



The opportunity for corporate Australia to
continue the legacy of Sydney WorldPride

March 2023



The data in this report

This report considers the results from Pride in Diversity's Australian Workplace Equality Index to put the benefits of inclusion into perspective and reflect on the lessons learned from our journey building a genuine culture of inclusion at Deloitte.

ACON's Pride in Diversity is Australia's national not-for-profit employer support program for all aspects of LGBTQ+ inclusion. Pride in Diversity publishes the Australian Workplace Equality Index (AWEI). The AWEI is a roadmap, benchmarking tool, and engagement survey by which national standards of best practice for LGBTQ+ workplace inclusion are set.

Deloitte is a proud member of Pride in Diversity and is recognised as a Platinum Employer. Our consistent AWEI results reflect our ongoing efforts and actions to foster an inclusive workplace culture built on a foundation of respect and appreciation for diversity in all its forms.

This document reports Australian results from the 2022 Australian Workplace Equality Index employer survey, which gathered responses from 44,224 Australian employees.

This report presents industry-wide data and does not present Deloitte's individual results.



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there's a lot to be proud of but we have learned to engage and support our people in a way that minimises the risk of pink-washing:

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The opportunity for corporate Australia to continue the legacy of Sydney WorldPride

For the businesses involved in supporting, delivering and celebrating Sydney WorldPride, there is an opportunity to strengthen and continue the festival's legacy – by recognising it as an opportunity to start and to continue conversations about inclusion and diversity in workplace settings.

1 It's a defining time for LGBTQ+ inclusion* in Asia Pacific

Five years since marriage equality became law in Australia, almost 18,000 same-sex couples – or 36,000 people – have married.¹ In 2019, same-sex couples in Taiwan were guaranteed the right to marry under the Constitution of the Republic of China – perhaps the most significant step to date in the advancement of LGBTQ+ rights in Asia Pacific.² Legal changes which shift the dial can be a catalyst for cultural change – including in corporate organisations.

2 Australian businesses can play a genuine role in shifting the dial on outcomes for LGBTQ+ workers

Tackling norms and assumptions about gender and sexuality is necessary to drive positive outcomes. The Australian Bureau of Statistics reports that the rate of mental health conditions among people in same-sex relationships is double that of other Australians.³ In addressing this issue, there is more to do to ensure workplaces are safe and welcoming. In 2022, 1 in 4 of surveyed LGBTQ+ Australians reported personally witnessing or experiencing discrimination, harassment, or exclusionary behaviours the workplace.⁴

3 Inclusion creates a positive ripple effect for individuals, team and across organisations

The Australian Workplace Equality Index national employee survey results show that when businesses create the conditions which enable people of diverse sexual orientation to feel welcome to be out at work, these workers are more likely to report positive outcomes:

- Almost 8 in 10 (78%) **feel mentally well at work** – relative to 7 in 10 (68%) who are not out

- 3 in 5 (61%) of out workers say their **engagement** is positively impacted by being out
- 1 in 2 (54%) out LGBTQ+ workers say their **performance** is positively impacted by being out at work
- 22% more likely to feel a **sense of belonging** in their organisation
- 2 in 3 (63%) say they're more likely to **stay with an organisation** where they feel comfortable to be out at work.⁵

There are also organisation-wide benefits to inclusion. The Diversity Council of Australia reports that organisations which are highly LGBTQ+ inclusive are:

- almost 2.5 times more likely to 'always look to innovate'
- 2.3 times more likely to collaborate effectively than non-inclusive organisations.⁶

There is a clear business case – and a social case – to realise the benefits of LGBTQ+ inclusion.

4 Sydney WorldPride is an opportunity for ongoing change

Sydney WorldPride presents an opportunity to celebrate progress, and define the next frontier for inclusion. The festival is an important vehicle to support belonging, safety and pride among the LGBTQ+ community, showcase Sydney

as a safe and welcoming city, celebrate intersectional experiences, and advocate for the rights and freedoms of LGBTQ+ people in the Asia Pacific. WorldPride also offers a chance to develop the role of businesses in enabling these outcomes.

