



Social Impact Report 2021

A year of connection, action and impact





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We are well positioned to contribute to Australia's recovery and growth. Our strategy will see us invest more in being different and innovative and embrace diversity, sustainability, and walking (and working) together with First Nations People as key priorities.

Recover and thrive to make a tangible impact

Our purpose, to make an impact that matters, is more relevant than ever. There is no doubt COVID-19 has changed our world, our nation and our businesses. While the faster than expected economic recovery and the strong rebound in client demand after last year's challenges were causes for optimism, the impact of the pandemic is clearly far from over and some changes will be permanent.

The COVID-19 crisis gave us the opportunity to look deeply into our organisation, our priorities and the changing needs of our clients. It required us to become laser-focused on where we can best make an impact. There were some difficult and uncertain times, but we persevered and adapted and have emerged stronger out the other side. We have a clear strategy and focus and stand ready to assist our clients, our people and our communities to successfully navigate this changed and ever-changing environment.

We are proud of our work with clients to mitigate the effects of the pandemic. From our ground-breaking work getting Virgin Australia back on track and assisting small businesses to deal with the impact of COVID-19, to helping our clients, including many in the not for profit sector, manage key risks and successfully deliver digital and workforce transformation programs of work.

We are well positioned to contribute to Australia's recovery and growth. The stories in this report provide insights into the many ways we are already doing this to make a positive impact on society. Our strategy will see us invest more in being different and innovative and embrace diversity, sustainability, and walking (and working) together with First Nations People as key priorities. Our work to address mental health in the workplace and our holistic approach to climate change are further activations of our purpose.

We will intensify our focus on being leaders in digital and innovation, anticipating further uplift in the acceleration of digital channels for organisational engagement and transaction. We will compete strongly to attract, grow and retain the best talent while committing to diversity and inclusion in all its forms.

Aligned with our global firm but with a keen sense of local issues, we will continue to make our contribution where the opportunity and need for tangible impact is greatest.



A. Powick

Adam Powick
Chief Executive Officer,
Deloitte Australia



Tom Imbesi

Tom Imbesi
Chairman, Deloitte Australia



Assisting the not for profit sector to rebuild

As we took stock during the initial post-pandemic economic rebound, a major part of The Deloitte Foundation's mission is to assist recovery in the not for profit sector. Charitable organisations were hit especially hard in FY20. Their revenues plummeted while the numbers of people seeking assistance from their services spiked. In FY21, we were able to make a total contribution to the community of \$20.9 million, working hard to continue to support our family of charities through those toughest of times. We did this through financial support, pro bono, volunteering and sometimes just lending an ear. The pandemic continues to hit hard. But, as we move to adjust with agility in our business and economic environment, we see a key role for ourselves as important enablers for our charities to undertake the digital transformations so necessary in the pandemic and post-pandemic world.

Aligned with a Deloitte network approach to broaden and deepen our social impact throughout the year, we launched Impact Every Day, an updated volunteering program to make volunteering opportunities at Deloitte easier for all our people to access, more relevant and more available all year around. This important change will strengthen our culture of volunteerism and community leadership. It is better for our communities because it enables volunteers to gain better insights into organisations' needs as they occur and to use their skills to support in a situation-specific manner.

We were proud to be named #12 in the AFR Top Corporate Givers list for 2020, up from #13 in 2019. Our responsible business program is broad and deep. It covers climate action, First Nations People in addition to societal impact. Through The Deloitte Foundation we nurture meaningful relationships with our national community partners including The Smith Family and Oxfam Australia as well as with our wider family of charities. We deploy our expertise to provide skilled volunteering to organisations who would be otherwise unable to access our services. And we raise money through our workplace giving program to contribute financial support when crises occur. Our COVID-19 India and Papua New Guinea (PNG) appeal raised almost \$65,000. In India this was distributed via Médecins Sans Frontières' Australia pandemic fund where medical and technical support was provided on the ground in Mumbai. Our PNG contribution was made through St John Ambulance PNG to address the urgent need to update its clinical practice protocols, particularly regarding infection prevention and control. We also contributed funds to Port Moresby General Hospital to support with medical equipment to help manage COVID-19 and other illnesses. To help those affected by floods in Timor Leste, a total \$13,520 was donated by staff including dollar matching by The Deloitte Foundation, channelled through Oxfam Australia.

In FY21, all of the Deloitte participants in a firmwide survey told us it was important to them that Deloitte was a good corporate citizen and a responsible business; three-quarters said The Deloitte Foundation was important to their experience working at Deloitte. Informed, in part, by survey participants' input, The Deloitte Foundation board undertook our three-yearly refresh of supported charities. Our focus was on optimising the program for relevance, best practice and alignment to our strategy; including our global WorldClass commitment – Deloitte Australia's goal to impact one million lives by 2030. While fundraising and general volunteering remain core parts of our community contribution, we know that well-designed pro bono or low bono projects that enable charitable organisations to access the brainpower and expertise of our people are how we can, and will continue to, make our most powerful impact.



Rob Collie

Rob Collie
Chairman, The Deloitte Foundation and
National Leader, Responsible Business

Benefiting from First Nations wisdom

One of the greatest challenges facing our nation is the need to come to terms with the history and treatment of Australia's First People. That past still holds us back from extraordinary opportunity as a nation. Every Australian walks on the lands and amongst the people of the world's oldest continuous culture; and that culture has been trying to offer its wisdom and its formula for successful living on this country since other nations arrived. Australia has not always been willing to hear it (and some might still be unwilling). But Deloitte is ready and we are proud of the openness to learn what it means to be a uniquely Australian firm.

Working with the Indigenous Leadership Team, Deloitte aims to bring Indigenous insight into everything we do. Our strategy has four pillars: Voice: Ensure Indigenous voices are heard; Treaty: Grow our Indigenous business; Truth; Make the change together; Country: Learning to live in harmony with the land. Enacting this strategy has already paid off in substantial new projects, in innovative ways of working and collaborating across our business; and in the pride the firm can now take in some of the public positions and external recognition of our firm.

We took the stand this year of celebrating Australia Day in a sensitive and authentic way where we asked everyone to consider the three different perspectives of: The Day Before, The Day of Arrival, and The Day After. Inherent in this is an invitation to everyone to embrace the truth, strength and wonder of our history and build on that for a truly unique future for every Australian. We anticipate this will grow into a strong public platform over time.

We also held some fantastic celebrations and events, including our special NAIDOC webinar event on Tuesday 10 November, when the Indigenous Leadership Team invited all of our people to consider and learn what it means to stand on country, to feel our feet in the ground. Partners and leaders from all over the country invited Deloitte staff to join from wherever they were. To get out of their room and come and sit with us in their own backyard or local park – wherever they could dig their toes into the grass. Participants shared in Deloitte's first-ever virtual, national campfire (minus the actual fire). Those who couldn't join on the day were encouraged to be curious about the lands on which they live and work; to find the stories from those lands and their deep history. As Indigenous leaders, we want all Australians to connect and celebrate the country beneath their feet.



Prof. Deen Sanders OAM
National Chairman,
Deloitte's Reconciliation Action Plan



Rick Shaw
Partner, Consulting



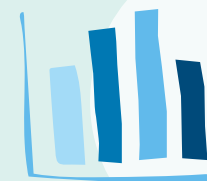
Angela Robinson
Lead Partner,
Digital Experience & Marketing



Joe Hedger
Partner, Indigenous Services Group



FY21 highlights



\$20.94m
total investment
in our communities



\$11.82m
volunteering including skilled
(\$9.63m) and general (\$2.19m)



\$6.89m
pro bono services



291
champions for
The Deloitte Foundation



2,847
Impact Day participants
at 297 events



59,570
WorldClass lives impacted

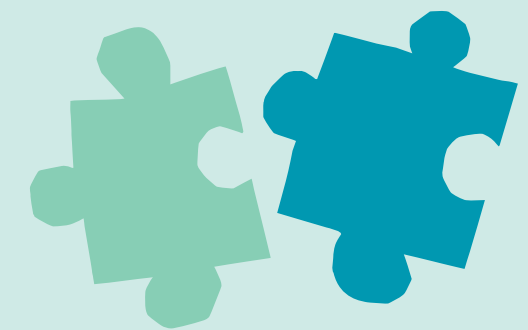


\$1.02m
donations, dollar
matching and support



2020 AFR Boss Magazine's
top 50 corporate givers list

2020 Workplace Giving
Excellence Award Winner
Silver – Best Pro Bono/
Workplace Volunteering



Making an impact
for clients



Getting Virgin Australia back on track

In November 2020 Deloitte Restructuring Services partners and joint Virgin Australia Voluntary Administrators, John Greig, Richard Hughes and Sal Algeri, announced the completion of the sale of the Virgin Australia Group, with the shares and the entire business of the airline being transferred to Bain Capital.

Bain Capital took custody of the airline after one of the most challenging administrations in Australia's corporate history, not least as a business, an employer of thousands of people and a key contributor to national and state economies. Triggered by the COVID-19 pandemic, it was a process like no other in Australian corporate history.

5,000+
jobs preserved



This complex appointment was further challenged by the fact that the process was undertaken and completed during Australia's pandemic shutdown.

Virgin Australia was successfully restructured and recapitalised through the voluntary administration preserving 5,000 plus jobs and ensuring ongoing viability and a competitive Australian aviation industry. The key success factors included:

- The management of key stakeholders in Australia and overseas, which included Virgin Australia's management and staff, unions, equipment lessors and financiers, service providers to the business, the Federal Government, Velocity Frequent Flyer members and the airline's new owners, Bain Capital
- An accelerated global sale process
- The implementation of an operating model restructure plan
- An innovative approach to the administration process and the sale structure.

The successful conclusion of the administration was a tribute to the assistance and support given to the Deloitte team by Virgin Australia's dedicated, hard-working and loyal management and staff, who kept the airline flying throughout; the unions who supported them and Virgin's service providers. All worked together to ensure that Australia's aviation sector would be vibrant and competitive in the post-COVID era.

Supporting Europe's largest hydrogen project

Hydrogen will play a big role in the decarbonisation of the global energy system and in realising global climate targets. Deloitte Partner, John O'Brien, is a key part of a collaboration involving Deloitte Germany, Belgium, France, Australia and the Netherlands. It is a project that brings the best of Deloitte to the client, leveraging our scale across functions and geographies.

The NorthH2 consortium of Equinor, Gasunie, Groningen Seaports, RWE and Shell Nederland, is developing the largest green hydrogen project in Europe. Deloitte is conducting a comprehensive feasibility study that will support a final investment decision in 2024. The NorthH2 green hydrogen project will kickstart the hydrogen economy. Its scale is unique in the world. The study involves:

- Developing a fact-based view on hydrogen's role in meeting EU's energy transition targets, while achieving societal and economic benefits
- Engaging with potential customers across industries to understand their needs and how hydrogen can help them decarbonise while maintaining competitiveness
- Detailed price and demand modelling to build scenario options for the consortium in terms of scale and timing
- Clarifying what will be needed for NorthH2 to be economically viable.

