

Making an impact that matters

Our people, our communities

Responsible Business Report 2016

Over the past year, we have reflected deeply and given expression to our greater purpose as a leading business, thought leader and employer ... It is fitting that our contribution to the community has emerged as a key pillar of our purpose.

Dennis Goldner

Chairman, The Deloitte Foundation

#impactthatmatters

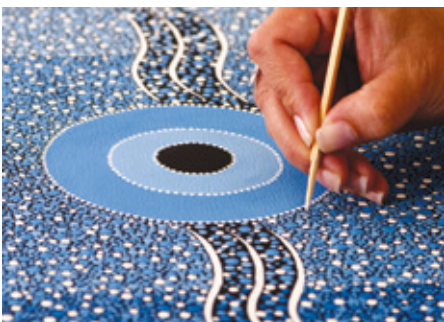
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Deloitte has a longstanding commitment to helping others in need through donations, pro bono services and the formation of long-term community partnerships with effective organisations.



Culture

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An organisation's capacity to make an impact that matters for its people, clients and community comes down to its culture and internal systems.



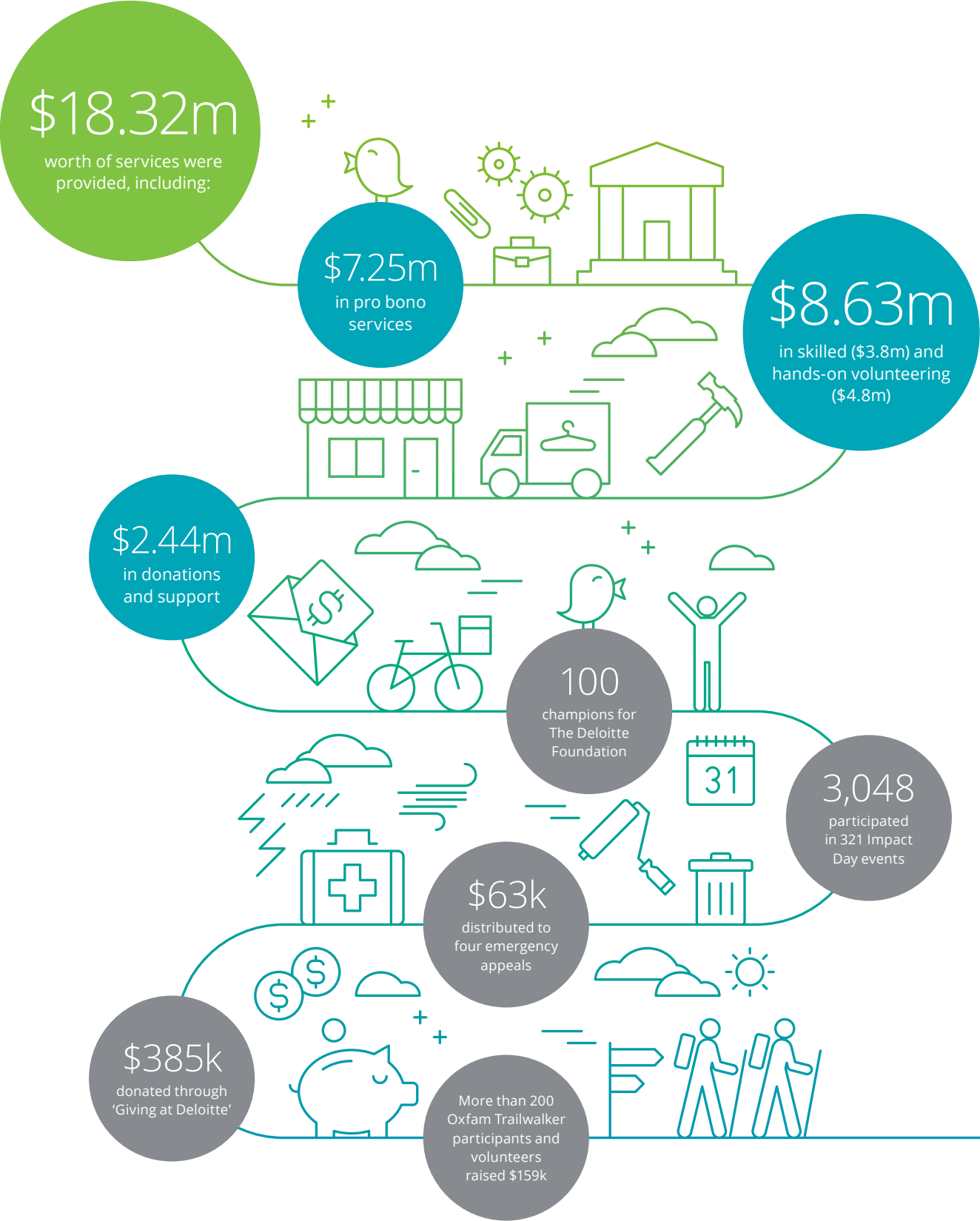
Clients

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Many of Deloitte's important and effective responsible business activities are delivered in conjunction with – or completed on behalf of – our clients and other organisations.

Highlights

FY16 (1 June 2015 – 31 May 2016)



CSR Top 10

Deloitte Australia was named among the CSR Top 10 for 2016 by the Australian Centre for Corporate Social Responsibility (ACCSR).

The ACCSR survey is the largest ongoing research study of CSR capabilities and practices in Australian and New Zealand organisations. The CSR Top 10 are organisations that scored greater than 75% for CSR management capabilities, as ranked by their employees.

Deloitte's report card showed that we scored 81% overall, which is higher than the average score of all industries (75%) and also higher than the average scores of our peers in the accounting and professional services industry (78%).

Charities supported

- Australian Cancer Research Foundation
- Australian Red Cross
- Autism SA
- beyondblue
- Brainstorm at RPA
- CanTeen
- Dress for Success
- Good Return
- Guide Dogs Australia
- High Resolves
- Lifeline
- Luke Batty Foundation
- Médecins Sans Frontières
- Muru Mittigar
- National Breast Cancer Foundation
- Oxfam Australia
- OzHarvest
- Perth Children's Hospital Foundation
- RSPCA Australia
- Starlight Children's Foundation
- The Reach Foundation
- The Salvation Army
- The Smith Family
- Women's Legal Service Queensland
- World Vision Australia
- WWF Australia
- Yalari



Making an impact through Responsible Business



“In these and other ways, we are continuing to ensure that our Responsible Business vision is embedded throughout Deloitte.”

I'm pleased to report that Deloitte Australia has stepped up its commitment to Responsible Business in the past year and made excellent progress across our focus areas of community engagement, diversity and inclusion.

We contributed \$18.32 million through the provision of pro bono services, volunteered time and direct financial donations and support.

This activity was directed by The Deloitte Foundation, now in its eleventh year, and involved practice groups and individuals from across the firm. More than 3,000 of our people spent time to support the community on Impact Day alone – taking advantage of our policy of giving each team member one paid day every year to give time back to the community.

A particular highlight for me has been the progress we have made on our journey towards reconciliation with Australia's First Peoples. During the year, we released our second Reconciliation Action Plan (RAP), titled Walking Together, and we made a number of changes within our business. For example, Welcome to Country and Acknowledgement of Country protocols are now customary at events across all our offices. We are also progressing well with Indigenous awareness training for our partners and our people.

In these and other ways, we are continuing to ensure that our Responsible Business vision is embedded throughout Deloitte. Thank you to everyone who has supported our efforts over the past year. I would especially like to acknowledge the energy and commitment provided by our leadership team in this area. They include our CEO, Cindy Hook, our National Leader for Responsible Business and Chair of The Deloitte Foundation, Dennis Goldner, and our Advisor to the CEO on Responsible Business, Lynne Pezzullo.

A handwritten signature in black ink, appearing to be 'KJ' with a stylized flourish.