5 Allyship must be active and genuine, or it runs the risk of pink-washing

Increasing numbers of Australian workers expect their workplace to take genuine action on LGBTQ+ inclusion, especially in professional services. In our industry, 9 in 10 surveyed workers say that investment in LGBTQ+ inclusion has positive impacts on organisational culture, and 7 in 10 say it's a reason they'd choose to join an organisation.

Pink-washing, sometimes called 'rainbow washing', happens when pride-related colours or imagery is used in advertising or events to indicate progressive support for LGBTQ+ inclusion, without actions (such as a change in policy, process or organisational culture) that genuinely improve outcomes for LGBTQ+ people. Practical information about active allyship and inclusive practice can reduce the risk that organisations engage in only surface-level support.

The opportunity for corporate Australia to continue the legacy of Sydney WorldPride *continued*

After a decade of change at Deloitte, we reflect on our highlights and the lessons we've learned, to avoid the risk of pink-washing.

Working toward the criteria of the Australian Workplace Equality Index (AWEI) since 2014 has provided us with a clear roadmap to formalise our commitments. We outline nine of our lessons learned from that journey (right) to reflect the ways in which the AWEI has informed our approach, and to help other organisations consider ways to ensure their investment in inclusion makes an impact that matters.

Our lessons learned from improving LGBTQ+ inclusion at Deloitte:

Challenging norms



Employee networks can inform and enable change



Executive allyship and support is key to psychological safety



Investing in LGBTQ+ leaders can accelerate inclusion

Avoiding pink-washing



Visibility, storytelling and role modelling can change the norm



Celebrating the community requires more than rainbow cupcakes



Tracking progress is essential for continual improvement

Getting policy and process right



Inclusive HR policy has organisation-wide impacts and helps tackle heteronormative assumptions



Our workforce is diverse – minority and intersectional groups have distinct experiences and needs



The Embassy model enables international allyship

① It's a defining time for LGBTQ+ inclusion in the Asia Pacific

Sydney WorldPride presents an opportunity to leverage Australia's position as an ally to the Asia Pacific community.

In a global index measuring Social Acceptance of LGBTI People, published by the UCLA Williams Centre, Australia ranks 11th out of 175 countries and location, and second in the Asia Pacific, after New Zealand.¹ Other major Asia Pacific countries, including India and China, rank far lower, at 51 and 100 respectively.*

Sydney WorldPride will open the city to the world, revitalising local precincts and gathering places for the LGBTQ+ community. It will signify Australia's position as a safe gathering place and ally to the LGBTQ+ community in the Asia Pacific. The festival's landmark Humans Rights Conference will feature regional spotlights on progress and challenges across Asia and the Pacific region, to strengthen global connections and advocacy efforts.² It's a model of international allyship that can be extended to multinational organisations, including connecting our international ally networks.