Challenging the laws of GRAVITY

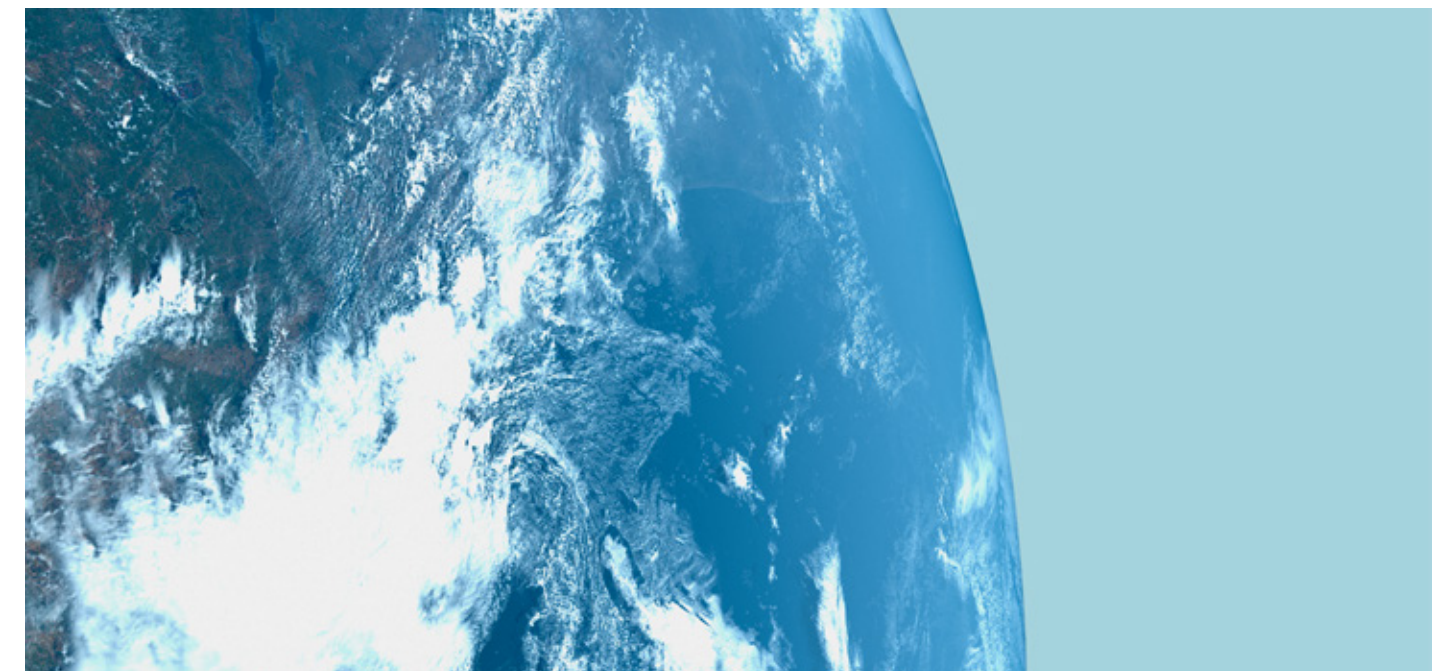
Deloitte is helping to activate the space ecosystem and support Australia's civil space priority to inspire the nation's use of space technology and capability. One initiative we've actively participated in is the [GRAVITY Challenge](#). This is a global technology innovation program for students, universities and entrepreneurs enabling them to collaborate with corporate and government organisations in the design and development of solutions to real, high-value industry, social and environmental problems using space data and capability. Piloted in Australia, the program is now operating globally in more than ten countries and boasts more than 300 world-class innovation teams from the space sector. GRAVITY Challenge has addressed more than 25 challenges, mostly aligned to the United Nations Sustainable Development Goals including: climate action; ocean sustainability; protecting and restoring terrestrial ecosystems; sustainable cities and communities; affordable and clean energy; and building resilient infrastructure.

Examples of current challenges the program is tackling include:

- How to use real-time satellite data to improve supply chain management ultimately facilitating better access to healthcare services and supply
- How to save our soils and regenerate degraded land
- How to proactively minimise potentially catastrophic events by accelerating and improving the identification and analysis of a high value event of interest (e.g. plumes of smoke indicating a warning of bush fire) and optimise efficiency of the delivery of emergency management intelligence to users on earth.

Professor Catherine Stoddart, Chief Executive, Department of Health, Northern Territory Government, said, "the quality of the Gravity Challenge innovators in Australia and the UK has been outstanding. Supporting this program has allowed us to connect with global innovators and work towards our goal of being a world leader in the delivery of remote health through collaboration, excellence and innovation."

Piloted in Australia, the program is now operating globally in more than ten countries and boasts more than 300 world-class innovation teams from the space sector.



Helping Australians in need gain early release of super

In the first half of 2020, extreme market volatility caused by the COVID-19 crisis, combined with the government's early release of superannuation legislation, led to a significant increase in superannuation members contacting their funds. The callers were worried. Many of them had lost their jobs or had seen significant reduction in their earning capacity and wanted to know how the early release program could allow them to use some of their super to limit the impact on themselves and their families. Most superannuation funds were unable to deal with the sudden influx of members contacting them, so many of these calls went unanswered.

A team from Deloitte Digital worked with the funds and our internal Risk and Financial Advisory teams to rapidly design, build, and train an AI-powered chatbot that was capable of responding to these enquiries. We called it Superbot and built it so that it was able to be easily implemented on the website of any superannuation fund.

Throughout the year Superbot helped tens of thousands of Australians not only participate in the early release program, but importantly to understand the risks of accessing superannuation ahead of retirement. The chatbot also provided the benefit of reducing the number of calls to funds freeing up their staff to assist members with other enquiries. Superbot was recognised as Deloitte's signature innovation in the 2020 AFR BOSS Most Innovative Companies list, being awarded second place.

Proudly sponsoring Sydney WorldPride 2023

Deloitte will support WorldPride 2023 in Sydney as the first major sponsor, helping to bring the event to the rest of the world from the Southern Hemisphere, for the first time in the event's history.

"Sydney WorldPride 2023 will be the global event that unites LGBTQI+ communities and Prides from across the world and brings them to Asia Pacific. As a major sponsor, we will have the unique opportunity to listen and learn from some of the most isolated LGBTQI+ communities in the world, celebrate and demonstrate our leadership into the future. WorldPride is about diversity in all its forms and the coming together of the LGBTQI+ community with culturally diverse communities across the world. We have the opportunity to be part of unified conversations around diversity and the development of a more inclusive society for all," according to Deloitte Digital Partner and WorldPride Engagement Partner, Robbie Robertson.

“

As a major sponsor, we will have the unique opportunity to listen and learn from some of the most isolated LGBTQI+ communities in the world, celebrate and demonstrate our leadership into the future.

Robbie Robertson

Deloitte Digital Partner and
WorldPride Engagement Partner

Deloitte has been on a journey with the WorldPride team for the past two years, supporting the bid which was led by the Sydney Gay and Lesbian Mardi Gras. Deloitte played a significant role in the bid's success by providing pro-bono commercial, digital, design and project management support. The firm is continuing to provide support for Sydney WorldPride's and Sydney Gay and Lesbian Mardi Gras' operations and impact. Deloitte will be working with WorldPride in a variety of areas, including digital and the role of technology in LGBTQI+ inclusion. Deloitte Digital will create a platform to bring WorldPride to those who can't be there due to discrimination or fear of coming out. The platform will be shared globally with the aim of reaching 56 million people across the globe, allowing them to watch, engage and celebrate virtually.

Deloitte will work with Sydney WorldPride and Sydney Gay and Lesbian Mardi Gras over the coming years on key events from 2021 – 2024. Event and project work are already underway in preparation for Sydney Gay and Lesbian Mardi Gras in 2022.



Vaccinating Western Australia

Deloitte was engaged by WA Health to urgently deliver a Vaccine Management System in time for the commencement of the state's COVID-19 immunisation program. The project was characterised by:

- An extremely time pressured environment as it was a matter of weeks between the contract being awarded and the target launch date
- A high degree of uncertainty. The expected timing and volume of vaccine availability was very fluid and there were continually evolving protocols around eligibility rules
- A strong focus on quality, given the importance of the program in keeping people safe, the high degree of public scrutiny and potential cybersecurity threats.

Working in collaboration with WA Health, Deloitte leveraged our GovConnect solution powered by Salesforce, to deliver a vaccine inventory distribution system to manage the transfer and tracking of vaccine stock across WA Health immunisation clinics. We also delivered a vaccinator portal, to support the administration of vaccines to recipients and a vaccine recipient portal, enabling the registration, consent, appointment booking and information access for members of the public eligible for a vaccine administered by WA Health.





Arming teachers with online toolkit for remote learning

The COVID-19 pandemic radically altered the way education is delivered in Australia, with community restrictions driving a rapid shift from classroom-based learning to remote learning across Australia. Working for Rio Tinto and its Education Advisory Council, Deloitte and PTR Consulting developed an online teaching toolkit to provide teachers with guidance and curated resources on effective remote teaching practices.

The toolkit supports teachers and schools to navigate the challenges of online learning; equipping teachers with a set of practice-based resources to rapidly adapt and tailor their practices. These resources can be applied to support the professional learning needs of staff within a school's context, and within the education policies and compliance requirements of their education system.

It covers eight learning practices – each identified through consultations with school leaders and teachers, and refined on the basis of research and evidence from academics, researchers and educators. These practices include building connections and trust; designing learning; differentiating teaching; feedback and monitoring; collaborative learning; embedding reflection and self-regulation; promoting student voice, choice and agency; and nurturing social and emotional learning.



Giving home-care leavers a tertiary chance

The Raising Expectations program is designed and delivered to support highly disadvantaged young people unable to live in their family home who are placed in alternative care arrangements through Victoria. Its purpose is to help this cohort access and succeed in tertiary education. The program is administered by the Victorian community services peak body, the Centre for Excellence in Child and Family Welfare, and currently involves three Victorian universities. The program is funded by the Victorian Department of

Education and Training. Deloitte worked on a pro bono basis to provide a return on investment analysis of the program's value. It is hoped that demonstrating the positive benefits and effectiveness Raising Expectations will help generate a greater understanding of how post-secondary education improves care-leavers' life outcomes. The work resulted in Deloitte winning a Social Impact Measurement Network Australia Award in the Effective Investment Category.

Measuring neighbourly impact

A network of around 20 neighbourhood houses (Neighbourhood Houses Gippsland (NHG)) approached Deloitte to undertake a social impact analysis to demonstrate and measure their value within the communities they serve. The resulting pro bono engagement involved examining the impact of activities by neighbourhood house members between April 2019 and March 2020, reflecting a combination of its business as usual operations and emergency response work. Based on the evidence, Deloitte estimated the social return on investment for NHG is \$2.78 for every dollar invested in the network's activities.

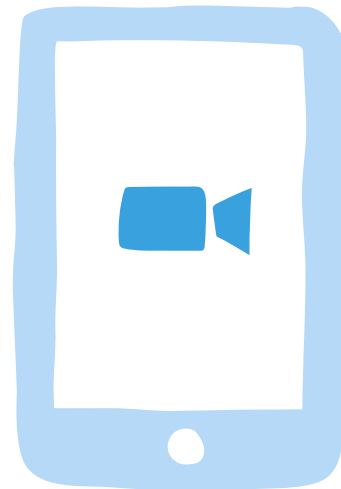


Assisting small businesses distressed by COVID-19

Deloitte was engaged for its forensic and cyber capabilities to help facilitate a small business grants program, designed to support small businesses distressed by COVID-19. Australia was in the first wave of Asia Pacific countries to launch the programs to support those who needed financial assistance. Applications opened to Sydney and Melbourne-based businesses first. Deloitte also assisted with the grants' administration. The program aimed to provide support to up to 30,000 businesses in more than 30 countries, including up to 465 Australian businesses.

Getting COVID-safe screen production rolling again

The South Australian Film Corporation commissioned Deloitte to create a risk assessment tool to help producers to manage their risks associated with COVID-19. The tool was specially developed to assist producers to assess COVID-19 risk management issues for their production and to get cameras rolling again more quickly and easily in conjunction with national COVID-safe guidelines. The work aims to elevate South Australia as an important screen production location in Australia. As well as re-energising the creative industry, the tool could assist with reinvigorating other industries impacted by COVID-19.