Keith Jones
Chairman,
Deloitte Australia



“Throughout this year’s report, you will find many examples of how our purpose is translating into practical and financial assistance for individuals in need around Australia.”

When people ask me what differentiates Deloitte from other organisations, I always come back to our strong sense of purpose. Deloitte’s purpose is to make an impact that matters for our people, our clients and our community.

That’s what this report and our Responsible Business program is about. It focuses on all the areas in which we have been able to make a positive contribution, above and beyond – but also through – our daily professional work. The pages ahead explain many of the internal initiatives we have in place and how we’ve worked with clients to support their corporate and social responsibility and sustainability initiatives.

This year, we’ve made significant progress. I’m especially proud that Deloitte was named one of the corporate social responsibility (CSR) Top 10 organisations for 2016 by the Australian Centre for Corporate Social Responsibility.

This recognition shows we are making a positive impact and affirms my belief that the most successful businesses are purpose-led. We are able to balance running a successful, growing, profitable firm with making Deloitte inclusive, fair and future-ready.

Throughout this year’s report, you will find many examples of how our purpose is translating into practical and financial assistance for individuals in need around Australia. We strengthened our relationships with our three National Community Partners – CanTeen, High Resolves and Oxfam – and provided support to 24 other charities through our Giving at Deloitte program.

We continued our innovative micro-volunteering program, through which about 1,200 staff members have provided expertise to help 112 charities solve business challenges since 2014. We added our voice to pressing national debates in areas such as disability and healthcare.

I am very proud of the support we have provided to Rosie Batty and the Luke Batty Foundation as part of our commitment to addressing family and domestic abuse.

Internally, we have also inspired our people by introducing a Wellness at Deloitte program to enhance wellbeing. Wellness at Deloitte is closely aligned to our Responsible Business and Diversity and Inclusion programs to maximise the cumulative benefits for our people and to increase the power of our firm to make an impact that matters.

A handwritten signature in black ink that reads 'Cindy Hook'.

Cindy Hook
Chief Executive Officer,
Deloitte Australia

Community

Deloitte has a longstanding commitment to helping others in need through donations, pro bono services and the formation of long-term partnerships with effective organisations. This community contribution fits neatly with our firm's global purpose and strategic priorities.



Perspective:

Over the past year, we have reflected deeply and given expression to our greater purpose as a leading business, thought leader and employer, both inside and outside Australia.

It is fitting that our contribution to the community has emerged as a key pillar of our purpose. This underscores the importance of our Responsible Business agenda and our community channels in the life of the firm. And it certainly strengthens our team spirit as we embark on The Deloitte Foundation's second decade and complete major initiatives such as the release of our second RAP and its associated activities.

Engaging the people of Deloitte in the work we do has been a leitmotif for The Deloitte Foundation, so it's delightful to note that the past year has seen unprecedented participation. On Impact Day 2015, we had more than 3,000 people out in the community around the country. We provided 13 mentors for CanTeen and 122 for High Resolves to help make these organisations more effective. We are also now mentoring with Oxfam.

These contributions demonstrate a pleasing increase in our provision of serious 'brain work' through pro bono assignments aimed at finding solutions to challenges facing our charity and Not for Profit organisations. The effectiveness of this work can be seen in the growth of the organisations we both support and advise. This includes High Resolves, which turned 10 this year and has become a national program, and CanTeen, which is now in its 30th year. We're also delighted to be able to support new organisations – for example, providing cornerstone office space and substantial financial support to the Luke Batty Foundation.

Dennis Goldner

National Leader, Responsible Business
and Chairman, The Deloitte Foundation

A culture of giving

Our in-house workplace giving program, Giving at Deloitte, was launched in February 2012. All donations made by staff members are dollar-matched by Deloitte, up to a cap of \$100,000 per year.

Staff members can choose to donate to any of 27 charities across:

- Wellbeing
- Aid and development
- Animals and environment
- Education and skills
- The Deloitte Foundation Wishing Well.

The Wishing Well donations are distributed throughout the year, with recipients selected by our employee Wishing Well Committee. This year, the committee voted to contribute \$100,000 to the Luke Batty Foundation.

The program has donated more than \$1.2 million, including dollar-matching by Deloitte, since it was launched. Almost \$385,000 was donated in FY2016 alone.

Workplace giving continues to be a positive part of our firm's culture, with participation increasing by 20% since FY2015.

“I would like to express my heartfelt thanks to the people of Deloitte for their generosity. Their contribution to the foundation established to honour my late son, Luke, is further evidence that the firm is rock solid in its commitment to combat family and domestic violence.”

Rosie Batty

CEO, the Luke Batty Foundation



The impact of long-term community partnerships

High Resolves turns 10

Deloitte Australia's National Community Partner for education, High Resolves, celebrated its 10th birthday in November 2015. High Resolves runs global citizenship and leadership programs in more than 120 high schools across Australia, motivating and equipping tens of thousands of students each year to embrace diversity and make a positive difference to the world. In October 2015, High Resolves celebrated reaching a milestone of 100,000 students. In 2016, High Resolves will engage with more than 25,000 students.

For eight years, Deloitte has been the official home of High Resolves, which has teams based in our Sydney, Melbourne, Brisbane and Western Sydney offices. Each year, 120-plus Deloitte staff members volunteer for the High Resolves Year 9 and Year 10 Global Leaders program, helping to guide, challenge and inspire the students. It is a rewarding experience for both the students and staff who participate. High Resolves gained welcome additional support this year from Network Ten, which held a 'Videos for Change' competition. The winning entry, produced by students from Parramatta High School, addressed the issue of domestic violence.



Above: Future leaders: High Resolves students from Dandenong High School (Victoria)

“From staff mentoring students in schools to solving our business problems through online brainstorming sessions... Deloitte has been a major catalyst in helping us become a leader in youth engagement in Australia.”

Paul Kelsey

Chief Executive Officer, High Resolves



Left: CanTeen members attend a National Leadership Program

CanTeen comes of age

CanTeen celebrated its 30th birthday in September 2015. As Deloitte's National Community Partner for health, it was an exciting achievement to celebrate together.

Established by a group of young cancer patients in 1985, CanTeen provides support to young people when cancer turns their world upside down. By offering individual counselling, peer support programs, information, resources and Youth Cancer Services, CanTeen plays a vital role in supporting young Australians with cancer.

Deloitte is proud to have continued supporting CanTeen over the past year. We did this through workplace giving, fundraising for National Bandanna Day and celebrating CanTeen month internally. We also provided ongoing mentoring to several of CanTeen's young board members and by running a leadership session for 130 young CanTeen leaders in January.

The 30-year birthday milestone was celebrated with several speaker events across Deloitte offices that highlighted CanTeen's valuable work. In Melbourne, this included a Q&A session between CanTeen mentor Dennis Goldner and his mentee Lachie.

CanTeen has been evolving its service delivery to better meet the needs of young people affected by cancer, including by launching its online support service in 2014. Deloitte provided a pro bono cyber security review of CanTeen's online operations, to advise the charity on how to ensure young people's sensitive data is handled and stored securely. In addition, we are providing low-bono support estimating the cost of cancer in adolescents and young adults. Deloitte also seconded data analysts to CanTeen for several weeks to assist it to map its complex data and reporting landscape. This work helped CanTeen to better report on its rich client data and gain insights into areas that need operational improvement.

Empowering rice planters in Cambodia

Deloitte Australia will provide pro bono support to help commercialise a hand-operated rice planting machine in Cambodia and throughout the Asia Pacific region. A collaboration between Deloitte Cambodia, Oxfam Australia and Oxfam Cambodia, and the Cambodian Royal University of Agriculture (RUA), the project is aligned with a Deloitte Global initiative to foster social innovation and capacity-building in many countries.