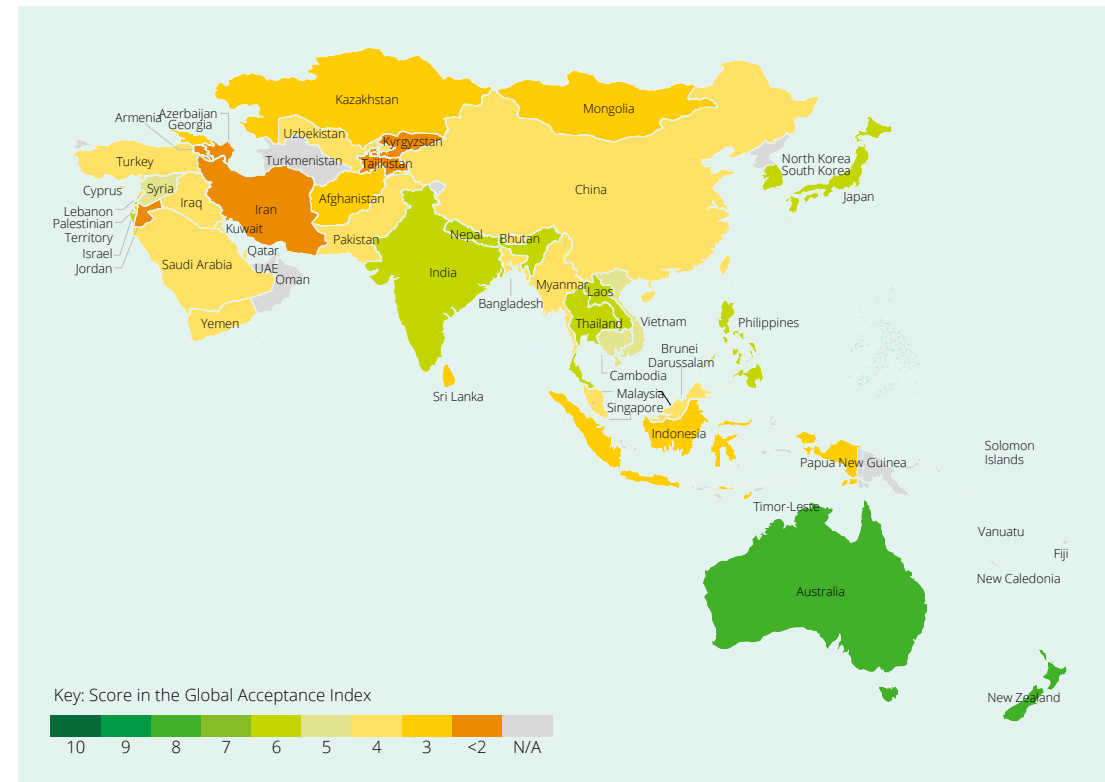


Lessons from our journey:
The embassy model is an exemplar for multinational organisations to support Asia Pacific employee networks

Some multinational organisations take an embassy model approach to inclusion. Like a national embassy in a foreign country, the model refers to a workplace which is inclusive of LGBTQ+ workers, regardless of the laws or social attitudes in its region.^{3,4} We have adopted the embassy model at Deloitte globally. So, within the walls of all Deloitte offices, we apply LGBTQ+ inclusive policies and practices for our own people in all jurisdictions, representing our commitment as a signatory to the UN Standards of Conduct or Business in Tackling Discrimination against LGBTQ+ people.⁵

Deloitte has aligned our LGBTQ+ employee networks across the Asia Pacific member firm – creating an Asia Pacific network and appointing an Asia Pacific Partner to lead – a symbol of solidarity in our region and point of connection for international allyship, including to celebrate international days of significance.

Figure 1: Social Acceptance ratings of LGBTI people in the Asia Pacific



Source: Esri, DeLorme Publishing Company, Inc.
Projections: GCS China Geodetic Coordinate System 2000, GCS WGS 1984

*It is important to note that this analysis is drawn from data at a point in time, focused on only a specific set of indicators, and may not reflect the diversity of experience among LGBTQ+ communities in each region.

② Australian businesses play a key role in shifting the dial on outcomes for LGBTQ+ workers



Australians who are out or open* at work about their gender or sexual identity consistently report stronger wellbeing and engagement, strengthening the case for building inclusive workplaces.

In Australia, the LGBTQ+ population is estimated to be six times more likely to experience suicidal ideation in their lifetimes, with Australian Bureau of Statistics reporting that the likelihood of mental illness for those in same-sex couples is double that of the general population.¹ Deloitte Access Economics estimated that the economic impacts of suicidality and poor mental health outcomes for LGBTQ+ people in Victoria totalled \$3 billion in 2019, with an additional \$17-\$23 billion cost associated with the intangible cost to individuals and their chosen families.²

The complex drivers of poor mental health reflect that a range of interventions are needed to ensure the safety and wellbeing of LGBTQ+ people, within and beyond the workplace. Workplace inclusion initiatives are one of many positive interventions, with results from the

AWEI survey showing that they have a role to play in supporting positive outcomes. Comparing results for people with a diverse sexual orientation and/or gender expression who are out and open in the workplace, compared to those who are not out or open to some or all of their colleagues reveals a material difference in wellbeing outcomes, across a range of measures (Chart 1).