Aiding better workplace mental health

The Global Business Initiative for Workplace Mental Health (GBI) is a business-led collaboration that aims to advocate and accelerate positive change for mental health in the workplace globally. Alongside organisations such as United for Global Mental Health, HSBC, Unilever, the World Economic Forum, World Health Organization and the Wellcome Trust, Deloitte was proud to have helped establish this effort.



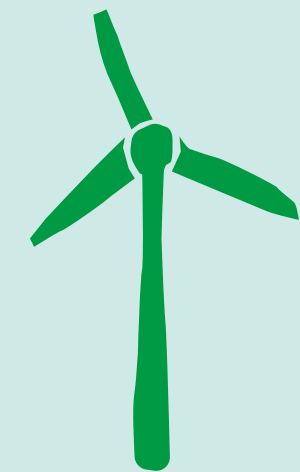
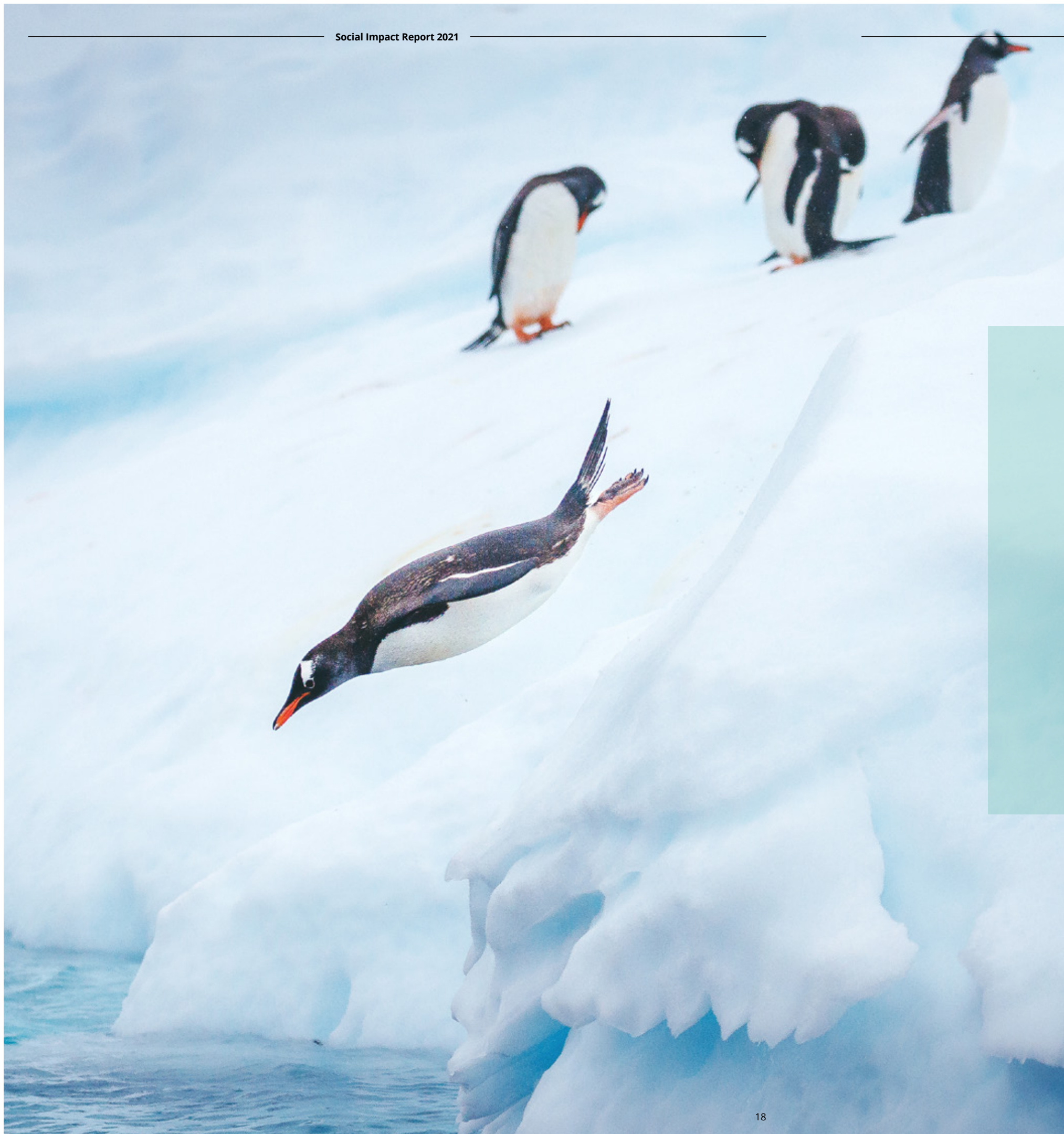
Promoting Sustainable Development Goals to clients

Deloitte is helping overseas-based clients operating in Oceania have an interest in understanding the trends and progress in Australia and New Zealand regarding the United Nations Sustainable Development Goals (SDGs). As a member of the United Nations Global Compact, Deloitte is committed to the SDGs. In February and March 2021, Deloitte Australia held workshops to explore case studies where corporations in both countries adopt and implement SDGs in their operations and businesses. In addition to exploring the tools and avenues to identify SDG adoption and implementation in clients' future businesses, the Deloitte team also had the opportunity to help clients with their SDG reporting and action plans.

Like many organisations, Deloitte's focus on mental wellbeing sharpened in 2020 as our world experienced unparalleled uncertainty and the challenges that arose from the COVID-19 pandemic. We agree the workplace plays an important, impactful role in supporting individuals and society. In addition to implementing robust internal initiatives, Deloitte committed to contributing to mental wellness efforts in the business community at large.

Because of BHP's track record regarding diversity, inclusion and wellbeing matters, Deloitte Global CEO, Punit Renjen, invited BHP to support this work by becoming a founding partner of GBI, of which there will be ten, comprising non-competitive global businesses representing various sectors and countries. Founding partners collaborate to lead the GBI and its work, and develop recommendations for action that can help deliver on the aspiration of promoting mental wellbeing in the workplace. In addition, CEOs of founding partner organisations sign pledges that publicly convey commitment to the aims of the GBI. The GBI was launched during the Davos Dialogues late in January 2021.

Deloitte's focus on mental wellbeing sharpened in 2020 as our world experienced unparalleled uncertainty and the challenges that arose from the COVID-19 pandemic. We agree the workplace plays an important, impactful role in supporting individuals and society.



Climate action

Reframing the debate on the economics of climate change

The latest scientific evidence from the Intergovernmental Panel on Climate Change (IPCC) outlines a confronting climatic future in the absence of change. The costs of climate change are clearly rising each year – and the costs of avoiding climate change are rising with each year of inaction.

Dominant economic projections tend to assume that economies will grow according to a “business as usual” trend completely unaffected by the damages caused by climate change. Against this outlook, any action on climate change simply appears as a cost. The reality is, if we continue with “business as usual” now, it won’t lead to business as usual in the future.

For Australia, Deloitte Access Economics has shown how acting on climate change, is not a narrative of cost but one of extraordinary opportunity and economic growth. In late 2020, a [New Choice: Australia's climate for growth](#) provided the basis for a more hopeful and useful debate about climate change. And this economic framing presented a clear opportunity for global change.

In 2021, Asia Pacific’s Turning Point showed the fight for climate change will be won or lost in the region. And the timing of this fight is now, as the choices Asia Pacific makes today will determine our future climate. Deloitte’s analysis has shown there is huge economic opportunity – a US\$47 trillion gain to GDP – in Asia Pacific if the region rapidly accelerates to net-zero emissions and global average warming is limited to 1.5°C by 2050.

The reality is,
if we continue with
“business as usual”
now, it won’t lead
to business as
usual in the future.

\$47tn
gain to GDP

Committing to leading climate coalitions

Deloitte is a member of the following coalitions for positive climate impact and corporate sustainability as part of our increased commitment to addressing climate change.

- [Business Ambition for 1.5°C – Science Based Targets](#): A group of more than 400 companies worldwide who are committed setting a net zero target in line with a 1.5°C future. This commitment automatically becomes our entry point to the [Race to Zero](#)
- [Australian Climate Leaders Coalition](#): Founding member, bringing together the nation’s largest companies to solve complex decarbonisation challenges. We are also providing significant back office support to enable the initiative to operate effectively
- [Climate Group](#) triple commitment
 - [RE100](#) – A commitment to 100% renewable energy
 - [EP100](#) – A commitment to increasing energy efficiency
 - [EV100](#) – A commitment to transition to electric vehicles.

Helping Belong go carbon neutral

Belong, Telstra’s challenger brand, to become the first certified carbon neutral Australian telecommunications provider; and created the concept of a Carbon Thumbprint to position them as an ICT leader in the climate risk space. Belong’s advertising campaign, developed by Deloitte Digital, challenges Australians to better understand their carbon thumbprint – the estimated amount of CO² their mobile data use contributes to emissions. “We want ‘carbon thumbprint’ to become part of the common vernacular, just like ‘carbon footprint’ is,” says Deloitte Digital’s Creative, Brand & Advertising Lead Partner, Adrian Mills. “It’s a convenient shorthand to describe a huge problem: the environmental impact of mobile phone usage.”

Research from Blisspoint (funded by Belong) to launch the campaign, revealed nine in ten Australians don’t believe mobile data contributes to carbon emissions. Yet it is estimated that mobile data networks in Australia create more than half a million tonnes of CO² every year – the equivalent emissions of one person flying between Melbourne and Sydney approximately three million times a year.



Image supplied

Transitioning to low carbon mining in Western Australia

The next great economic opportunity for WA: Transitioning to low-carbon mining report was launched at the Diggers and Dealers mining forum, where Deloitte and Gold Industry Group hosted the firm's 28th annual breakfast panel event. Speakers shared their insights and experience on the challenges companies face in moving to a lower carbon base, but also ways to embrace leading edge technologies while enhancing trust and engagement among all stakeholders.

Western Australia has generated incredible wealth for Australia, being ahead of the trends and ready to scale up as markets come to fruition. This capability to follow the money and scale the right products at the right time presents an incredible opportunity for the state as every economy transforms to low-carbon over the next thirty years, according to the report. Demand patterns are going to change irrevocably. The favoured solutions such as electrified transport, energy storage or industrial decarbonisation are going to see demand for enabling commodities skyrocket over time. WA is in pole position in terms of the commodities needed to enable the world to transition.



Empowering farmers with granular weather data

Australian farmers are highly skilled at managing historic climate variability within existing seasonal and cyclical weather patterns. However, climate change is now driving an unprecedented pace of change and escalating impacts. This means farmers require additional support to mitigate and adapt to changing drought conditions and other climate extremes.

Deloitte is helping the federal Department of Agriculture, Water and the Environment (DAWE) build a free-to-use digital tool for farmers to:

- Understand their farm scale projected climate exposures at 2030 and 2050
- Utilise data driven insights, such as remotely sensed ground cover
- Self-assess their resilience to climate change across a range of interconnected environmental, financial, personal and social indicators
- Select and track pathways to proactively build resilience.

This tool, DR SAT (Drought Resilience Self-Assessment Tool), is being co-designed with farmers, alongside a broad range of existing agricultural stakeholders. The Deloitte team is collaborative and diverse, stretching across multiple teams within Risk Advisory, Digital Consulting, and Financial Advisory. The first release of the tool is anticipated for December 2021.