Around 60% of Cambodia's rural population depends on rice, making the crop one of the largest job providers in the country. However, rice farming is labour intensive and crops take a long time to yield. To address this, the Cambodian RUA and Oxfam joined up to develop the hand-operated rice-planting machine. The machine enables smallholder farmers to increase their yields and greatly reduce the labour involved in planting. This increases farmer profitability, which promotes wellbeing and frees up valuable time for family care.

RUA and Oxfam now face the challenge of making the rice-planting machine accessible and sustainable for the disadvantaged farmers of Cambodia. A Deloitte team, combining staff from the Australian and Cambodian firms, will work with RUA and Oxfam to develop a practical commercialisation strategy.

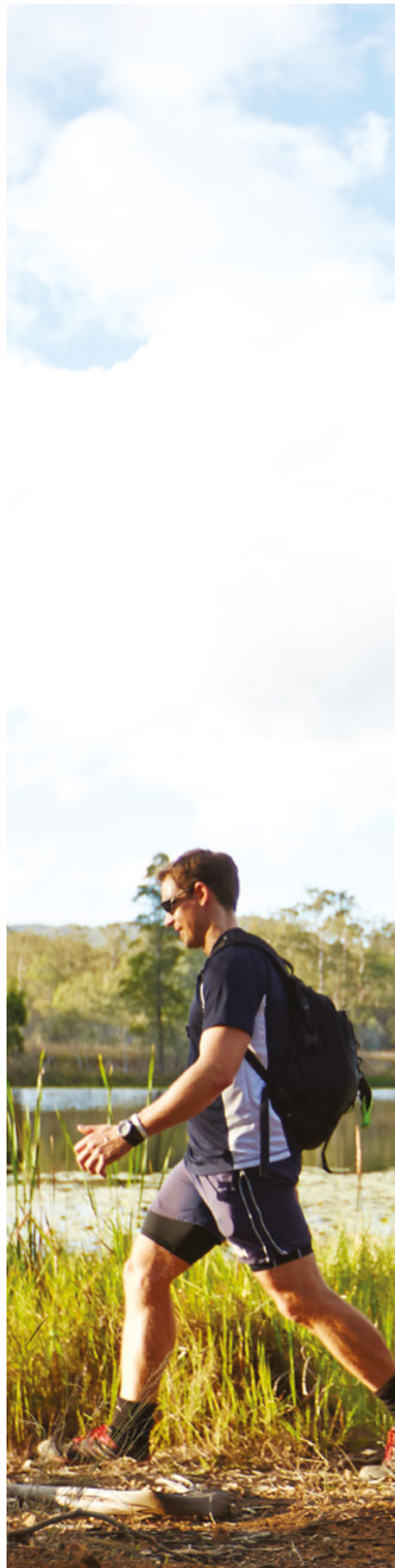
Trailwalking and mentoring with Oxfam

Since 1999, Deloitte has supported Oxfam in addressing complex world problems caused by, or arising from, poverty. Over the years, this has grown into a partnership that includes Deloitte's involvement in workplace giving, emergency appeals, pro bono work and volunteering, and Deloitte becoming a National Partner sponsor of the Oxfam Trailwalker.

The Oxfam Trailwalker is integral to the ongoing relationship between Deloitte and Oxfam Australia. Deloitte has participated in the 100-kilometre walk since 1999, and in the last six years has been a National Partner. More than 230 staff members, including 152 walkers and 81 volunteers, participated in the 2015–16 Trailwalker challenge, raising \$159,136 to further Oxfam's efforts to eliminate poverty.

In 2016, we launched a new mentoring program that allows Deloitte professionals to share their insights and experience with Oxfam professionals.

Through a pro bono engagement, we also used our skills and experience to help Oxfam's senior team to develop a robust 'operating rhythm' by creating a business cycle reporting tool and an organisational decision-making framework. As a result of clearer strategic goals, Oxfam Australia's team is able to improve productivity and work more collaboratively to continue making a positive difference to the lives of people around the world.



*The Oxfam Trailwalker
is integral to the ongoing
relationship between
Deloitte and Oxfam Australia*



When crisis strikes

As emergency appeals arise, we give our staff members the opportunity to donate – often dollar-matching their donations. In FY2016, we collectively supported victims of the Syrian humanitarian crisis, Cyclone Winston in Fiji, and Sri Lanka's flooding and landslides. The funds were donated via our National Community Partner, Oxfam Australia.

Syrian humanitarian crisis appeal

In December 2015, we donated \$18,542 to the Syrian humanitarian crisis. The European Commission has called the four-year Syrian conflict the largest humanitarian crisis since World War II. Funds were directed specifically towards victims of the conflict who remain in Syria.

Sri Lanka appeal

In May 2016, the heaviest rains in 25 years triggered landslides and flooding in Sri Lanka that affected nearly 425,000 people. Deloitte and our people donated \$10,192 to provide essential household items, set up water trucking and sanitary facilities, and establish Cash for Work programs.

Western Australia bushfire appeal

Including dollar-matching, the Deloitte Australia Perth office donated \$10,440 towards appeals set up after bushfires in the Waroona-Yarloop region in January claimed two lives and destroyed 181 properties. The contribution was donated through the Lord Mayor's Distress Relief Fund and demonstrates Deloitte's ongoing commitment to our local communities.

Fiji Cyclone Winston emergency appeal

Cyclone Winston devastated the Fijian Islands in February 2016, leaving 44 people dead and destroying entire villages. Deloitte Australia donated \$23,623 towards providing safe water and sanitation for the victims of the disaster.

Opposite: Suhair Fouad works in Oxfam's community centre teaching children about good hygiene practice, sometimes using puppet shows to engage the children. The picture was taken in Zaatari refugee camp, Jordan, on September 7, 2015.
Photo: Sam Tarling/Oxfam



“On behalf of Oxfam, I’d like to thank everyone at Deloitte who has supported and donated to our Fiji Cyclone Winston emergency appeal. Thanks to your outstanding generosity, Oxfam can be there for communities, providing essential supplies and fresh water. We’ll also be there into the future, helping people build back stronger after this disaster.”

Dr Helen Szoke
Oxfam Australia Chief Executive

Building for the future

Below: Audette Exel, Founder and Chair of the Adara Group visits Adara's community based healthcare programs in the Nakaseke district of Uganda, which provide services to 44 villages a month. Photo: Jonathan Torgovnik

Adara Partners

Deloitte, through Adara Partners, is having a significant effect on the lives of thousands of people living in poverty. Adara Partners is a for-purpose corporate advisory firm that uses its profits to benefit people living in extreme poverty. Launched by founder and CEO Audette Exel in June 2015, Adara Partners generates its revenue by delivering independent financial and strategic advice to leading Australian companies and families.

The Deloitte-Adara partnership is a unique skills-based giving model that accesses corporate finance and uses mergers and acquisitions expertise to generate funds. It is a special collaboration made possible by Deloitte's Richard Deutsch, a Director of Adara Development (Australia), and Ian Thatcher, Deputy Managing Partner – Financial Advisory for Asia Pacific. This for-purpose model is the first of its kind in the global financial industry. Deloitte has seconded two staff, Lyanne Harrison and Nicky Levy, to provide pro bono support for Adara Partners and Adara Development respectively.



"I have been personally enriched by this secondment. The Deloitte-Adara partnership has given me the opportunity to develop my career by working with and learning from the Adara panel, giving me access to key influencers – G-suite executives – in Australia, and at the same time knowing that my work can make a difference to so many people's lives."

Lyanne Harrison

Financial Advisory Director, seconded to Adara Partners as Corporate Advisory Director

Bidding to bring Invictus Games to Australia

Named after the Latin term for 'unconquered', the Invictus Games is an international multi-day sporting event for men and women who have been wounded in service and may have lifelong disabilities. Championed by Prince Harry, the games were first held in London's Queen Elizabeth Olympic Park in September 2014. Deloitte Australia and Ensemble Australia formed a successful bid team to bring the games to Australia in 2018.

