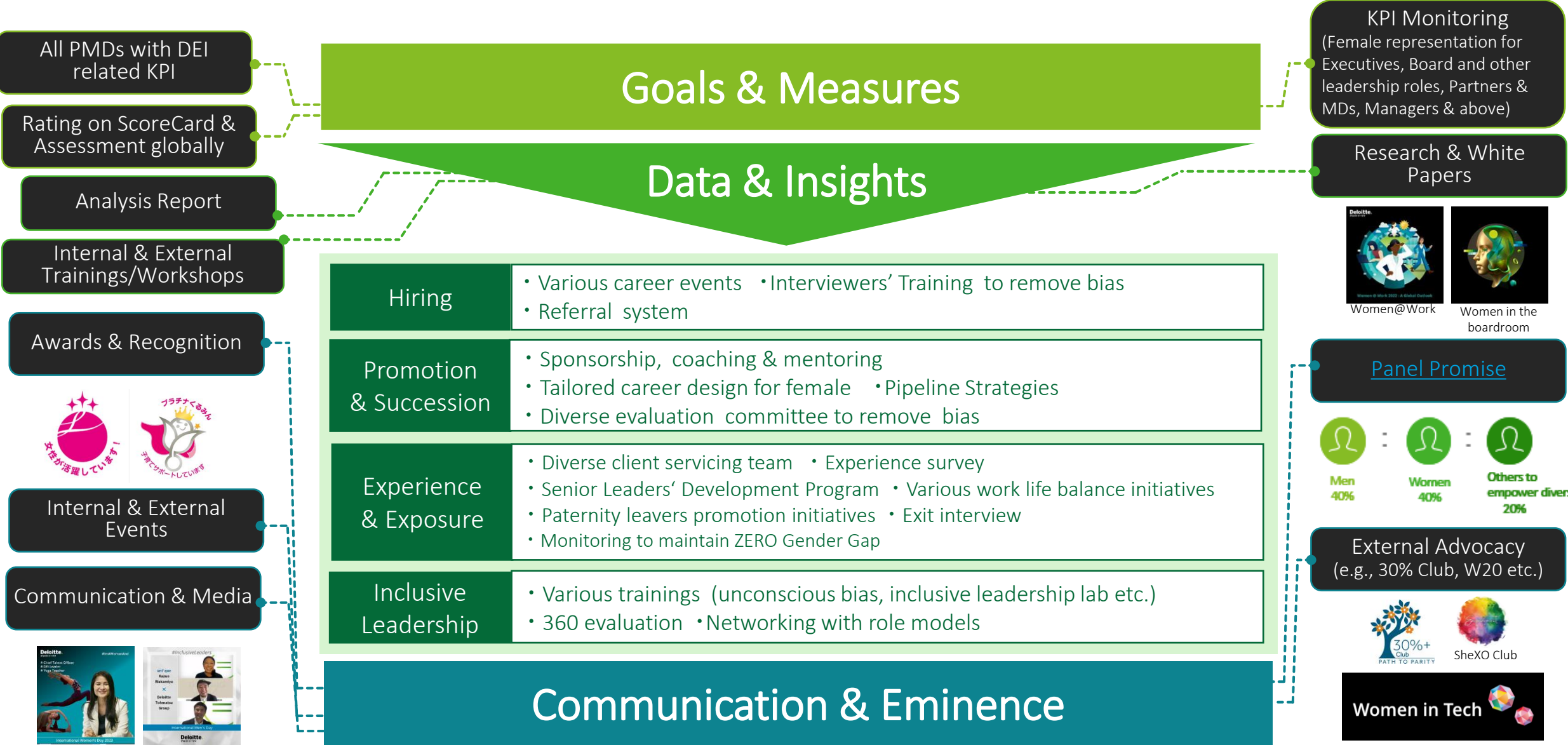
Lack of female talent pool in specific areas

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

[Webpage Link](#)