Over the life of the project, the tool is expected to cover approximately 88% of the nation's farmers, representing 86% of production value. This presents an opportunity to positively impact farmers and their existing support networks, and progress climate resilience in Australian agriculture.

The co-design process is leading to additional opportunities to integrate DR SAT with other industry, government, and corporate programs to expand and further incentivise resilience-building among farmers.

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Validating the business case for tackling climate change

Businesses are moving to secure competitive advantage by planning for the least-cost environmental transition of their operations. This finding, along with many others, was revealed in Deloitte's second Global Climate Check survey, published in March 2021. The survey covered 750 business executives, across 13 countries, to understand how organisations were approaching the climate crisis and to track changes in sentiment.

The survey validated the business case for tackling climate change as an executive priority. Global executives have acknowledged the need to elevate environmental sustainability commitments within and beyond their organisations. Business leaders continue to see the world at a tipping point when it comes to climate change and know timing of action is key. While the coronavirus pandemic and corresponding economic downturn has shifted priorities this year, there is optimism about the future.

750
business executives

13
countries



Creating kindergarten climate champions

As the president of the Albert Park Kindergarten Committee, Deloitte Consulting's Rachel Sillett, played a leading role in creating the first carbon neutral kindergarten in Australia.

The six-year Butterfly Project was a joint effort between the City of Port Philip and Albert Park Kindergarten in Melbourne, leading the early-childhood education centre to completely eradicate its carbon footprint.

The kindergarten worked with council to install solar panels, decrease water use by 64 per cent, electricity use by 24%, gas use by 76% and waste by 75%. This enabled it to become Australia's first carbon neutral certified early childhood education and care service.

Asked what role she played, Rachel said, "As an organisation the Committee and staff were committed to providing the highest standards of early childhood education and making a positive contribution to our community which culminated in a plan to care for our world and each other. We achieved the esteemed Excellent Rating, official certification as Australia's first carbon neutral early childhood service, and received the Australian Cities Power Partnership Award. All this was made possible through the support of families and community partnerships that continue to enable the kindergarten to strengthen and grow".



Photo supplied

Aligning to WorldClimate: our global climate commitment

Last November, we announced a major elevation of our firm's commitment towards addressing one of the biggest shared challenges facing humanity – climate change. We announced Deloitte's Global commitment to achieving net zero greenhouse gas emissions by 2030.

Since then, we have further deepened our climate action commitment through our alignment to the Deloitte Global network's WorldClimate initiative as well as how we operate as a business.

- We have developed an Asia Pacific-wide WorldImpact Strategy that provides strategic choices across the ambitious societal and environmental goals we have set in our region. It acknowledges the intersecting issues and opportunities within climate change; the way we serve our clients and the widening social inequalities being experienced by those worst affected by climate change

- Aligned with Deloitte Asia Pacific, Deloitte Australia has created a formal, whole-of-firm approach for our climate-related client offerings. Our Climate Change Integrated Value Proposition will build on the work already done in developing these capabilities to provide solutions that are specialised, relevant, and continuously market attuned. It represents a clear narrative and market positioning for our services focused on climate-led transformation for organisations. Through a cross-business unit operating model, supported by Clients, Industries and Markets, we are expanding and deepening our expertise to help clients deal with sustainability and climate change issues so that they can build the right capabilities to transform.

A new WorldClimate Deloitte.com hub provides an engaging experience to learn about climate change. It includes an interactive climate quiz to help people understand their own climate impact and act accordingly.



#iAct

Employees were given access to educational tools designed to empower them with factual information about climate change. A climate action community of almost 400 people was established and many staff made climate pledges on ways to reduce their individual footprint. Examples included:

“

From learning that three out of five fast fashion items end up in landfill, my #iAct commitment during Climate Action Month is to repair/alter my garments, swap them with friends and shop second hand.

Stephanie Ho

My #iAct Commitment is to compost and grow my own vegetables. Hopefully regenerating the soil in my garden to sequester carbon. I have made a start and my little seeds have started growing!

Teagan Donnelly



Acting within on climate change

During November 2020 and April-May 2021, the firm dedicated two periods of four weeks to focus and act on climate change internally. The aim was twofold: to progress and share Deloitte's own approach to tackling climate change; and to educate employees on the issues and ways we can all make a positive difference by reducing our climate footprint. In April 2021, Deloitte Asia Pacific CEO Cindy Hook, launched WorldClimate focused on ways we can make a positive and tangible impact to address the climate crisis, especially in our region. WorldClimate incorporates Deloitte's overall commitment to achieving net zero greenhouse gas emissions by 2030 as well as our commitment to operating green; and empowering our clients and our people to make positive climate choices.

Developments included:

- Our goal to transition all our buildings to 100% renewable energy by the end of 2021
- Our flight travel emissions in FY21 reduced by 93% compared to last financial year. While this was mainly due to restrictions imposed by COVID-19, it highlights our potential to successfully conduct business with significantly less travel
- Saving 40,000 plastic bottles in the last year by introducing sparkling water taps on client floors and bringing back the recycled stationery stations on our utility floors.

100%
renewable energy
by the end
of 2021

40,000
plastic bottles
saved

Footprint

Our absolute emissions decreased by 75% in FY21 compared with the previous year (PY), with emissions intensity dropping by 74%. Travel-related emissions usually make up >65% of our reported carbon footprint, with electricity use rounding out the remainder. This year, travel accounted for 28% of total emissions.

This total emissions reduction was largely driven by a reduction in business travel and the use of building resources as a result of the COVID-19 pandemic, as well as the introduction of renewable energy. We're determined to take the opportunity to fundamentally rethink ways of working to progress our emissions reductions beyond the crisis.

Operational Sustainability

	kgCO2e	Total emissions movement from PY	FTE (YTD)	CO2ekg per FTE	Emissions movement per FTE from PY
FY21	5,016,888	-75%	10,500	478	-74%
FY20	20,225,291	-10%	11,123	1,818	-22%
FY19	22,355,962	14%	9,591	2,331	-4%



Working with First Nations People

Centring Indigenous communities

In 2021 Deloitte established a newly created Indigenous Services Group (ISG) led by proud Bundjalung man, Joe Hedger. It is a purpose driven practice consisting of majority First Nations practitioners, bringing immense lived experience, capabilities, relationships and cultural insights. Our ISG works with and for the First Nations sector, as well as the government agencies and corporates that empower them, to secure a sustainable future, making the world of our clients, our people and our communities better.

We bring the latest trends in strategy, technology and innovation to empower them to be 'future fit' in an increasingly complex, disrupted and competitive market. Key focus areas include capability development for Traditional Owner corporations to secure their economic, social and cultural futures – supporting government and business to harness the power of procurement to generate sustainable impact for First Nations communities – collaborate with First Nations communities to centre and raise their voices on climate change – and bridge the digital divide to ensure First Nations communities don't get left behind in a rapidly shifting world.

Informing Japanese companies on the Indigenous supply chain

Deloitte Australia's Japanese Services Group worked with a number of Japanese companies operating in Oceania to help them understand the importance of the Indigenous supply chain in the context of procurement policies and business strategies in Australia. The Indigenous Supply Chain Stakeholder Dialogue was held on 16 February 2021. It involved discussions and learnings for future business operations, including how businesses could navigate and be ahead of the curve on this increasingly important aspect of doing business in Australia. The dialogue included Corinne Schoch, Head of Programmes, Global Compact Network Australia, which is part of the UN Global Compact.



Supporting Moi's ambition to help heal his Country

Moigida (Moi) Loban is a proud Badulgal man from the island of Badu and a proud Maluilgal and Guda Maluilgal man from the western region of the Torres Strait in far northern Australia.

Deloitte is sponsoring Moi to complete his secondary schooling at Churchie Grammar in Brisbane. This is through the firm's longstanding relationship with Yalari, a not for profit organisation which provides education scholarships for Indigenous students from regional, rural and remote communities.

In March 2021, we caught up with Moi, who is now in Year 11, to learn more about his journey. "Coming to Brisbane five years ago was a massive contrast to where I grew up, which was all about my culture and heritage. There were no other Torres Strait Islander boys. So, it was lonely at first," Moi said.

He quickly immersed himself in academic work and sport, playing basketball and volleyball as well as being a mentor to younger boys. On school holidays, Moi returns to the Torres Strait island of Badu to go hunting and fishing with his father, a ranger who is passionate about preserving the reef.

Moi remains very connected to country and wants to use his education to study marine biology so he can go back home and help heal the oceans and lands of the Torres Strait.

"I want to specialise in coral. Each time I go back home, I notice the coral bleaching and that crayfish are getting scarcer. I'd like to use my education to help the environment and hopefully make the world a better place."

Yalari spokesperson Jenni Heenan thanked Deloitte "... for your amazing and continued support to bring about generational change. We could not support our Indigenous students without the belief and support of like-minded organisations like Deloitte."



“

I want to specialise in coral. Each time I go back home, I notice the coral bleaching and that crayfish are getting scarcer. I'd like to use my education to help the environment and hopefully make the world a better place.

Moi Loban

Photo supplied

1,157

people completed
the program

Proving the value of Future Stars

Saltbush Social Enterprises' Future Stars pre-employment program is for Aboriginal and Torres Strait Islander people in the Northern Territory. Deloitte undertook a study to help measure its impact for the period 2014 to 2019. The firm's research showed that 1,157 people had successfully completed the program in this time. Just over 40% of participants who started the program got a job, and 50% of these participants kept the job for at least 26 weeks. In the five year analysis period, 310 participants found long-term employment following completion of Future Stars. However, the financial impact of employment for participants who found a long-term job was only one part of the positive impact of Future Stars. All who completed the program during the period studied benefited from the variety of courses run by Future Stars. Future Stars intends to use this work to enable advocacy and seek further investment to broaden the reach of the program.

40%

employment rate

Valuing Indigenous ways of seeing

Deloitte worked with Lowitja Institute, an Aboriginal-led research network that seeks to improve the lives of Aboriginal and Torres Strait Islander people through investment in research. We showed the impact of 148 research projects undertaken across the past 10 years. One key finding was that western conceptions of value do not always translate in the context of First Nations Peoples and paradigms.

Western conceptions
of value do not always
translate in the context
of First Nations Peoples
and paradigms.



Empowering Indigenous business owners to grow

The Wirra Hub – the first Western Australia-based Indigenous Business and Employment Hub – was designed and developed by Deloitte together with Wirrpanda Foundation, which runs it. It is now fully operational and helping dozens of Aboriginal-owned businesses to start and grow. A tangible example of Deloitte's commitment to walking together with First Nations communities, the firm has a long history of working with the Wirrpanda Foundation. Michael McNulty, our Perth Office Managing Partner, is a longstanding board member.

The Wirrpanda Foundation's CEO Lisa Cunningham said, "We are really proud of all the work we have done with the Hub. And just think it all started with Deloitte!"

The Deloitte team undertook significant stakeholder consultation and developed the Hub's operating model. The Hub includes six Aboriginal business coaches from diverse professional backgrounds ranging from finance, accounting, oil and gas mining to small business, among others.

Measuring impact for Aboriginal business services

Kinaway provides business advice to Victorian Aboriginal businesses aimed at improving their visibility as well as strengthening their networks, relationships and opportunities. To support the business case for further local and state government funding, Kinaway wanted to quantify and measure the impact of its services.

After a review and research process, Deloitte developed a draft 'theory of change' for Kinaway, which was followed by a collaborative working session. The firm then interviewed and surveyed a range of Kinaway's key stakeholders to hear their views and to identify improvement opportunities.

An impact measurement framework means Kinaway now has a better understanding of its members' and partners' needs. Kinaway can now identify potential program improvements to further its positive impact.