The Invictus Games Foundation agreed to award a provisional licence to host the games in Australia, with the full award subject to confirmation of a broadcasting partner. Progress to date was partly made possible by the firm's annual allocation of around \$500,000 for this pro bono work, comprising 1,020 hours in professional services so far, plus disbursements. The Department of Defence and RSL Queensland have also committed significant funding. Most recently the team has established the not-for-profit organisation "Australian International Military Games" (AIMG), chaired by former Army Chief Peter Leahy and with Lynne Pezzullo, David Milo and Deloitte staff in support, that will network with stakeholders to manage the hosting agreement including securing sponsorships, communications, an appropriate venue, and all logistic and event management arrangements associated with hosting the games. This is a mammoth undertaking in support of our veterans.



Above: A solution for iron deficiency. Photo courtesy of Good Design Australia

The Lucky Iron Fish

Deloitte Australia's commitment to making a positive social impact helped a health innovation that reduces the global problem of iron deficiency, which affects 3.5 billion people.

Our sponsorship of the Social Innovation category of the 2016 Good Design Awards honoured the work of growing social enterprise – and award winner – Lucky Iron Fish. According to its website, Lucky Iron Fish can provide an entire family with up to 90% of its daily iron intake for up to five years – and all they have to do is pop a small iron fish in their cooking pot. It's a simple, affordable and effective solution anyone can use.

Lucky Iron Fish began its work in Cambodia where 6 million people – almost half the population – suffer from iron deficiency. People with iron deficiency may experience anaemia, weakness and impaired cognitive ability.

Micro-volunteering

Micro-volunteering @ Deloitte began in 2014 and allows our staff members to virtually volunteer their skills to charities and Not for Profits any time, anywhere. Micro-volunteering challenges can involve marketing, brainstorming, strategising, copywriting or any other help that a Not for Profit organisation needs. The platform allows our staff members to volunteer for activities at a time that best suits their schedule, with challenges taking anything from a few minutes to three hours.

Around 1,200 staff members and 112 charities have joined Micro-volunteering @ Deloitte since the program was launched. The value of Deloitte's volunteering contribution exceeds \$39,435, with our staff contributing 955 responses to 425 unique challenges.

Culture

An organisation's capacity to make an impact that matters for its people, clients and community comes down to its culture. Deloitte constantly strives to ensure its culture and policies both encourage and make it possible for people to make a positive contribution.

Promoting diversity and inclusion

At the centre of our Diversity and Inclusion Strategy are our shared values around creating an environment in which all our people are treated with respect.

Our diversity priorities are a business imperative. By prioritising a culture of inclusion, we will shape a workplace where everyone can reach their full potential, in an environment that is fair and equitable.

We are also pleased to continue to support the Diversity Council Australia by providing tenancy support at our Sydney, Melbourne and Brisbane premises.

Champions for a diverse workplace

Leadership commitment remains key to our success. In early 2015, we appointed three senior leadership champions to head our core diversity portfolios relating to gender, culture and LGBTI (lesbian, gay, bisexual, transgender and intersex) diversity. Those champions are Serg Duchini (gender), Leon Doyle (culture) and Katherine Milesi (LGBTI) and they are rolling out programs to promote their respective pillars firm-wide in 2016–17. Their work is led by our National Diversity and Inclusion Leader, Margaret Dreyer.

In 2016, we also launched an unconscious bias awareness program to help our employees develop a shared understanding of the role we all play in supporting an inclusive workplace.

Gender equality

We significantly improved gender diversity among our senior leaders, increasing female representation to 29% from 15%.

Of the partners promoted internally in 2015–16, 33% are women, increasing the overall percentage of female partners to 25%, up from 23% in FY2015.

Women now also represent 33% of the Deloitte Board.

We maintained our focus on advancing women with the launch of our Aspiring Women program for 100 of our most talented females (a significant expansion of what was previously known as Deloitte Business Woman of the Year).

We received a 2015 Employer of Choice for Gender Equality citation from the Workplace Gender Equality Agency (WGEA) – one of only 90 Australian businesses to receive the WGEA citation.

Looking ahead, we will stay focused on eliminating the gender pay gap across the firm. We will also build the female talent pipeline to increase the number of women in senior leadership roles. Including CEO Cindy Hook, four women are now included on the Deloitte National Executive. These are Chief Risk Officer Jody Burton, head of Deloitte Private Sneza Pelusi and leader of Financial Advisory Clare Harding.

Domestic abuse

We launched a national initiative to support victims of domestic and family abuse. We also enhanced our existing policy, First Point of Contact, and trained senior leaders in understanding our leave entitlements and financial assistance, as well as running awareness campaigns and creating dedicated resource pages on the firm's intranet.

In the coming year, we will continue our campaign to raise awareness of domestic and family abuse by developing a national employee program. We will also continue to work with the Luke Batty Foundation, assisted by Rosie Batty in running workshops that address domestic and family abuse.

Male Champions of Change

We continue our relationship with Male Champions of Change, which appointed Cindy Hook as special advisor in January 2015. In the coming year, we will continue contributing to the Male Champions of Change annual progress report. Deloitte and Qantas will also jointly chair a project to drive the work flexibility agenda.

LGBTI

Deloitte submitted its third Australian Workplace Equality Index, benchmarking LGBTI representation. In 2015, we were awarded bronze. In that same year, we became a founding member organisation of InterFirm, an LGBTI networking forum for the professional services industry. InterFirm originated in Sydney and expanded to Perth in May 2016.

Indigenous support

National Indigenous awareness training was launched for senior leaders and key individual points of contact across the firm. Both Welcome to Country and Acknowledgement of Country are now customary at key Deloitte events and offices.

In the year ahead, we will step up our commitment through our Innovate RAP, which represents the second phase of our reconciliation journey. We also plan to provide cultural awareness training for all employees.

Cultural diversity

As part of the inclusion journey, we invested in cultural demographics analysis of our employees. We learnt that we are more culturally diverse than the Australian population as a whole, albeit with the greatest diversity at junior levels.

Having the data is the first step – we will survey our people to gain insights into career enablers and barriers as part of building an inclusive culture. We will set up ‘hello’ walls in each office as refits occur.

Diverse thinkers

The book *Which Two Heads Are Better Than One? How diverse teams create breakthrough ideas and make smarter decisions* was published in 2016 by the Australian Institute of Company Directors (AICD).

Juliet Bourke, leader of Deloitte's Australian Diversity, Inclusion and Leadership practice, wrote the book to help company directors and executive leaders create genuinely diverse-thinking groups and to reap the benefits of breakthrough ideas and wise judgements.

“Our view is that generating diversity of thinking requires more diligence than simply assembling a disparate group of people, encouraging random brainstorming and crossing one's fingers,” Juliet says.

Awards

Brandon Hall Awards 2015*

Best Results of a Learning Program
October 2015, Bronze

Australian HR Awards 2015

Australian HR Manager of the Year
Selina Hicks – Finalist

Australian HR Awards 2015

Australian HR Rising Star
Hannah Perry – Finalist

Australian HR Awards 2015

Best Leadership Development Program
Finalist

Australian HR Awards 2015

Best Recruitment Campaign
Finalist

ACCSR Top 10 Queensland Volunteer Awards

Corporate Volunteering Award

*The ‘Academy Awards’ of Learning Awards

“Changing culture to build more inclusive workplaces is both essential and very difficult. Until now, there have been no practical guides for leaders wanting to make a difference. This book changes that paradigm. Read it and prosper.”

David Morrison AO

former Chief of Army, Australia and Australian of the Year 2016.