Focusing on sustainable development for talent empowerment regardless of gender



Multi Culture

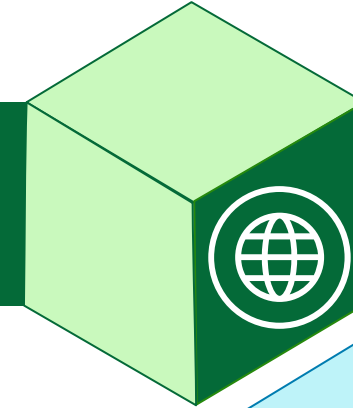


International/Non-Japanese speaking members in Japan / at Deloitte Japan

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

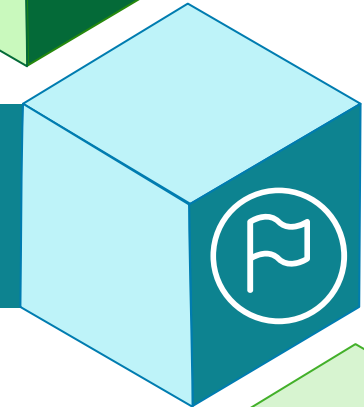
1

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 1,128* 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 2023)



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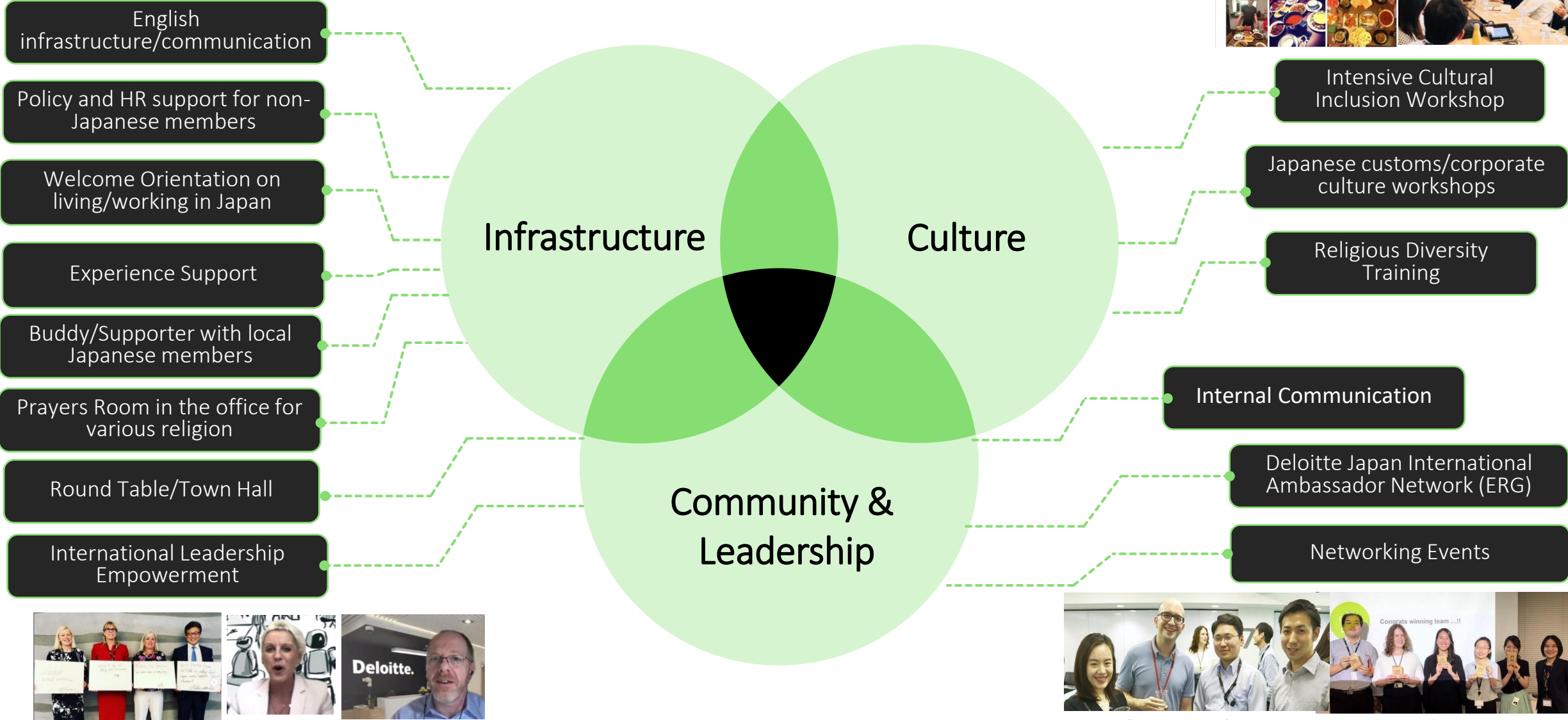
The point is to balance and “adapt” -so international members can feel confident and empowered to work with local clients but at the same time, the firm to leverage them as “strengths” for the organization become a true global firm –not just adopting everything as either global or local way.