Photo supplied

Engaging with Indigenous businesses

At every opportunity we explore the ways in which we can engage with Indigenous businesses to supply our internal goods and services. Our Deloitte workplace experience and procurement colleagues share our mission in alignment with our Reconciliation Action Plan as we work together to drive change and create new relationships.

In late 2019, Deloitte needed to source a removalist to help us move to our new Melbourne office. Orana won the tender and went on to relocate over 4,000 of our people and office furniture from the firm's previous CBD offices. Orana is a Supply Nation-registered, full-service relocation business owned by Blue Lion's Managing Director, Jason Baird, and long-time Indigenous employee Charlie Maynard. By choosing Orana, we helped to support the mentoring, training and pathways to upskill Indigenous recruits across a range of areas, from entry-level to professional roles.

In late 2020, our small market energy contracts were up for renewal providing a great opportunity to go to market for a new energy broker. The firm sought a broker with a focus on sourcing 100% renewable energy for our offices. Indigenous Energy Procurement (IEP) came forward with a proposed solution and won the tender. IEP is a majority Indigenous-owned and Supply Nation registered national energy management company. Our involvement with IEP has led to the addition of GreenPower to our small market electricity portfolio earlier this year with our remaining large market energy sites to switch over in the coming months. This represents pleasing progress towards our commitment to net zero emissions by 2030.



By choosing Orana, we helped to support the mentoring, training and pathways to upskill Indigenous recruits across a range of areas, from entry-level to professional roles.

Photo supplied



National Reconciliation Week 2021

We embraced National Reconciliation Week (NRW) 2021 and reflected on the theme, 'More than a Word: Reconciliation Takes Action'. As part of our journey of walking together with Australia's First People, events were held across our local Deloitte offices with appearances and stories from some inspiring guests. A key message to emerge from many of the events is the impact that story telling has on the Reconciliation movement, and the power it has to inspire action.

Dr Jared Thomas, an author and ambassador for the Indigenous Literacy Foundation (ILF), helped us round out a fascinating and festive series of events celebrating NRW at Deloitte offices around the country by sharing his own stories with us via a national Zoom event.

Footy tended to trump literature in Port Augusta where Jared, a Nukunu man of the Southern Flinders Ranges, was born and raised. Jared, who played for Port Adelaide, had a talent for both. But literature became his love.

Jared's contributions to Indigenous literature make him an outstanding ambassador for ILF, a charity supported by Deloitte. Traditional education institutions have often been negative or unwelcoming places for First Nations People, however, the ILF recognises the importance of empowering all Indigenous Australians with literacy. Jared explains, "The magic of ILF is two-way learning – Aboriginal and Torres Strait Islander people learning English-language literacy through their own stories and culturally appropriate material that includes some of their own language."



Artwork: KNOWLEDGE AND CULTURE
Artist: Shantelle McCormack, Aranda/Amatyerre artist and Worawa Aboriginal College student



Building resilient communities

Supporting students living with disadvantage

Our national community partnerships with not for profit organisations, aligned with our purpose and values, enable us to collaborate on in-depth projects resulting in sustainable long-term impact. In FY21 we worked with national community partners Oxfam, Many Rivers and The Smith Family. Here we spotlight our work with The Smith Family, our newest community partner.

Between June 2020 and May 2021, working with The Smith Family, Deloitte directly impacted the lives of 582 Australian students through sponsorship, career programs and training, among other support. We provided 1,447 volunteer hours on 509 occasions. We provided more than \$115,000 through partnership donations, workplace giving, supporting the toy and book appeal and COVID-19 support.

Highlights included: supporting 12 students, including seven First Nations students, living in disadvantage through the *Learning for Life* program; providing 130 students from the Northern Territory and South Australia with *TechPros* training to develop and improve their foundational digital literacy skills; providing almost \$5,000 to support additional students during the COVID-19 pandemic; enabling 80 students to attend career insight programs run by Deloitte offices; and sponsoring 51 students for one year on the *Learning for Life* program through workplace giving. During Deloitte's key volunteering period, Impact Day, 161 Deloitte employees volunteered at The Smith Family, participating in a range of activities.

One of our sponsored students, when asked what they wanted to learn next year, replied: "Tech. I love tech." Another said, "Cooking. Because I don't want to make my mum tired."



Photo supplied by The Smith Family

567
lives impacted

1,123
volunteer hours

\$115,000
provided in
donations and
support



Delivering literacy digitally

Library For All (LFA) is a global team of authors, illustrators, designers, curators, developers, and entrepreneurs with a passion for improving the lives of children through technology enabled learning tools. From its origins as a digital library, it has organically grown to become a leading education technology developer and mid-tier publisher of high quality, culturally diverse and age appropriate children's book, delivered digitally and in print on-demand. Deloitte's Claire Hemming, a Director with Audit & Assurance in Brisbane, introduced LFA to the firm.

A long-term volunteer with the organisation, Claire was confident that Deloitte's support would create meaningful impact. Since then, Deloitte's involvement has grown and shaped unique opportunities to collaborate and add shared value. LFA have delivered writing workshops with our teams, including a "writing super-session" for hundreds of participants at the 2019 Partners Meeting. Deloitte made it possible for LFA to publish 23 original illustrated children's books in English, Laos & Tetum. Loaded to LFA's free digital library and available globally, some books were also printed and distributed to more than 125,000 children in Papua New Guinea, Kiribati, Laos and Timor-Leste. LFA and Deloitte also optimised LFA's data analytics platform.



Photo supplied

Sharing critical virtual knowledge with educators

School leaders and teachers have led Australian schools through the pandemic. Deloitte created its virtual Education Series to offer support and commitment to the education sector by sharing corporate intellectual property and thought leadership on the skills and characteristics that will be most critical and valuable as the Australian workplace and workforce continues to transform.

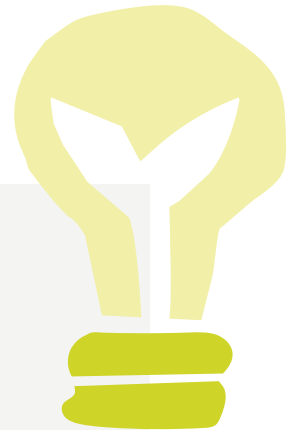
The Deloitte Education Series program is a series of short and interactive online webinars, relevant for K-12 school leaders and teachers. The series adapts Deloitte's best practice in corporate leadership development and training in a tailored way for the education context. There is a focus on leaders' skills and characteristics relevant to agile and contemporary leadership needed for workplaces and a workforce to be future-ready.

The program leverages Deloitte's network of relationships to bring together school leaders and teachers from government, independent and Catholic sectors to connect, learn and develop together.

The first module comprised three sessions focused on fostering psychological safety and inclusive leadership. More than 60 school leaders attended the first session in April 2021, casting a ripple effect on approximately 21,150 teachers and students.

One participant commented: "The most valuable takeaway for me was hearing the experiences of others [regarding psychological safety and building trust in teams] and learning how they worked through the situations."

The Education Series is an extension of Deloitte's award-winning school leadership development program, Courageous Principals – a 2.5 day residential (in-person) program which aims to create exceptional leaders in education.



Unleashing social leaders

Our unique Unleashing Social Leaders program is a WorldClass initiative, conceived and designed by Deloitte staff with support from The Deloitte Foundation. Its goal is to build capacity for Australian social enterprises. Selected social enterprises are assigned a Deloitte relationship team that provides up to three virtual workshops and tailored coaching over a six-month period.

Unleashing Social Leaders enables deep engagement with a not for profit organisation. This depth of engagement can then lead to big picture, lasting benefits for an organisation's strategy, vision, income streams and operations, to name just a few elements of the potential impact. At the same time, Deloitte staff have the opportunity to provide pro bono support in a way that allows them to develop deeper relationships with beneficiaries. InfoXchange, WorkVentures and YouthWorx are among the organisations to have benefited from Unleashing Social Leaders to date.

“

The additional coaching was incredibly helpful in terms of understanding complex new ideas featured in the Deloitte-facilitated workshops. There was huge value in that. It pushed us to be more bold in our strategy.

Jess Perrin

InfoXchange, Head of Social Innovation & Digital Inclusion

I am passionate about empowering social enterprises with the insights, tools and resources to creatively tackle the world's most pressing challenges. The Unleashing Social Leaders program has allowed me to develop leadership skills and understand how innovation, entrepreneurship and collaboration work together in social enterprises.

Maggie Jou

Deloitte Team leader

Reconnecting fire-affected families with clean water

Deloitte was a vital member of 'Mission Rainwater' through which families affected by the Black Summer bushfires across East Gippsland were once again connected to household water. This collaborative project was started by Tradies for Fire Affected Communities. The firm was introduced to plumber Dwayne Heath and a small network of other plumbers on a mission to restore water supplies to people in remote areas who had lost their homes and water tanks. As a plumber, Dwayne knew that having a water supply was a key first step to being able to rebuild. But he had no experience in the philanthropic sector and was also unknown by state and local government agencies. Deloitte got behind Dwayne to help him build relationships with funders and government agencies.

The firm took on the role of project management and within a few months Dwayne and his team were able to restore water supplies to 25 households in the Upper Murray. Dwayne then set his sights on East Gippsland where collectively we were able to raise further funds and restore water supplies to 50 households. Dwayne has since gone on to develop the Fire Smart Tank which will automatically switch on and protect property assets during fire events; and he is working to bring in a new environmentally friendly fire retardant. According to Dwayne, "With the help received by Pete Williams and the team at Deloitte, Mission Rainwater grew from a small group of tradies into a well-oiled machine. I am truly thankful for all the guidance along the journey."



Helping to streamline breast cancer care

The McGrath Foundation is a not for profit organisation that places and supports specialist breast cancer nurses throughout Australia to provide standardised care to women and men experiencing breast cancer. McGrath Breast Care Nurses (MBCNs) are specialist trained nurses providing support to patients from diagnosis, through to post-treatment and survivorship. The organisation fills significant voids in breast cancer care systems across the country.

Deloitte and the McGrath Foundation began an ongoing partnership in 2017. Since then, Deloitte has supported the development and growth of the McGrath Foundation and the breast cancer nursing program from 118 MBCNs in 2016-17, to over 160 MBCNs throughout the country today, and supporting more than 95,000 families since the McGrath Foundation started.

Deloitte has played a key role in enhancing the research and evaluation capabilities of the McGrath Foundation. The firm supported the development of a sustainable workforce cost model which identified areas of high need, as well as estimates of resourcing requirements to support potential demand in regions.

The McGrath Foundation has recently engaged Deloitte to conduct the evaluation of its Fourth Breast Cancer Initiative as well as contribute to a study on advanced cancer care which they are leading with other organisations.

The collaboration between Deloitte and the McGrath Foundation showcases the important role Deloitte can play in supporting the development and capability of social impact organisations, which have a real impact on improving the lives of vulnerable Australians.

160+

McGrath Breast
Care Nurses



95,000+
families supported

Building digital literacy for PNG's teachers

In December 2020, Deloitte Australia worked with Buk bilong Pikinini (BbP) to launch a digital literacy teacher training program aimed at upskilling and empowering teachers in Papua New Guinea (PNG). Forty-two teacher-librarians from BbP's Library Learning Centres across the country travelled to Port Moresby to attend the week-long Digital Training program.

The Deloitte Foundation Board Director and Chief Edge officer, Centre for the Edge, Pete Williams said: "With the explosive growth of mobiles and recent investment in digital infrastructure in PNG we believe building the digital capabilities of teachers and students will create a new era in education. Digital education content that is freely available on the internet can be made accessible to schools across the country. It is crucial that teachers and students understand how to take advantage of the opportunity."