Our wellness journey

In 2015, we introduced Wellness at Deloitte to take a more holistic approach to helping our people realise their personal and professional potential. Given the rising performance pressure placed on businesses and the individuals within them, this wellness strategy will assist us to sustain our high performance as a firm. The strategy, led by Alec Bashinsky, Deloitte's Chief Human Resources Officer, covers four dimensions: physical, mental, emotional and spiritual. It is based on the ideas in Jim Loehr's and Tony Schwartz's Harvard Business Review article 'The Making of a Corporate Athlete'.

We launched the strategy with the full commitment of our CEO, Cindy Hook, and our executive and board. We also asked people to provide feedback and share their Wellness pledge on our internal social network, Yammer. Cindy created a 'Celebrating balance' section on her intranet page, where employees share stories and photos of how they achieve balance and wellness in their lives. This sharing showed that baking, music, crocheting, photography, dragon boating, iron man competitions and singing are just some of the ways our people find balance and maintain wellness in their lives.

Wellness fairs and fitness events are held annually in all our offices to provide support across the four dimensions.

Feedback on our Wellness program has been overwhelmingly positive – 83% of participants said they feel a sense of purpose and meaning in their work and 90% said they relate to our message around health and wellness. During mental health awareness month, the Wellness intranet page was rated in the top 10 across the firm, with 3,490 views.



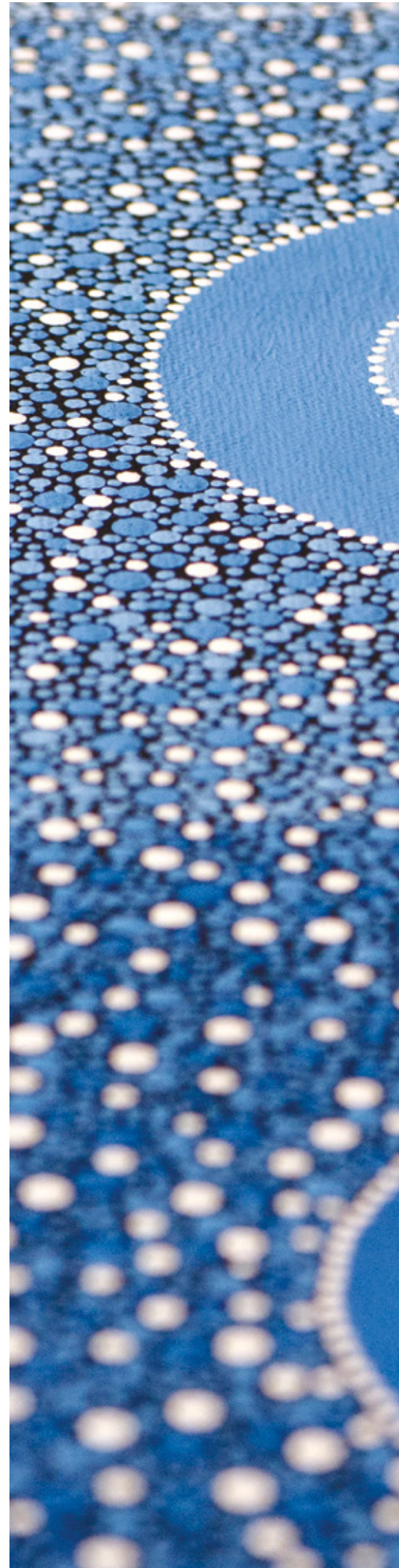
Towards reconciliation

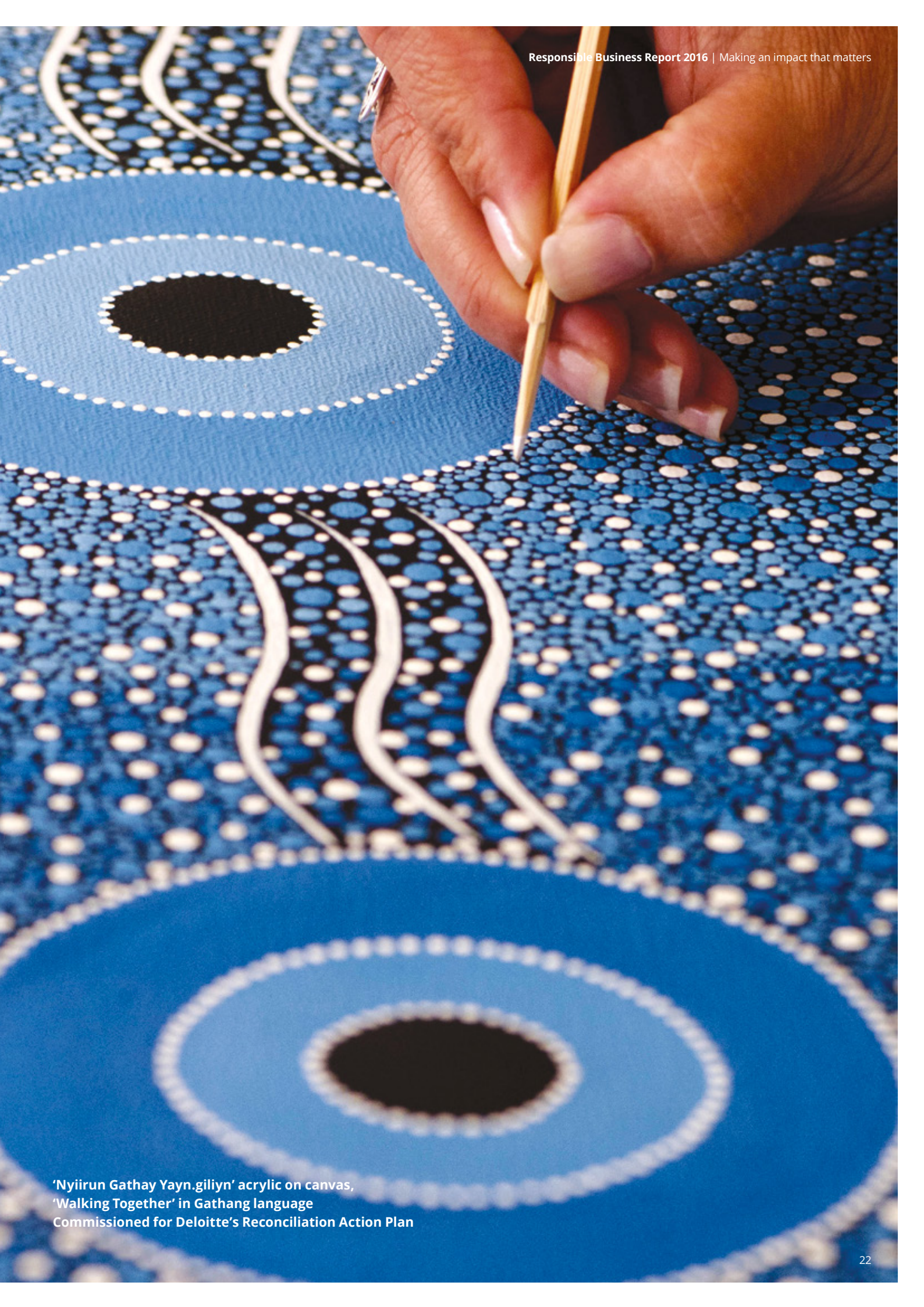
In September 2015, our firm marked another exciting milestone when Cindy Hook introduced Arweet Carolyn Briggs, a Kulin nation elder and representative of the Boon Wurrung Foundation to give a Welcome to Country. The event in Melbourne was the first Welcome to Country to take place at our annual Deloitte Australia partners' meeting. This sent a powerful message to the 650 most senior leaders in our firm.

Partners were honoured to hear from the traditional custodians of the land on which they were meeting. In a development our people have embraced, the Welcome to Country and Acknowledgement of Country are now regularly given at important Deloitte events, including at our State of the Nation event at the Sydney Opera House last year, which was attended by every Deloitte team member either in person or via video conference.