Initiatives for International Members' Inclusion at Deloitte Japan

[Webpage Link \(International Members\)](#)

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



LGBT+/Allyship



Deloitte Embassy Model is our core pillar of LGBT+ inclusion

Embassy of Allyship Ambassador and as a Safe Place

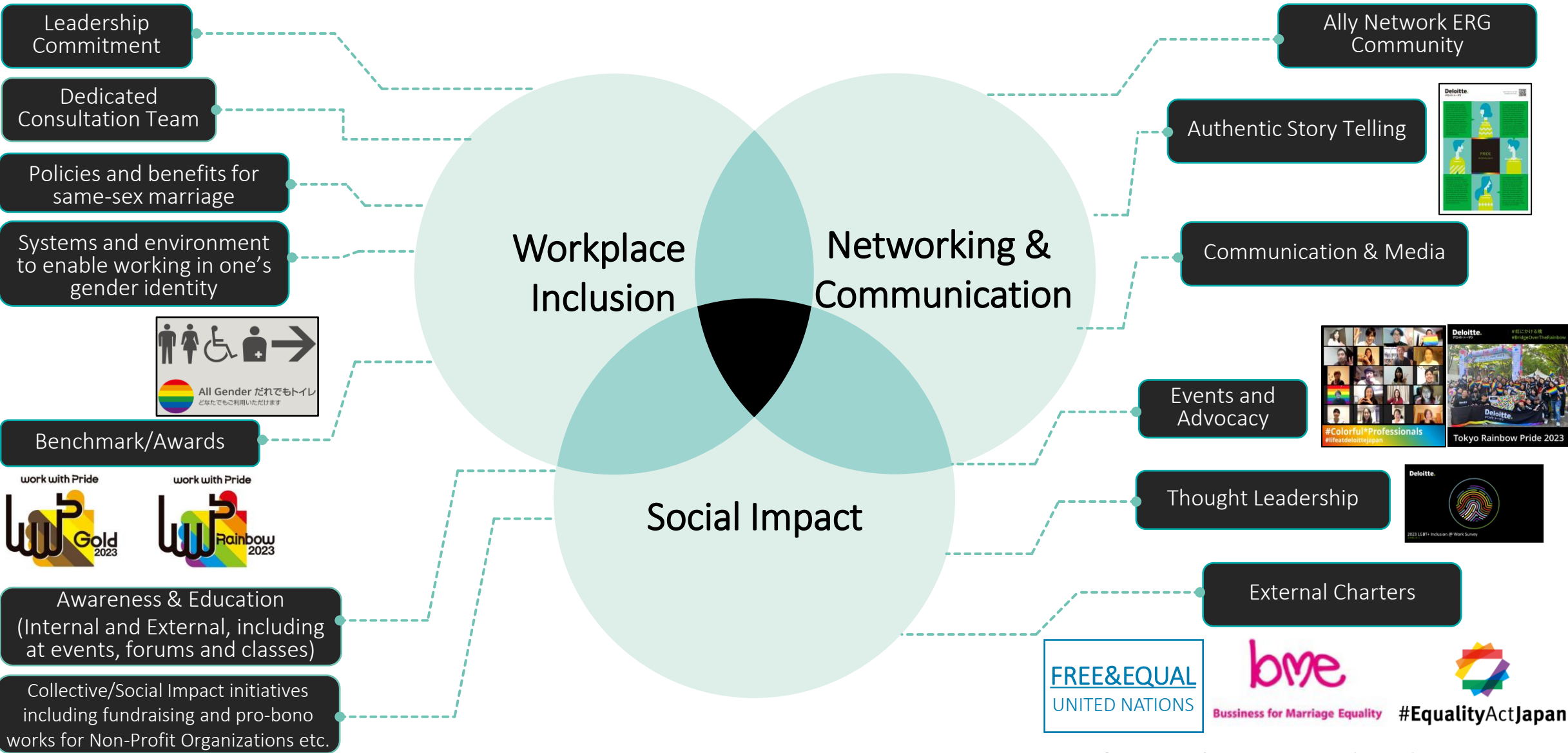


- Deloitte has adopted the 'Embassy Model' all around the world. Within the walls of Deloitte, LGBT+ inclusive policies and practices for our people are applied in all jurisdictions where we operate.
- Embassy Model means a lot, especially in the countries/regions that have been challenging for LGBT+ 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