The digital training program includes basic computer and tablet functions, online safety and using digital learnin in the classroom. A custom-built website by Deloitte Digital supports the training program. The website is an all-inclusive digital literacy resource which enables teachers to find information, undertake self-paced training on a needs-basis, ask questions and talk to education professionals.

All BbP's Library Learning Centres will see the implementation of a new Digital Learning Program for its students in 2021. The teacher training program will ensure teachers are confident in their digital and online skills and ready to deliver the program.

Many teachers in PNG have not had access to computers or the internet as educational tools. Now these teachers and their students can enter the digital world with confidence. Deloitte's relationship with BbP is longstanding. We have worked together for years to help address low literacy levels, which are a major national challenge for PNG. Our investment in digital literacy is part of Deloitte's global WorldClass commitment to impact 100 million futures by 2030.



Photo supplied by Buk bilong Pikinini



Bringing the gift of light to families in PNG

In 2020, we supported SolarBuddy, which provides lights to students and families suffering energy poverty. More than one billion people around the world live every day without safe and reliable lighting, including many of our near neighbours in Papua New Guinea (PNG). As well as having safety and security implications in places where crime levels may be high, energy poverty means school children cannot study after dark. Our year-long relationship with SolarBuddy involved a \$50,000 contribution from Deloitte as well as low bono professional marketing strategy support to help more than 7,000 lives. Our commitment included a program that empowered teams of high school students to assemble the lights thereby upskilling them with critical STEM (science, technology, engineering and mathematics) skills as well as global citizenship. In 2020, Deloitte funding enabled 11 schools to access the program, creating 1,000 lights across six Australian states. The environmentally friendly lights, along with letters to recipients, were donated to 5,000 students and families in PNG living in energy poverty.

Deloitte facilitator in one of the SolarBuddy school workshops, Catalina Birch said the experience was dynamic, interactive and fun. "A personal highlight was when students wrote letters to their solar buddies. Many drew pictures, wrote messages of encouragement and were truly invested in seeing their solar buddy better equipped to study and pursue their dreams."

7,000
lives impacted



Photo supplied by SolarBuddy

Fighting food waste with OzHarvest

In 2021, we joined forces with OzHarvest to address the interconnected problems of food waste, food insecurity, obesity and poor nutrition. Australia wastes \$20 billion each year in commercial and residential food waste. Our year-long commitment to OzHarvest involved a \$50,000 contribution from Deloitte to support OzHarvest's program FEAST (Food Education and Sustainability Training). FEAST is an intensive 10-week program that teaches primary school students aged 9-12 about sustainability, food waste and nutrition using hands-on cooking and inquiry-based learning. It further involved Deloitte volunteers assisting with food and nutrition-related training programs in schools. The combined effort positively impacted 33 schools including 13,320 students, family members, teachers and other school community members throughout Australia.



Photo supplied by OzHarvest



Promoting post-school engagement for disadvantaged youth

The Smith Family's (TSF) mission is to help disadvantaged Australians to get the most out of their education, to enhance future outcomes for themselves. Deloitte worked pro bono with TSF to enhance their understanding of how to best deliver its Post-School Engagement Strategy to maximise transition outcomes into education and employment for young people. Targeted transition support at critical points in a disadvantaged young person's journey greatly improves their quality of life and prospects. The Deloitte team worked with TSF to develop:

- A concise overview of better practice research that enables successful post-school engagement (i.e. what are the underpinning design principles, what programs, support and financial assistance are available and how are they delivered?)
- An overview of key themes from stakeholder consultations, regarding opportunities and considerations for the post school engagement strategy
- A proposed Post-School Engagement Strategy including product offering considerations, providing better access to programs, building and maintaining partnerships and also considerations for financial assistance.



Photo supplied by The Smith Family



Modern Slavery: a harrowing fact in Australia and elsewhere

At least 15,000 people in Australia experience slavery-like conditions. Agriculture, construction, cleaning, hospitality and food services are among the sectors most at risk of forced labour in Australia, according to the Global Slavery Index 2018.

Deloitte Australia's first modern slavery statement was publicly released in early 2021. The statement is a practical outline of the work the firm has done regarding modern slavery up until FY20. The statement is required under Australia's Modern Slavery Act. It was developed by Deloitte's Human Rights Practice expert team and approved by The Deloitte Board in February 2021.

The statement includes a five-year roadmap which outlines key focus areas for the firm including:

- Peer more deeply into supply chains
- Build internal awareness
- Enhance our Risk Management capability
- Elevate the capability of clients, peers and other organisations.

The Deloitte statement further recognises the important role of The Deloitte Foundation in enabling us to act with others, including not for profit organisations, to help solve systemic problems.

Upskilling WorldClass Community Leaders

In FY21, the firm delivered three workshops to more than 100 not for profit (NFP) professionals. Our Deloitte Learning and Leadership team provided these virtual training sessions to help NFPs skill up in areas that are in-demand such as: facilitating virtual workshops, presenting virtually and leading team performance. Deloitte also created self-paced resources in future-focused areas including adaptability, digital fluency, leadership and creative problem solving. This was a substantial community investment by our Talent team and a collaborative project between Deloitte and our national community partners, The Smith Family, Oxfam and Many Rivers.

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Evolving Impact Day to suit the times

Impact Day was held over ten days in November 2020. This was due to COVID-19 constraints, prompting the need for virtual delivery and a wider timeframe of events to suit not for profit organisations (NFPs).

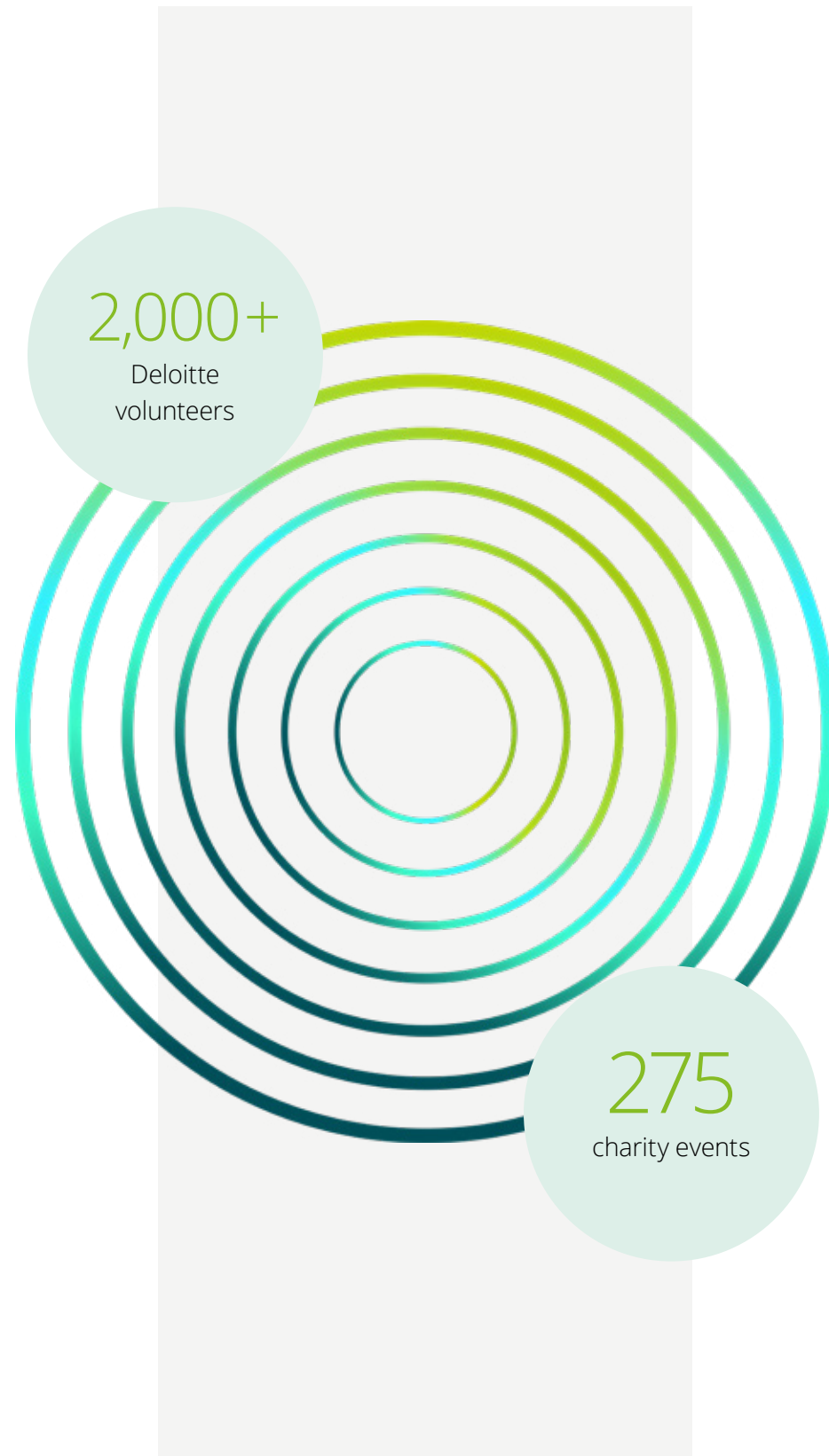
Despite the challenges of the pandemic restrictions, our Deloitte people's purpose-led spirit shone through with more than 2,000 of our people taking part in 275 (mainly virtual) charity events running between 20 - 30 November.

The diverse range of events included some to help mitigate the impact of COVID-19, including one to design informative and engaging cards to provide awareness about how Personal Protective Equipment (PPE) can be very useful in protecting against the virus.

In Melbourne, a Deloitte team held an economics class for primary school students that was welcomed by the school's learning leader-curriculum, Jenny Wilmott, who said the students found it most valuable. "It's great to hear from real people who have experience in the business area. We look forward to continuing our relationship with Deloitte for future Impact Days".

During a half-day virtual workshop, the corporate social responsibility leaders of Deloitte and a client worked to help health charity Two Good Co. to derive the best value from skilled volunteering, and the ways in which NFPs can make their skilled volunteering requests and events most successful.

Simone Cheung and Justine Barnard spent a lunch time writing letters and making an advent calendar for two elderly ladies in nursing homes in Western Australia. Simone summed it up for everyone saying, "it's been a long year and we can all do with a bit of kindness".



Photos supplied

Other Impact Day events included:

- Helping to review Cystic Fibrosis ACT's governance requirements
- Weeding at Yanchep National Park in WA
- Coaching NT students in networking, leadership and team building skills
- Sewing reusable face masks to donate to Port Moresby General Hospital
- Writing appreciation messages for donors to the Smith Family, Qld and SA
- Workshopping an Executive Transition and Strategy Refresh for Ignite Mentoring WA
- Creating hamper packs with OzHarvest for people in need in NSW
- Holding a virtual digital marketing workshop for marginalised Australians in Sydney and Tasmania for the William Wilberforce Foundation
- Developing a roadmap to the future for the Australian Breastfeeding Association in Victoria.



Creating a diverse
and inclusive culture

Valuing difference

At Deloitte, we value the joyous complexity of what makes each of us original. When you break a person into components, however well-intentioned, part of them goes missing. Gender matters. Ethnicity matters. Identity matters. Of course. But to take these things individually is to lose the essence of what makes us human. When individuals can truly be their whole selves and not pretend to be someone else, they can work more purposefully.

Diversity, Equity and Inclusion are central to our culture, embedded in the firm's FY24 business strategy. Our shared values of Fostering Inclusion and Taking care of each other shape the actions we take to ensure everyone feels safe and can be their true and best self at work.