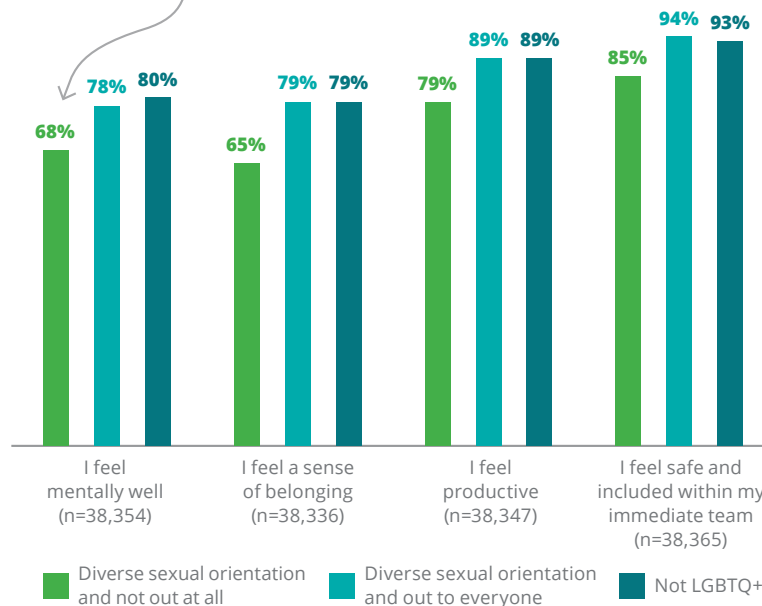
Lessons from our journey:
Inclusive HR policy has organisation-wide impacts, including to tackle heteronormativity

Assumptions about gender and sexuality can cause harm – especially when they lead to a culture in which people are not comfortable to be out and open at work. In line with the AWEI guidelines, Deloitte embedded LGBTQ+ inclusive processes across our policies and procedures. For example, our leave policies explicitly state inclusion of LGBTQ+ employees, definitions of spouse and partner explicitly include same-sex partners, and parental leave covers adoption, surrogacy and foster arrangements, regardless of gender.

Chart 1: Wellbeing and engagement at work (share of respondents that agree and strongly agree)

Outcomes are **consistently worse** for LGBTQ+ workers who are **not out at work**

But outcomes are **similar** for non-LGBTQ+ workers and LGBTQ+ workers who are **out at work**



Source: Pride in Diversity AWEI 2022 survey. Respondents who identified as LGBTQ+ were asked in terms of your personal health and wellbeing within your current workplace, within the last year, please indicate your level of agreement with the following statements.

③ Inclusion creates a positive ripple effect for individuals, team and across organisations

Individuals, businesses, and governments all have a role to play in addressing internalised norms, externalised perceptions and structural barriers which affect LGBTQ+ people at work. We all stand to benefit.

Welcoming workplaces strengthen participation and engagement

Creating the conditions to ensure people feel welcome to be out at work has flow-on impacts for productivity, engagement and retention.

For **individual LGBTQ+ survey respondents** who are out at work:



Source: Pride in Diversity AWEI 2022 survey, N= 6,105. Respondents who identified as LGBTQ+ and 'out' and responded agree or strongly agree to each statement

LGBTQ+ workplaces which are inclusive are:

2.5 times more likely to 'always look to innovate' at work than non-inclusive organisations.

2.3 times more likely to always work together effectively, an increase of 35% on non-inclusive organisations.