[Webpage Link](#)

Various initiatives based on the "Embassy Model" and the concept of "Equity"



Diverse Abilities



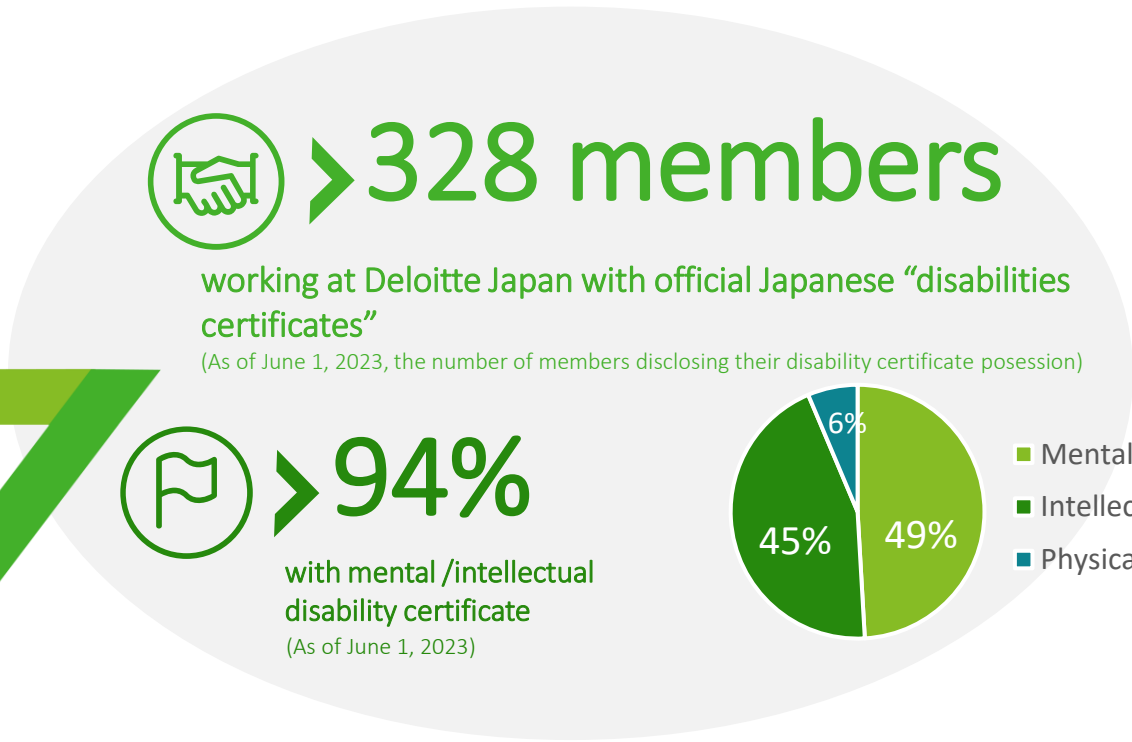
Landscape in Japan and at Deloitte Japan

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.