We're proud of the initiatives and actions we have taken – but we're real about it. We need to continuously learn and improve. We are steadfast in our commitment to respect, ethics and integrity. And we aim to push the boundaries and contribute to driving more equality, inclusion and belonging in society.

Diversity
Equity
Inclusion



“

Through our Diversity, Equity and Inclusion (DEI) Strategy, we continuously strive to create an inclusive environment for our people, clients and communities. This strategy creates the foundation for an inclusive, safe, ethical and productive workplace that allows our people to be their best and bring their whole selves to work.

Pip Dexter

National Lead Partner,
Diversity, Equity and Inclusion



We're committed to creating a safe, respectful and inclusive culture and an even playing field for everyone. We each have a responsibility to create an environment in which all our people feel comfortable to be themselves and are able to reach their full potential, every day.

Tina McCreery

National Talent Partner



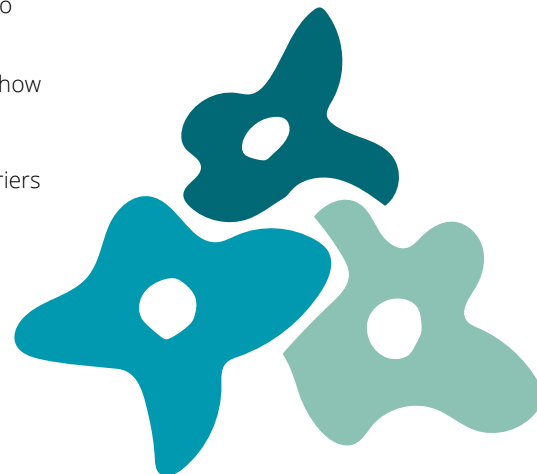
Working towards gender equity

We believe that achieving gender equity requires a combination of deliberate and measurable actions, embedded in a safe, respectful and inclusive culture; and a flexible working environment for all our people. Created in 2000, our gender equity strategy is a sustained and strategic approach to advancing women's careers. This strategy supports our firm's aspiration to be the undisputed leader in professional services and an Employer of Choice for talented women. It sets out to achieve equal representation of women and men at all levels across the firm.

We're doing this by identifying and removing barriers to equality within our employee experience with the goal of creating a level playing field and an inclusive culture for everyone.

In the last 12 months we've made several deliberate choices to make sure we're proactively identifying and removing these barriers:

- 12 days of Gender Equity:** In March, we spent two weeks raising awareness of gender equity. During this time, we shone a spotlight on our ALL In gender equity strategy, by marking key milestones including International Women's Day, celebrating a number of ALL In initiatives and sharing stories of inclusion
- Return to Work Program:** For the third consecutive year, in 2021, Deloitte supported a cohort of women and men who have been out of work for an extended period to transition back via a 6-month tailored program
- Inspiring Women Program:** This year, we launched our 2021 Inspiring Women program, now in its 19th year. The program focuses on accelerating the careers of our high potential female leaders and empowering them with the tools, resources, and confidence to build their leadership capabilities.
- Lean In circles:** Launched in 2020, Lean In Circles provide a forum to bring together small groups of female Directors with a dedicated Group Coach for a six-month program. Connecting on a regular basis, the purpose of the sessions is to help our talented women:
 - Gain clarity about career goals and how to achieve them
 - Build confidence and courage
 - Identify and overcome personal barriers
 - Build their network.



- LCSP Accelerator:** In response to a recognised need to accelerate the path into client leadership roles for our female Partners, we developed and launched our Lead Client Service Partner Accelerator program. A 12-month program comprising of group coaching and tailored development designed to enhance Female Partners confidence, connection and capability in readiness to be appointed to the role of Lead Client Service Partner/ Client Leader of a Strategic Account in the next 6 - 12 months.
- Inclusive Leadership:** We believe inclusive leaders are critical to nurturing a culture where our people feel motivated, engaged and empowered to be themselves. Our approach to sustaining and embedding our culture of inclusion is to ensure our people know how to be inclusive every day. In 2020, we delivered immersive Inclusive Leadership Activation Labs to over 2,000 of our leaders.
- Supporting those affected by Domestic and Family Violence:** We continue to provide comprehensive support to those affected by domestic and family violence, including a network of trained first responders, paid leave, access to financial assistance and unlimited counselling services to individuals and their families.



“

This entire experience of the Inspiring Women Program was absolutely fantastic. I love how quickly we transferred the content into practice. The program completely shifted my mindset in how I think about leadership in my life and career, from small things, such as building confidence to bigger things such as fundamental leadership capabilities. Some of my biggest takeaways include understanding how to navigate politics and defining what my 'value proposition' is to the firm. The program has been life changing for me!

Hanna Hoswell

Consultant, Consulting and
2020 Inspiring Women participant

“

I've been fortunate enough to participate in a number of Deloitte initiatives over the past few years and Lean In Circles have been one of the most rewarding and valuable experiences to date. Spending time with the Coach and this group has given me that critical 'time out' where I can focus on how to become a stronger, confident and better version of 'self'.

Claire Szatsznajder

Director, Consulting



Evolving the hybrid working model

We have reimagined what work looks like and how we can empower all our people to create a work experience that is distinct to their needs, along with the needs of their clients and teams.

Founded on concepts of trust, balance, wellbeing and the importance of personal connection, the Deloitte Experience (DX) empowers our people to make choices about where they work based on their client, team and individual needs and how they connect with their clients and each other.

Our market-leading flexible work policy, DeloitteFlex, now includes 12 flexible working options that allow our people to shape their working day and provide a wide range of leave choices. These include:

- **WellbeingFlex:** A paid annual Wellbeing day for our people focus on their wellbeing and to relax and recharge
- **TimeFlex:** Working 9 to 5 every day is a thing of the past. Our people will work with their managers to agree their start and finish times based on the needs of their clients, their teams and their own personal needs. Friday afternoons are free of internal formal meetings to allow our people to catch up on work before the weekend

- **CulturalFlex:** Giving our people the option to swap two public holidays to observe the cultural or religious days that matter to them
- **CommunityFlex:** Encouraging our people to take time out to make an impact in their community.

We have also evolved and enhanced our Virtual Office capability, which provides the latest digital technology required to work successfully away from the office.

Through our Deloitte Experience, we will continue to empower all our people to create an experience that is unique as they are, and a work environment that is distinctly Deloitte.

“

We are standing on the edge of a new way of working. One that encourages flexibility, balance, trust and empowerment – all underpinned by the importance of human connection. The Deloitte Experience enables our people to make the right choices for our clients, teams and for ourselves so we can be at our best, regardless of when, where or how we work.

Adam Powick

Chief Executive Officer,
Deloitte Australia



Promoting mental wellbeing

Throughout October, we celebrated Mental Wellbeing Month. During this time, we shared stories, resources and tools, and gathered virtually to share our own experiences and ways we care for our individual and collective mental health and wellbeing. During the month, we engaged with external providers to bring our people wellbeing sessions on topics such as energy, sleeping, mindfulness and gratitude to help manage their wellbeing and thrive at work and in their personal lives. We also launched our 'This is Me' campaign - real stories from real people who have had the courage to speak up and share their experiences of a time they have found challenging. We had more than 3,000 people view this campaign. The stories are open, honest and powerful. They have helped our people learn more about mental health, self-care and the importance of support systems and pathways. Wellbeing remains a strong focus in our performance review framework, driving a focus on leader led conversations as well as ongoing communications out to our people as we continue to navigate COVID-19.

In 2020, 15 organisations across Australia, including Deloitte, came together to form The Corporate Mental Health Alliance Australia (CMHAA). United in a mission to create mentally healthy workplaces for our people and guided by leading mental health experts, the aim is to pool knowledge, resources and share credible practices to help all business across Australia create mentally healthy workplaces.



Increasing LGBTI+ inclusion

We want everyone to come to work knowing that they can truly be themselves and where there is respect and appreciation for diversity in all its forms.

In May 2021, Deloitte was awarded Gold Employer Status at the 2021 Australian LGBTI+ Inclusion Awards by Pride in Diversity.

In 2020, Deloitte celebrated many key LGBTI+ days of significance, including Wear it Purple Day, International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), Transgender Day of Visibility and Non-Binary Awareness Day.

When recognising days of significance, we acknowledge the importance of sharing the lived experience of our people, when they feel comfortable to do so.

Supporting gender affirmation

Julian Palacios, a Graduate in Deloitte Digital, shared his experience and ways we can all continue to contribute to a safe, respectful and inclusive culture, across Deloitte and our communities. Within a few months of joining Deloitte, Julian started to affirm his gender outside of work. "Having gone through the hard work emotionally to accept myself in my personal life, it was really challenging to come to work every day hearing the wrong name and pronouns," Julian said. "Pretending to be someone I wasn't was really taking its toll and I knew I couldn't keep it up for long." Deloitte provides a comprehensive support package for any individual affirming their gender. This includes paid leave, a wardrobe allowance and a support plan.

Julian was relieved when he found our gender affirmation policy on the intranet, something that he believes is not available in many workplaces. Julian notes that gender affirmation, though a joyous realisation, also involves entering a very vulnerable period of one's life as a very personal issue is made public. "You go out and people don't know what to make of you, and unfortunately you start to be made to feel like you're not welcome in a lot of public spaces." Julian said, "knowing that the business had thought about supporting someone like me made all the difference in my confidence to come out. If I hadn't found anything, I probably would have pushed that feeling back down and tried to forget about it, which could have ultimately been quite dangerous."



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“

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Julian Palacios
Graduate, Deloitte Digital



Outstanding 50 LGBTI+ Report

In 2020, we launched our third Out50 report in collaboration with Google and EnergyAustralia, dedicated to sharing share the impactful stories of LGBTI+ role models and further inspiring our entire community to work towards creating more inclusive workplaces and communities.

The purpose of this report is to help LGBTI+ people 'be what they see', inspiring a new generation of leaders from many diverse parts of our community.

Together, we are extremely proud to be recognising the many role models in business, many of which are beyond the traditional large corporate organisations who have been represented in our past reports. This year's report includes remarkable leaders from the public sector, government, social enterprises, and small to medium-sized businesses, alongside those in traditional corporate roles.

In 2020 we have delivered a report which is more diverse than ever before, including individuals who identify as trans- and gender-diverse; non-binary; queer, and bisexual, as well as several Indigenous, culturally and linguistically diverse, neurodiverse, and spiritual leaders.



Appreciating cultural differences

Through our cultural diversity strategy and initiatives, we're striving to create an environment where all our people can maximise their potential, regardless of their ethnicity, cultural background – or any other form of diversity.

It is important that we have candid conversations about our people, their diverse backgrounds and the richness of experience they bring to their roles, their teams and to Deloitte.

Immerse yourself sessions

Designed to help teams working on cross-cultural engagements, this series aims to equip our people with an enhanced appreciation of cultural differences and capabilities to help you collaborate, build teams and relationships across Asia-Pacific. We recently held sessions with Japanese Services Group (JSG) and Chinese Services Group (CSG).

“

Deloitte Australia is uniquely positioned in the Asia Pacific that has enormous growth opportunities. These sessions aim to equip our people to be Asia-ready with practical cultural capabilities, to achieve greater collaboration with our teams in the region, and build long term client relationships in the market.

Ann Zhang

Senior Manager, Consulting,
and Cultural Inclusion Steering
Committee member



Integrating family life

At Deloitte, we aspire to be an outstanding workplace for families, where our policies, culture and experience actively promote the integration of work and life.

We recognise that families come in all shapes and sizes and that we each define our family differently – whether it be a partner (including same sex and de facto), a parent, child, sibling, friend or pet, our policies are inclusive and we aim to support our people across their various life stages.