Source: Diversity Council Australia (2018). Out At Work: From Prejudice to Pride, Sydney, Diversity Council Australia

For all survey respondents:

6 in 10 64% of survey respondents – including heterosexual and cisgender people – say inclusive practice for LGBTQ+ communities would **influence their decision to join an organisation**

Source: Pride in Diversity AWEI 2022 survey, N= 41,662

LGBTQ+ inclusion brings broader benefits to organisational culture

Practices that support LGBTQ+ inclusion are not in isolation – they have a wider impact across organisation culture. The benefits of active LGBTQ+ inclusion on organisational culture are recognised by both LGBTQ+ and non-LGBTQ+ employees, who also report that these practices strengthen their perceptions of potential employers.

Chart 2: Wellbeing and engagement at work (share of respondents that agree)



Source: Pride in Diversity AWEI 2022 survey. Sample sizes vary across questions, with a minimum sample of n=37,224. Respondents were asked *Considering your personal views on the inclusion of sexuality and gender diverse people, please indicate your level of agreement with the following statements.*

④ Sydney WorldPride is an opportunity for ongoing change

Sydney WorldPride presents an opportunity to celebrate progress, and define the next frontier for inclusion – including understanding the role of businesses in enabling those outcomes.

The theme of Sydney WorldPride is to *Gather, Dream, Amplify* – reflecting the festival's intentions to celebrate with an international community, and to consider the next frontier of inclusion, and Australia's role in supporting these goals across the Asia Pacific.¹

CEO of Sydney WorldPride, Kate Wickett, describes the festival as a 'party with a purpose',² recognising that the social and wellbeing benefits of these events are well established. Summarised in the figure (right), these benefits include:

- facilitating **social connectedness** and a sense of belonging across the community – which can combat systemic discrimination and bolster resilience, including to suicidality³
- strengthening **visibility and acceptance** and of the LGBTQ+ community⁴
- **challenging norms**, assumptions and dominant discourses about sexuality and gender, to normalise and validate LGBTQ+ identities⁵
- **mobilising the ally** community and raising awareness of the role of allies⁶
- providing opportunities to **foster activism** and advocacy against inequalities, where experiences of distress can be transformed into actions for social change.⁷

Corporate organisations involvement in pride events can help to realise these benefits at an organisational level, though these activities need not be contained in pride events.

The following sections articulate how Australian businesses can continue to support positive outcomes for LGBTQ+ workers – and organisational culture more broadly – on an everyday basis.

Figure 2: A framework to understand the benefits of Sydney WorldPride



Source: Deloitte Access Economics, Sydney WorldPride theme statement

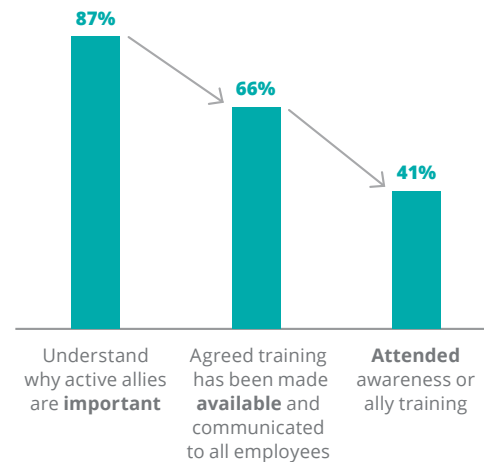


⑤ Allyship must be active and genuine, or it runs the risk of pink-washing

One of the barriers to active allyship is a lack of personal connection to the issues. Major events like Sydney WorldPride can be a catalyst for the visibility and storytelling needed to engage and mobilise allies.

While an overwhelming majority of survey respondents identify as an ally to the LGBTQ+ community, 2 in 3 identify as passive, rather than active allies. The biggest reported barriers to more active allyship include limited time, a lack of information about how to be actively involved, and a lack of personal connection to the issues.¹ While almost 9 in 10 survey respondents (Chart 3) say they understand the importance of active allies, a smaller share agreed that training was available in their organisations, and a smaller share of this cohort had attended training.