in Japan

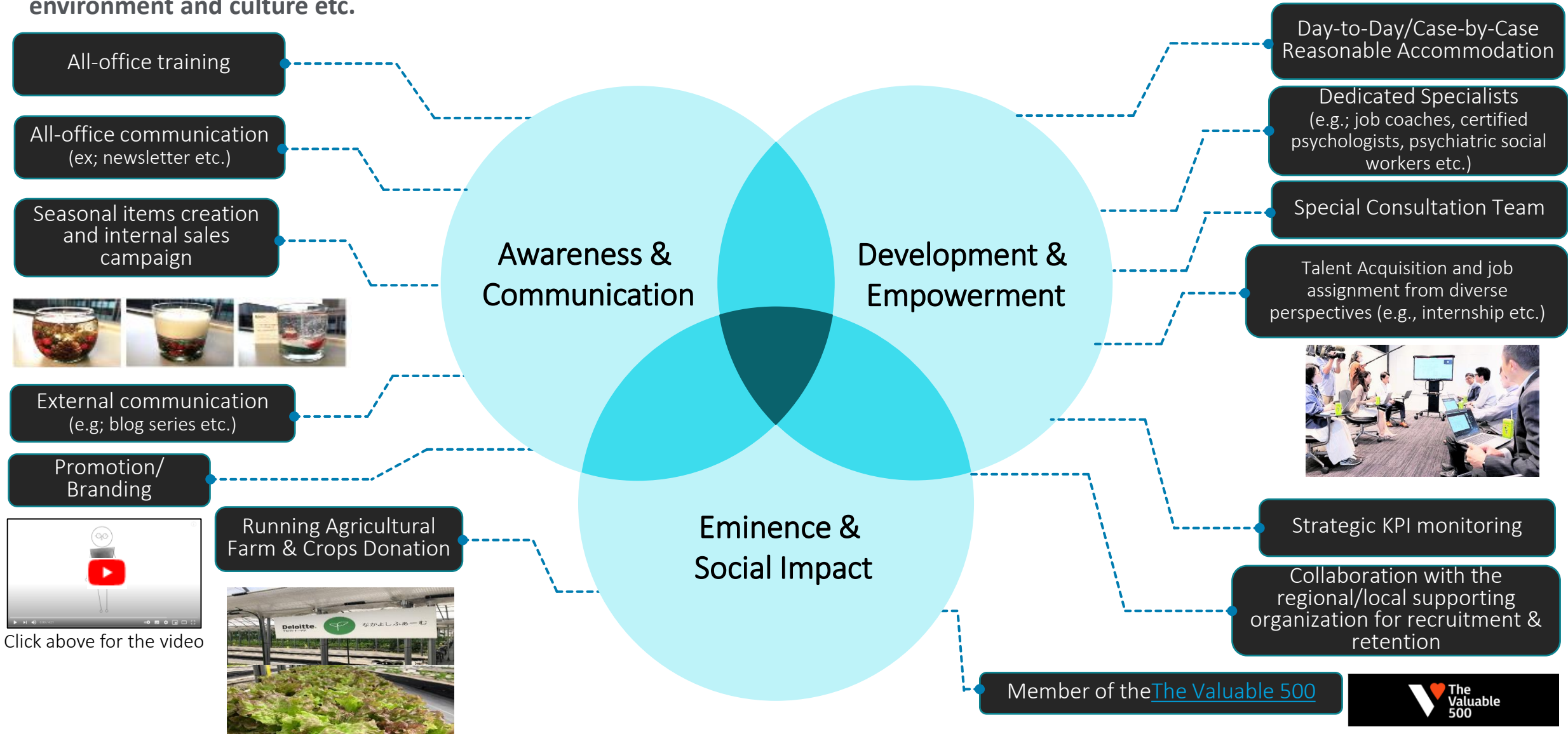


at Deloitte Japan



Empowerment of members with diverse abilities at Deloitte Japan

We focus on “Diverse Ability” rather than “Disability” and empower from various perspectives such as awareness, talent development, environment and culture etc.