As a leading professional services firm, prominent employer, thought leader and innovator in Australia, Deloitte has a long history of engagement with organisations and communities aiming for social and economic parity for Australia's First Peoples. Our journey with Reconciliation Australia began in 2014. Since then, we have made progress across the key domains of reconciliation: relationships, respect and opportunities.

With the successful completion of 'Reflect', the first phase of Deloitte Australia's RAP journey, we were pleased to launch our three-year 'Innovate' plan, Walking Together, in August 2016. In adopting an Innovate RAP, we show our readiness to develop and test new approaches to reconciliation and to champion the RAP at the executive level.





'Nyiirun Gathay Yayn.giliyn' acrylic on canvas,
'Walking Together' in Gathang language
Commissioned for Deloitte's Reconciliation Action Plan

The environment we share

Office initiatives

Deloitte's commitment to the environment and sustainability is reflected in our Commercial Services team's approach to office procurement and fit-out. The following strategies are used to help reduce the firm's impact on the environment:

- All suppliers, including IT procurement where relevant, are required to comply with environmental ISO standards. We purchase from approved ethical, Indigenous and Fair Trade certified suppliers, where possible.
- Office buildings are sourced central to CBDs, and close to clients and public transport. Where possible, they have a 5 star green building rating.
- We offer virtual meeting options, including Skype for Business, telepresence and videoconferencing.
- We use full carbon-neutral paper for printing and copying.
- Our standard fit-out includes sustainable fittings, finishes, furnishings and services. Workstations are Good Environmental Choice Australia approved, and include sustainably certified Zody task chairs.
- Furniture is recycled and reused in office fit-outs wherever possible. Carpets, meeting room chairs and flooring are made from recyclable products.
- Energy-efficient white goods and appliances are used for new fit-outs and replacements, together with energy-efficient lighting and passive infrared sensors and timers. Natural light is maximised wherever possible.
- Waste is recycled firm-wide using a 'one bin' recycling system.
- There are zero disposable consumables in the breakout areas.
- Cleaners are contracted to use sustainable and biodegradable cleaning products.
- Corporate hospitality kitchen waste is reduced through careful menu planning and portion control. Local and in-season ingredients are sourced where possible. Preference is given to buying food in bulk or choosing products with little packaging to reduce waste.
- Our people and buildings participate in Earth Hour and the MobileMuster phone recycling initiative.
- Our network of Green Champs enables and inspires staff members to be environmentally conscious through a series of office-based initiatives.
- End-of-trip facilities are provided to encourage our staff members to commute to work in environmentally conscious ways, such as riding a bike, walking or running.
- We also measure our environmental impact using Envizi and submit data to our global firm annually under the Carbon Disclosure Project.

Greenhouse emissions

We continued to reduce our carbon dioxide emissions on a per full-time employee (FTE) basis in the latest year, from 3.2 tonnes to 3.1 tonnes per person in the year to 31 May 2016. Our total emissions rose from 19,070 tonnes to 19,851 tonnes, which reflected the overall growth in our business.

Greenhouse gas emissions (GHG)

	CO2e (tonnes)	CO2e per FTE (tonnes)
FY16	19,851	3.1
FY15	19,070	3.2
FY14	18,759	3.3

Ensuring quality and ethics in our professional practice

Deloitte Australia is committed to making an enduring economic, social and cultural impact that helps to position Australia for sustainable future prosperity. It's a vision aligned with the global Deloitte network of member firms.

We respect the trust placed in Deloitte by our clients, investors, regulators and people, and the community. Sustaining this trust by providing high-quality services that comply with our professional, ethical and social commitments is an individual and collective responsibility at every level within Deloitte. We recognise that this starts with the tone set by our firm's leadership.

Establishing the right tone

Our culture and ethical principles are driven by CEO Cindy Hook and fully endorsed by our Board of Partners and National Executive.

The firm's behavioural goals are captured in seven 'Signals', including an important commitment to 'talk straight' that enables us to deliver on our commitment of integrity and quality. At Deloitte, quality means adhering to ethical principles, relevant legal obligations and professional standards, as well as achieving professional excellence.

Our ethical principles are set out in our Code of Ethical Conduct, which captures how our vision, values and conduct work together. The Code reminds our people that certain skills are fundamental to ethical decision making, and that each of us is personally responsible for our decisions and actions.

Together, the values and principles set out in our Signals and Code define Deloitte.

Quality control system

Our values and principles are supported by our system of quality control, which reinforces our commitment to integrity, ethics and quality. Being a member of one of the world's largest professional services networks provides global scale and support. This enhances the depth of expertise and rigour underlying our system of quality control for the benefit of our people, our clients and our stakeholders. Our system of quality control is reinforced through communication tools, learning programs, surveys, compliance processes, measurement systems and a helpline.

Our system of quality control enables us to embed quality in all that we do. For instance:

- Our rigorous client and engagement acceptance procedures give us confidence that our clients have integrity.
- We maintain a strong consultative culture in which our partners and staff members discuss matters frequently with peers, subject matter experts and technical specialists from across the firm.
- We use methodologies and tools to ensure we consistently deliver high-quality services.
- We follow strict quality assurance processes, including using partners and staff members with relevant expertise to conduct practice and engagement reviews.
- We monitor compliance with our legal and professional obligations.

- We listen to our clients. Our partners – supported by directors and managers – conduct face-to-face assessments to evaluate our clients' satisfaction with our services. In 2015, we performed 1,403 formal client service assessments, overwhelmingly face-to-face.
- To ensure we retain our strong reputation, we have a publicly available complaints handling policy.
- Our firm is actively involved in shaping the future of the profession through the involvement of our partnerships with international and Australian standard-setting bodies, professional associations and regulators.

"Our 2015 Transparency Report reinforces our Audit Quality Framework and highlights our goal to provide genuinely different and valuable audit outcomes for our clients, our people, investors and other stakeholders. It also demonstrates our commitment to delivering a genuinely different audit experience to improve our effectiveness."

Deloitte Australia
2015 Transparency Report

Our commitment to audit quality

Auditors play a vital role in creating and maintaining investor confidence in the capital markets. As one of Australia's leading audit firms, consistently delivering high-quality audits to the business community is a top priority for our leadership and our assurance professionals.

At Deloitte, we are keenly aware of our obligation to deliver auditing services that meet the challenges and complexities of the current environment and that comply with professional and regulatory standards. For the financial reporting system to function as intended, it is vital that the auditor's role be executed effectively. We are committed to doing more than simply meeting challenges and conforming to expectations. Our latest Transparency Report provides an overview of the leadership, governance, quality control systems, culture and people that underpin a Deloitte audit.

"Deloitte's commitment to quality and integrity underlies everything we do – day in and day out."