Chart 3: Share of respondents reporting active allyship behaviours



Source: Pride in Diversity AWEI 2022 survey

When allyship is passive, it's challenging to make real progress.

Pink-washing, sometimes called 'rainbow washing' happens when pride-related colours or imagery are used in advertising or events to indicate progressive support for LGBTQ+ inclusion, without actions (such as change in policy, process or organisational culture) which genuinely improves outcomes for LGBTQ+ people.² Practical information about active allyship and inclusive practice can reduce the risk that organisations engage in only surface-level support.



Chart 4: Awareness of allyship actions (share of respondents)



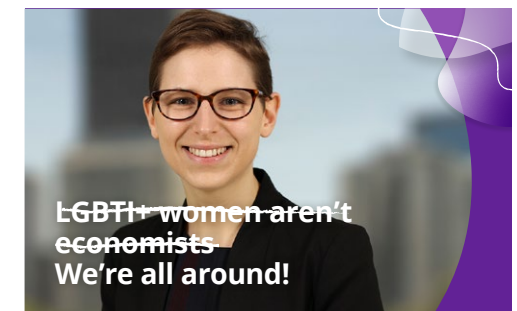
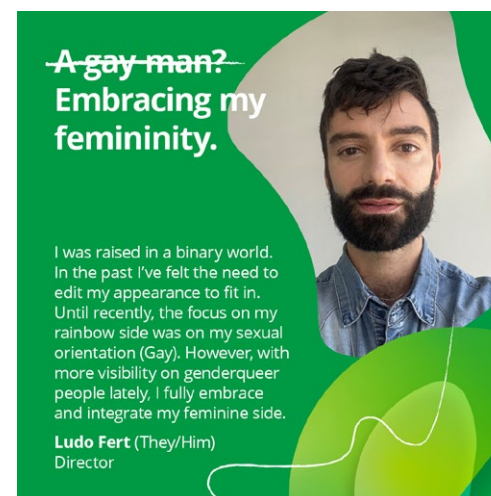
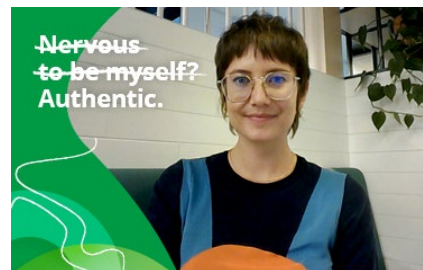
Source: Pride in Diversity AWEI 2022 survey

⑤ Allyship must be active and genuine, or it runs the risk of pink-washing *continued*



Lessons from our journey: Celebrating the community requires more than rainbow cupcakes

Personal connections can mobilise allies. There is an opportunity for businesses to leverage events like Sydney WorldPride to strengthen employee networks' understanding of diverse and nuanced LGBTQ+ experiences and to develop passive allies' sense of personal connection and empathy. Deloitte engages our employee network, *StandOUT*, to amplify the experiences of LGBTQ+ individuals within the organisation and to teach others what it means to be an active ally. For 2022 *Wear it Purple* day, Deloitte asked members of our employee network to suggest actions for allies, based on behaviours that have had a positive impact on them.



⑤ Allyship must be active and genuine, or it runs the risk of pink-washing *continued*

An intersectional approach is needed. Sydney WorldPride presents an opportunity to amplify the voices of LGBTQ+ people at the intersections of other minority identities, a model for workplace inclusion practice.

Effective allyship recognises intersectional experiences

The LGBTQ+ population is diverse. The community brings together individuals across a spectrum of sexual orientations and gender expressions, each with different experiences navigating gender norms. The community is also a cross-section of other demographic identities. Of the LGBTQ+ respondents to the AWEI survey:

- 9% identified as culturally or linguistically diverse (CALD)
- 3% identified with a First Nations identity
- 4% identified with a diverse gender identity, such as transgender or intersex.¹

'Intersectionality' refers to the ways different aspects of a person's identity can expose them to overlapping forms of discrimination and marginalisation.² An intersectional lens reveals that some cohorts face additional and distinct barriers to inclusion. For instance, AWEI survey results indicate that wellbeing outcomes are poorer for people who have both LGBTQ+ and First Nations identities.