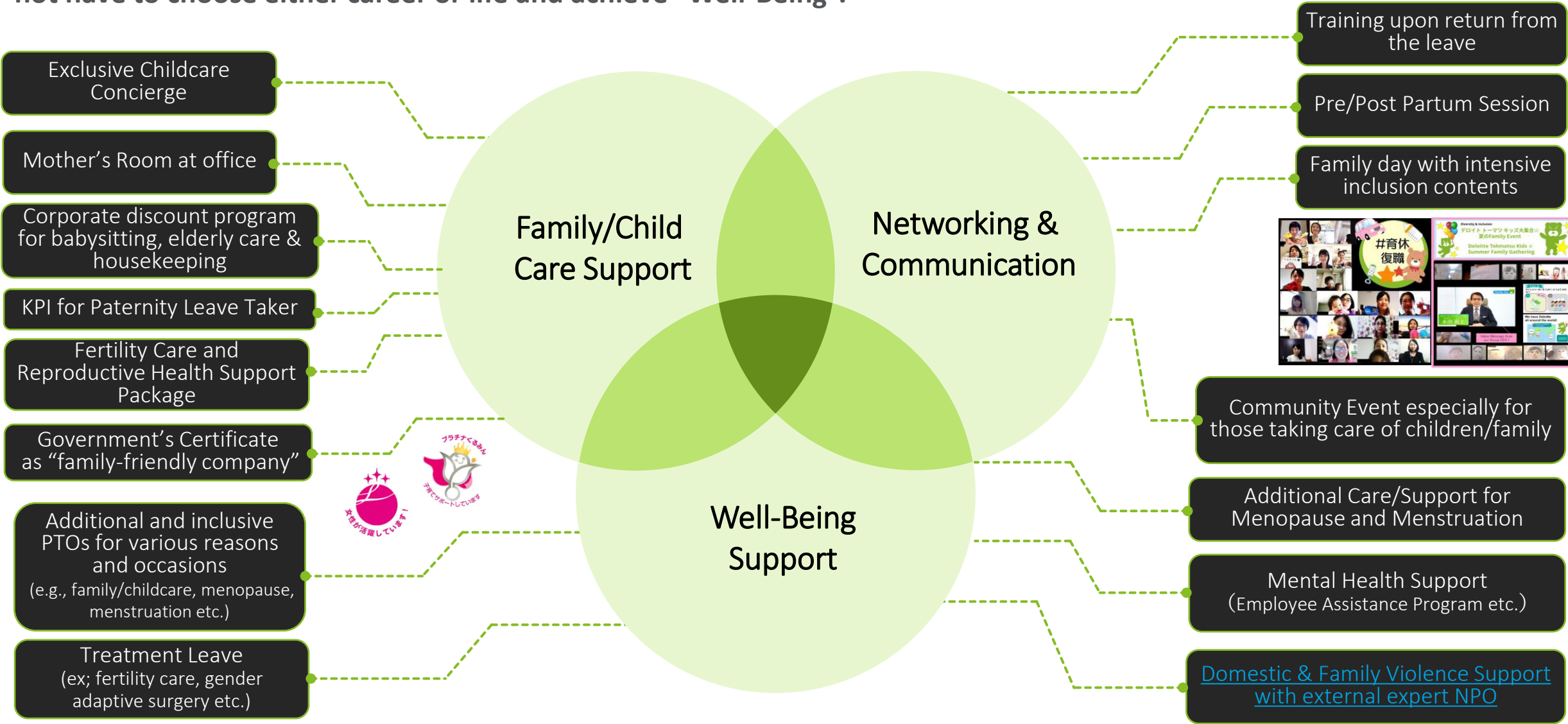
Support Scheme



Work Life Balance/Well-being from DEI perspectives at Deloitte Japan

[Webpage Link \(Work Life Balance\)](#)

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”.



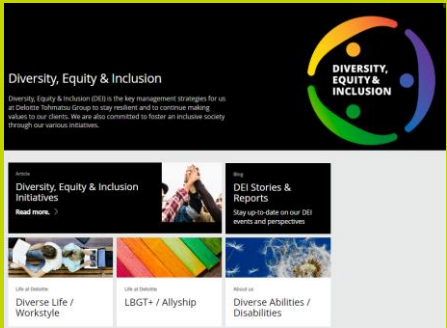
22 *Childcare related benefit is eligible for adopted child(ren) as well.

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.

[DeloittePride](#)

Authentic stories from our LGBT+ members at Deloitte Japan



[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

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Awards & Recognitions on our holistic DEI approaches and initiatives

Awards

D&I Award

Being acknowledged for our overall initiatives to empower DEI from holistic perspectives, we have been accredited as Best Workplace since 2021, along with the full-score in 2022 as well as Semi-Grand Prize in 2021.



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

Renewing the Gold Certificate since 2018, and received the Rainbow Certification in 2023, through our collective/social impact.



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
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Appendix: Introducing our “Panel Promise”

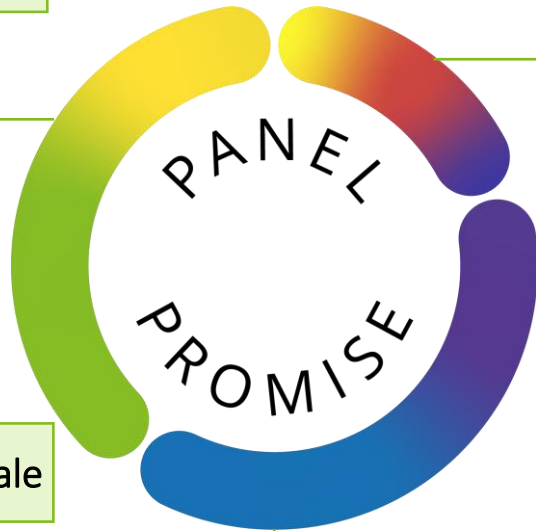


"Panel Promise is one of our initiatives not only to reduce bias but also to achieve new perspectives and innovations generated by the power of diversity.