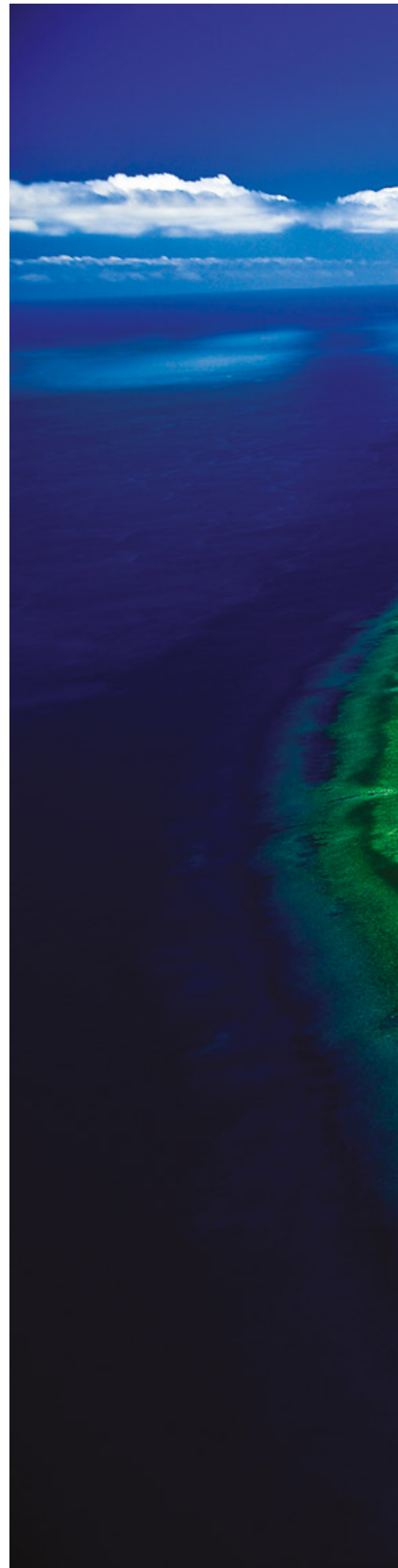
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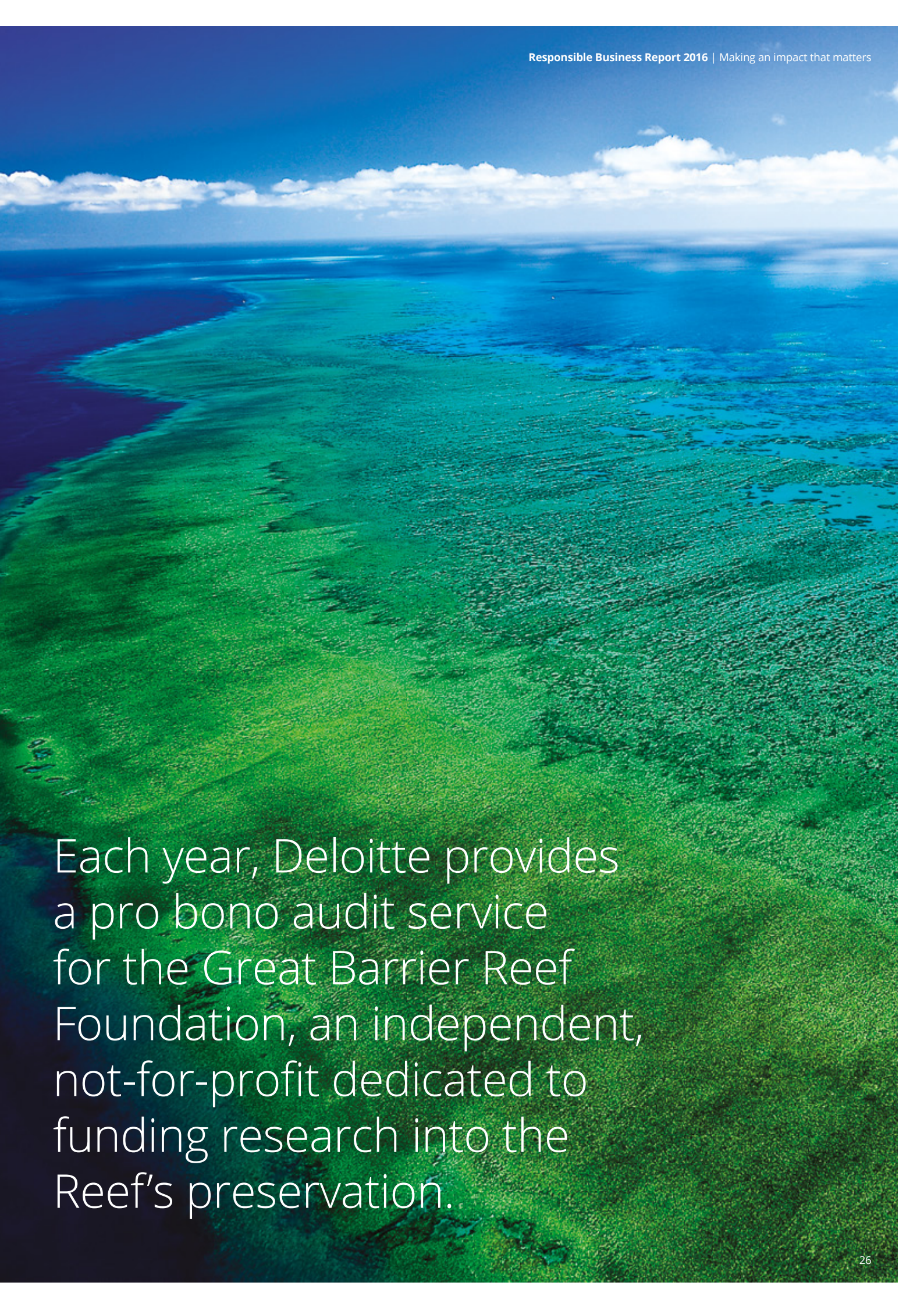
Ethics Officer

"Our commitment to quality is the foundation upon which we make an impact that matters to our clients, our people, our communities and other key stakeholders – it's at the very core of our brand."

Jody Burton

Chief Risk Officer





Each year, Deloitte provides a pro bono audit service for the Great Barrier Reef Foundation, an independent, not-for-profit dedicated to funding research into the Reef's preservation.



Perspective:

I've been delighted to assist in leading the Responsible Business program since taking on this role in early 2015. As the Managing Partner of Deloitte's Canberra office and a policy specialist in health, aged care, disability and social policy reform, I have a particular interest in the welfare and social justice challenges facing Australia and the world. I am also conscious of how complex and multi-dimensional these issues are for government and community organisations.

The question is, how can Deloitte best play its part in finding solutions? As reflected in all the initiatives mentioned in this report, I believe we can do three key things. First is to call on the success and good will of our people to provide direct financial support to selected charities and partners. Second is to provide our professional expertise – developed by working closely with the nation's top business and government groups – to help those organisations to become more successful and effective. Third, is to add our voice to discussions about the country's future.

While there's always more that can be done, I'm pleased that we have had the capacity – and sometimes the courage – to play all three roles. It's especially powerful when we can combine the intellectual property contained in our economic models and other research with our firm's sense of social purpose and desire for national improvement.

While short-term financial support and advice will always help, Deloitte believes there is no better long-term solution than well-informed debate followed by substantial reform.

There is also no reason why the ideas we develop here in Australia can't be applied around the world, within Deloitte and well beyond. I have been personally delighted to be part of activities as diverse as working to bring Prince Harry's Invictus Games to Australia and launching heart disease research completed here in Australia at the World Cardiovascular Congress in Mexico to prevent avoidable deaths in Latin America.

Finally, I love talking to our people about what they want to do next. That might be to create a footprint in renewable energy, support a favourite charity, launch a social innovation venture or create an initiative to enhance employment for people with disability. Everyone has a passion and I'm excited by Deloitte's potential to bring those passions to life.

Lynne Pezzullo
Managing Partner,
Responsible Business

Clients

Many of Deloitte's important and effective responsible business activities are delivered in conjunction with – or completed on behalf of – our clients and other organisations.

Tackling Australia's social challenges

Social Impact Consulting

Deloitte's Social Impact Consulting practice is a specialist practice that works with Not for Profits, government agencies and businesses to tackle Australia's pressing social challenges and deliver greater social impact.

It brings the best of Deloitte's expertise combined with a passion to help clients deliver lasting social change and deliver better outcomes for the most vulnerable communities in Australia. Through the practice, we support social sector organisations to strengthen their mission and increase their impact, working with them on areas including strategy, social innovation, business model transformation, digital disruption and service improvement.

We focus on the disability sector and work closely with disability service providers. We help them to navigate the impacts of the National Disability Insurance Scheme and 'future-proof' their organisations to thrive in a person-centred funding environment. We also work with the government agencies responsible for managing this roll-out and building a strong and capable sector to deliver 'choice and control' for people with disabilities.