• **Flexible Parental Leave** – At Deloitte, we give flexibility and choice in parental leave. Our market-leading policy provides 18 weeks of paid leave, inclusive of all types of families including birth, adoptive, surrogate, foster and same-sex parents. This can be taken flexibly over the first 36 months after the arrival of a child. We continue to pay superannuation contributions while taking unpaid parental leave and give people the option to take leave at the same time as their co-parent

• **Reconnect Program** – We offer a tailored coaching program developed by Parents At Work. The program provides parents with the know-how, confidence, and support on how to advance their careers and balance their lives and families. Parents are entitled to 1:1 coaching sessions and can access a portal with a range of resources and materials to help them navigate parenthood

• **DeloitteFlex** – Our market-leading flexible working framework, DeloitteFlex, sets a culture of flexible working that enables our people to manage their whole lives. DeloitteFlex gives our people access to a range of flexible working options, so our people are empowered to live and work in a way that works best for them

• **Deloitte Dads** – Part of our balanced approach to gender equity has led to a focus on removing barriers for men to participating in parental leave and flexible working. Our Deloitte Dads initiative aims to actively and consistently encourage more men to share caring responsibilities within their families, by taking extended parental leave and working flexibly

• **Family Flex** – one of our new Flex types 'FamilyFlex' is designed to recognise the juggle that those with caring responsibilities face and offers a combination of Flex options to individuals such as the opportunity to flex their start and finish times, work in a location that suits them, purchase additional annual leave and dial down travel requirements in the case they need to support their family.



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Helping to manage the juggle

We want all our people to have a great career experience. We know that juggling a career and caring responsibilities can be a challenge and we aim to create a supportive, caring, and inclusive workplace for families, in which our policies, culture and leaders are actively family friendly. We recognise that supporting working families is critical to attracting and retaining great talent. We want to ensure that our people can integrate their work and family lives; and manage both their own wellbeing while having positive relationships with the people around them. We want to help lead the societal shift to gender equality. We know that supporting working families is an important way to help to create this shift and will also enable men to participate and enjoy a greater role in caring responsibilities. We are proud to be a founding Partner and one of the first companies in Australia to be certified as a [Family Friendly Workplace](#) under new national standards launched by Parents At Work and UNICEF Australia.

We recognise that supporting working families is critical to attracting and retaining great talent.

Flexing for family reasons

A Partner in our Audit & Assurance team, Ella White is the mother of three-and-a-half-year-old, Patrick, and one-and-a-half-year-old, Aoife. For Patrick, Ella took six months of parental leave. Her husband, who also works at Deloitte, also took six months leave so they could share caring responsibilities for Patrick's first year. For Aoife, Ella took twelve months and her husband took six months, enabled by Deloitte's shared Parental Leave Policy. Ella reflects, "The fact that my husband could take his parental leave flexibly and be with our children in that early period has had a much bigger impact on me than just taking parental leave myself. It changed my entire experience as a mum, and importantly, gave me a sense of equality. I couldn't have gone back to work at six months without it".

Ella now works flexibly, tailoring her hours during the week to enable school pick-ups, logging back on for a couple hours in the evening. She also uses Friday afternoons to spend precious time with her one year old. "Flexing like this while my kids are little really adds to my family life," she says.

When asked about her career, Ella said, "I have had my biggest promotion and acceleration of learning whilst being pregnant and having kids (being promoted to Partner the day after my son was born). I didn't feel like there were barriers because I had kids. I've been encouraged to pursue interests and take on additional leadership roles as a Partner, since having children. Overall, being able to bring my two worlds together has benefited me immensely. At work, I'm more efficient and more productive, while still getting to spend valuable time with my family at home."



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Reflecting on men's health and wellbeing

Max Dedekind, Audit & Assurance Manager shares his reflections on men's health and what he does day-to-day to take care of his wellbeing.

To manage his wellbeing, Max makes weekly appointments on Wednesday mornings and Friday nights to go rock climbing with his friends. He also adopts flexible working so he can surf at lunch if the conditions are right. Max utilises the Deloitte Partner and Employee Assistance Program to talk to a professional once a month and has realised significant growth from these sessions.

"It's important for me to be open with trusted people at work when I'm not at my best mentally, just as I would if I had the flu," Max said. "I feel that being frank and honest about my mental health story also helps others understand that it's okay to go through hard times. We can all take actionable steps towards improving our mental and physical health. As men, we need to be open to having the vulnerability to speak up about our wellbeing and seek support when we need it."

Removing barriers to accessibility

We strive to provide access and inclusion for everyone. As part of this commitment, we have an IT Services Accessibility Group, comprising several team members from our IT Services and Diversity, Equity and Inclusion teams. The group meets monthly and has developed processes to work towards having accessibility embedded in everything we do from a digital perspective. By fostering inclusion through awareness of digital accessibility, we can ensure that our people can bring their best selves to work, and that they can perform tasks without barriers.

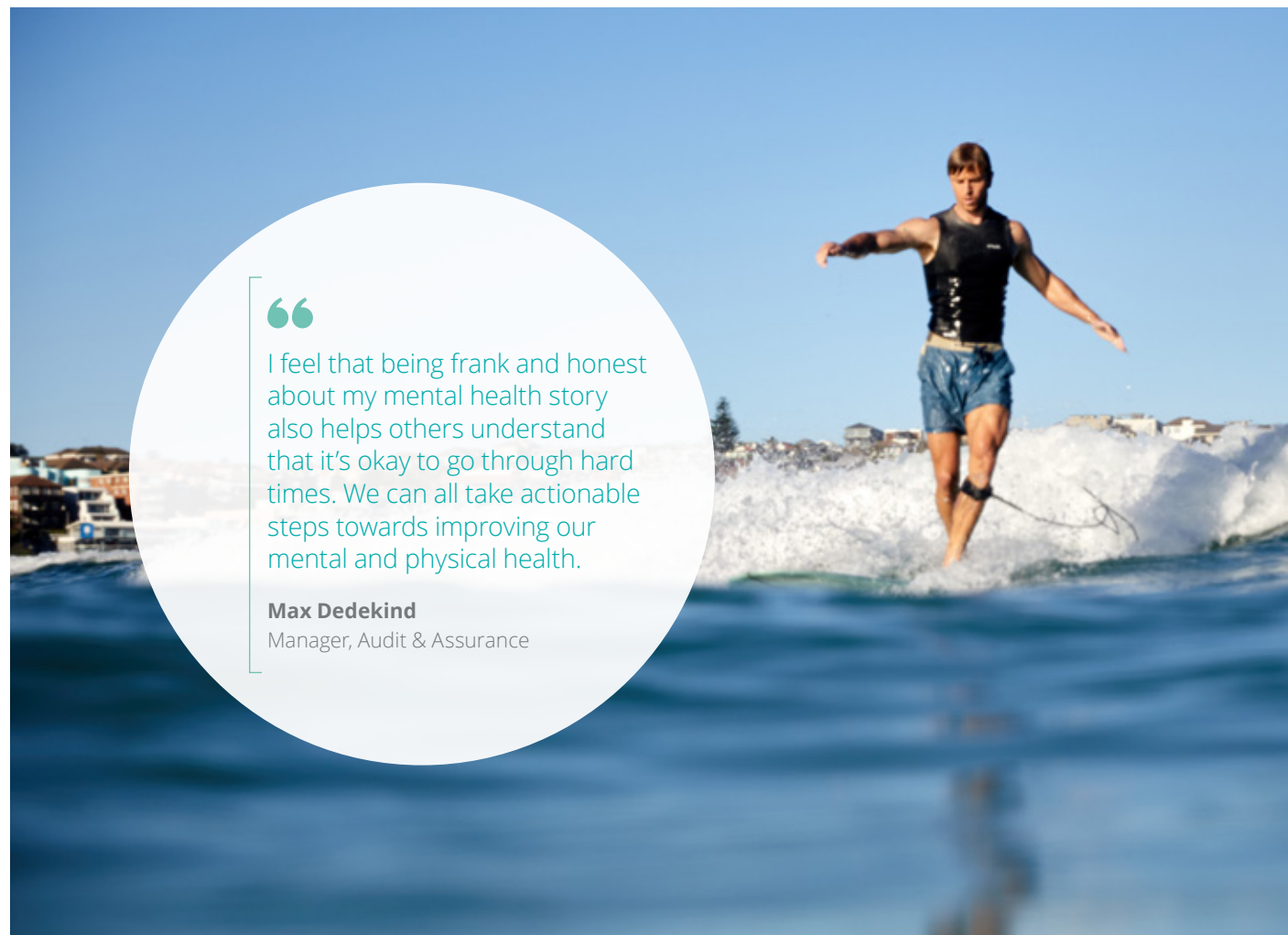


Photo supplied



Performing with assistive technology

Digital accessibility proved a game changer for Chris Bamford, a member of Deloitte's National Neurodiversity Initiative.

Chris was diagnosed with dyslexia at the age of 4 and went through years of occupational therapy as well as extra reading classes. Throughout his schooling, before assistive technology became available, Chris was allowed to submit tests verbally on cassette tape. For exams and essays he had a scribe.

"I never really learnt written grammar beyond year six. Early in my corporate career, I struggled without the support I needed, so I was held back from progressing even though I had the skillset I needed to perform at a high level."

In 2013 Chris was introduced to assistive technology. ClaroRead and Dragon Professional were installed on his computer and, along with an understanding manager, proved a game changer, enabling him to excel.

"Assistive technology made the day-to-day easier and my end of year reviews started becoming constructive and provided me feedback I could use to improve. Since then, I have also been introduced to fonts on my computer that make reading much easier. Given that my brain often needs to work twice as hard as a neuro-typical person, this helps in decreasing the mental strain.

"This knowledge has given me the confidence to communicate my needs and get the support I needed. Since then I have gone from strength to strength and have recently been able to obtain my Masters in Dispute Resolution. Through this experience, I've also been able to support others on a similar journey."

“

This knowledge has given me the confidence to communicate my needs and get the support I needed. Since then I have gone from strength to strength and have recently been able to obtain my Masters in Dispute Resolution.

Chris Bamford

Member of Deloitte's National Neurodiversity Initiative



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Deloitte. | SUSTAINABLE DEVELOPMENT GOALS

On 1 January 2016, the United Nations SDGs came into effect. The 17 global goals provide a roadmap to end extreme poverty, fight inequality and injustice, and protect the planet by 2030.

As a member of the United Nations Global Compact, Deloitte is committed to working towards achieving the UN SDGs. The page references listed (right) are from this Social Impact Report. They indicate some of the ways our firm is contributing towards these goals.

	No Poverty 38, 46-47		Reduced Inequalities 12, 14, 30-35, 38-39, 41, 44-47, 64-65
	Zero Hunger 45		Sustainable Cities and Communities 11, 22-23
	Good Health and Well-being 13, 17, 43, 45, 52-65		Responsible Consumption and Production 45
	Quality Education 14, 31, 38-40, 44-46		Climate Action 10-11, 20-27, 34, 45
	Gender Equality 54-55, 58-59		Life Below Water 11
	Clean Water and Sanitation 42		Life on Land 11, 23
	Affordable and Clean Energy 11, 45		Peace and Justice Strong Institutions 47
	Decent Work and Economic Growth 10, 16, 30, 32-34		Partnerships to achieve the Goal 4-65
	Industry, Innovation and Infrastructure 10-11, 21-24, 30		

We will remain purpose-led and committed to diversity and inclusion in all its forms throughout Australia and the Asia Pacific region. Aligned with our global firm but with a keen sense of local issues, we will continue to make our contribution where the opportunity and need for tangible impact is greatest.



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