Deloitte Panel Promise (Since : February 2020)

40% Male

40% Female



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

20% Buffer to facilitate diversity

- e.g.,
- ✓ Cultural Diversity
 - ✓ Diversity in Race and Ethnicities
 - ✓ Diversity in Seniority and Generations
 - ✓ Experiential and other Diversity
- etc.

Purpose

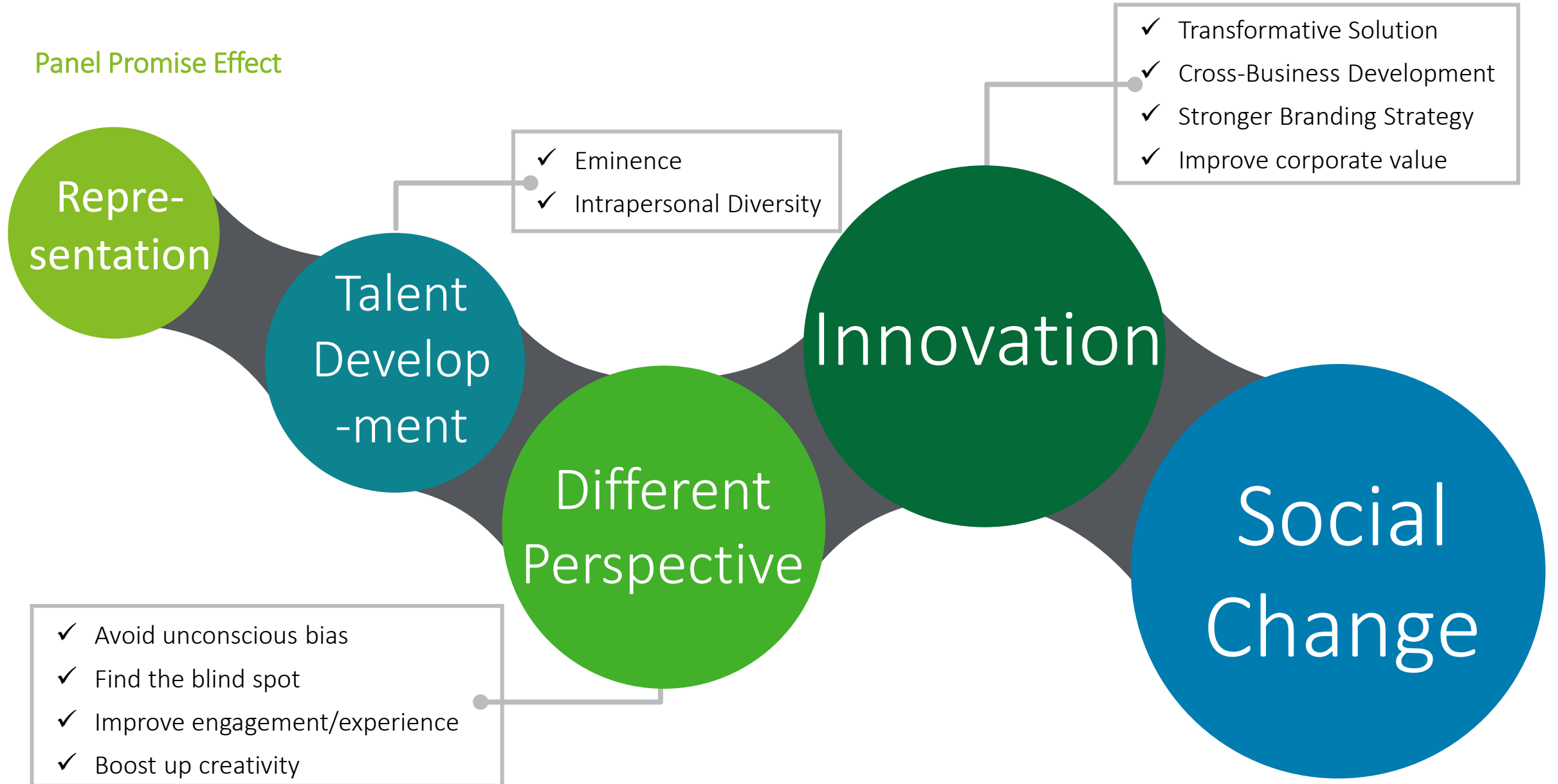
Visualize the female/diverse members, showing the diversity of leadership/professionals -and mitigate existing unconscious biases

Purpose

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

Panel Promise will be connecting the dots for various transformation.

Panel Promise Effect



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