Understanding how childcare policy change impacts Indigenous families

The peak body Secretariat of National Aboriginal and Islander Child Care engaged Deloitte Access Economics to model the potential impact of the Jobs for Families Child Care Package on early childhood services for Indigenous communities and families.

This pro bono project enabled us to use our expertise in early childhood education to examine the policy issues relating to Indigenous children and families at a very important time for the sector. Our high-quality data on the Indigenous services sector paved the way for the most in-depth analysis ever undertaken of the sector's operating landscape.

The work gave the client a comprehensive understanding of the changes the sector is facing, including elements of the reform that would most affect their services and the Indigenous families they support. The analysis informed the Secretariat's Senate submission as well as its efforts to support the sector through the changes.

Understanding social costs

The Australian Advisory Board on Impact Investing brings together many of the country's most experienced leaders from the investment, business, Not for Profit, philanthropic and community sectors. This year, the board invited Deloitte Access Economics to undertake a pro bono project on impact investing, focusing on supporting the growth of the market.

The social services sector needs to demonstrate that investment delivers better solutions and results for complex social challenges such as homelessness and teen parenting. Like governments and financial institutions, investors and investees – including non-profit and other social-purpose organisations – struggle to define those results using a consistent framework, and few know if they are successful.

The team was led by Natasha Doherty, a new Partner in Deloitte Access Economics' Health Economics and Social Policy practice. In collaboration with a steering group, the team developed and launched a guide to help organisations better understand and quantify the true costs of social issues. The guide gives both investors and investees information to help them optimise social returns on investments.

"Impact Investing Australia welcomes this guide, which is a terrific step in building understanding of the cost of complex social challenges."

Rosemary Addis

Chair of the Australian Advisory Board on Impact Investing and Chair of Impact Investing Australia

Helping clients contribute to a more sustainable Australia

Sustainability services

Deloitte is committed to sustainability and works with private and public sector clients across all major sectors of the economy.

We have a dedicated multi-disciplinary Sustainability Services team that helps our clients manage risks and improve their performance across the spectrum of social, economic and environmental sustainability.

Deloitte was ranked first globally in brand preference for both sustainability consulting and sustainability assurance by independent research firm Verdantix in its most recent report, released in November 2014 (see www.verdantix.com).

Sustainability strategy, assurance and engagement services

We assist clients, including ASX-listed organisations, to identify the sustainability issues that matter most. We then help them to develop strategies and key performance indicators to manage those issues and link sustainability with their business strategies.

We also assist clients by providing independent assurance over their sustainability and non financial reporting, adding credibility to the information disclosed.

Further, we help clients manage the expectations of stakeholders and align their activities with the United Nations Sustainable Development Goals (UNSDGs). This includes developing stakeholder engagement strategies to help organisations better understand and manage sustainability issues.

Helping clients with United Nations Sustainable Development Goals

An Australian energy and resource company engaged Deloitte to conduct a maturity assessment of its sustainability strategy using our UNSDGs framework methodology. We identified the UNSDGs relevant to its operations and the types of programs it was using to address the goals, as well as areas for improvement. We mapped its corporate strategy, key initiatives and metrics to the relevant goals to help the company align its focus and better communicate its successes.

Environment, energy and carbon services

We help clients to improve their environmental performance and reduce their environmental impacts. For example, we work with large energy and resources companies, assisting them to measure and reduce their greenhouse gas emissions, in turn contributing to Australia's reduction goals.

Workplace health, safety and wellbeing

We assist clients in managing and improving their safety culture, processes and performance, sometimes also working with regulators to achieve these goals.

Collaboration on client health and safety framework

A national media organisation commissioned Deloitte to deliver a national work health and safety management system framework within a tight deadline. The client and the Deloitte team collaborated well. This enabled our team to meet the challenge of clearly communicating the framework to members of the board who were unfamiliar with the issues, which the client acknowledged was a difficult job.

"I needed a framework that would withstand an audit, and Deloitte delivered that – without a doubt. We had to go to tender... under the procurement guidelines of the organisation and no one came even close to Deloitte in understanding what we needed to do."

Work Health and Safety Director

National media organisation

Collaborating for prosperity in Western Sydney

Over the course of 12 months, Deloitte engaged more than 400 stakeholders—comprising business, government and community leaders from across greater Sydney—to develop the first business-led blueprint for the economic transformation of Western Sydney.

Shaping Future Cities – Designing Western Sydney is a collaborative blueprint developed by Deloitte and the people of Western Sydney for the people of Western Sydney. It heralds a new level of cooperation between the state government, local councils and regional stakeholders, and sets out a number of shared commitments, including the target of creating 200,000 great new jobs in the region by 2020.

The blueprint is already delivering positive results, with a number of recommendations being put into effect, including the establishment of a Western Sydney University campus at Olympic Park and the NSW Government's decisions to locate the Greater Sydney Commission in Parramatta and to approve the Parramatta Light Rail.

“We are working with committed leaders of calibre to deliver the blueprint recommendations. We are excited about achieving the vision we have set out for Western Sydney.”

Danny Rezek

Western Sydney Managing Partner





Enhancing Australia's cyber defences

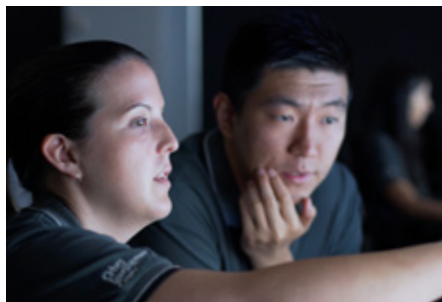
In 2014, an estimated 1 million Australians were victims of online identity theft and cyber crime. Illegal activities such as these cost the nation more than \$1 billion annually. The firm recognises the need to manage cyber risk and provide tangible solutions for businesses.

As part of our network of more than 20 centres globally, Deloitte invested in an Australian-based 24x7 Cyber Intelligence Centre in Sydney to provide the global insights and expert talent that organisations need. This saves organisations from having to invest in dedicated in-house cyber teams, helping them to focus on their core businesses instead.

The Cyber Intelligence Centre helps businesses to manage information overload and emerging risks, and take advantage of global intelligence insights as a shared service. It provides timely, actionable cyber threat intelligence on topics that are not always purely IT – or cyber-related and may touch on the environment, national policies, theft, organised crime and fraud.

Committed to providing ideas for a better Australia, Deloitte was an active member of the government's cyber security roundtables and working groups that helped shape the national Cyber Security Strategy. Our Chairman Keith Jones and CEO Cindy Hook have attended the Prime Minister's roundtables to pledge Deloitte's support for this important topic.

As part of our investment in growing new cyber talent that makes a significant contribution to the Australian business community, we are helping to bridge the cyber skills shortage, ultimately adding to long-term economic growth.



We have been working with a number of key universities nationally to:

- Provide pro bono guest subject-matter expert speakers to multiple university courses
- Run a Cyber Intelligence Centre internship program
- Significantly increase the number of cyber security graduate positions in NSW and Victoria, as well as launching graduate programs in Queensland and South Australia.

In addition, a number of staff members are active in key industry associations. For example, our own internal head of cyber security, John Green, was elected Chairman of the Australian Information Security Association in 2016.

"Cyber safety should be an integral part of our education curriculum. All students need to know about it."

James Nunn-Price
Asia Pacific Cyber Risk Leader

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About Deloitte

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte's approximately 225,000 professionals are committed to becoming the standard of excellence.

About Deloitte Australia

In Australia, the member firm is the Australian partnership of Deloitte Touche Tohmatsu. As one of Australia's leading professional services firms, Deloitte Touche Tohmatsu and its affiliates provide audit, tax, consulting, and financial advisory services through approximately 6,000 people across the country. Focused on the creation of value and growth, and known as an employer of choice for innovative human resources programs, we are dedicated to helping our clients and our people excel. For more information, please visit our web site at www.deloitte.com.au.

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