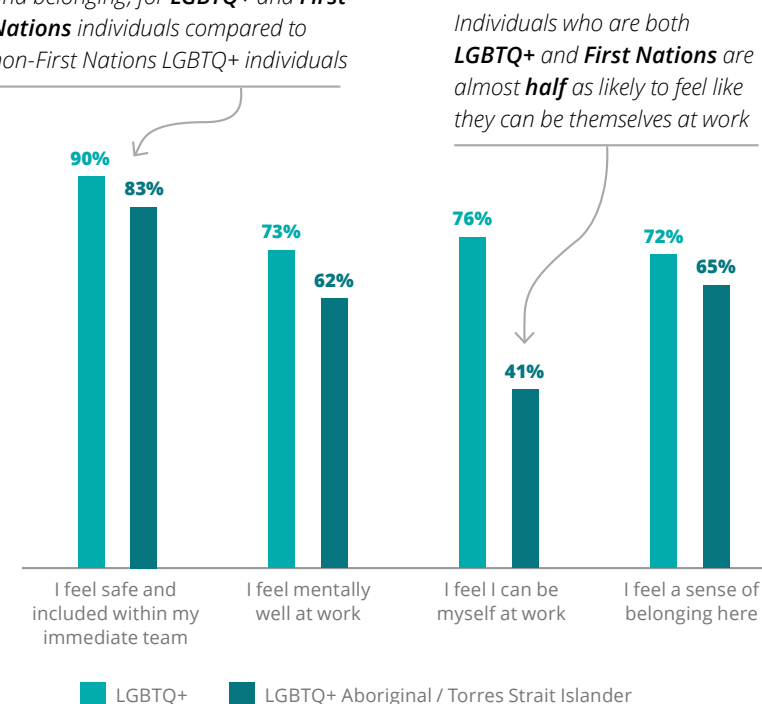


Lessons from Sydney WorldPride Highlighting intersectional experiences

Sydney WorldPride set out to centre the distinct experiences and identities of LGBTQ+ First Nations people. Located on Gadigal land, *Marri Madung Butbut* ('Many Brave Hearts') is the largest Aboriginal & Torres Strait Islander & global First Nation LGBTQ+SB* program to take place in Australia. This First Nations gathering space will host 18 major events across the program and presents an opportunity to showcase the community's contribution, amplify its voice, and educate non-First Nations attendees on opportunities for active allyship.

Chart 5: Intersectional experiences of the workplace

Outcomes fall across identity, safety and belonging, for **LGBTQ+** and **First Nations** individuals compared to non-First Nations LGBTQ+ individuals



Source: Pride in Diversity AWEI 2022 survey, n= 1,241

Note: results include responses from LGBTQ people who are out an open, and those who are not out and open. Respondents who identified as LGBTQ were asked *In terms of your personal health and wellbeing within your CURRENT WORKPLACE, within the last year, please indicate your level of agreement with the following statements*

*SB refers to 'sistergirls' and 'brotherboys'. Some Aboriginal communities use these terms to describe transgender people and their relationships.

The Deloitte perspective

We asked some of our leaders and our team why our work in inclusion is important, at a professional and personal level:



At Deloitte, we want to foster a vibrant culture where our people feel they can be authentic and bring their best and whole selves to work. This won't happen without a genuine commitment to workforce diversity, tolerance and inclusion. And at a personal level it is a lot more interesting, rewarding and frankly fun to work with different people, with different life experiences and different perspectives.

Adam Powick CEO, Deloitte Australia



At Deloitte, we believe when we combine unique and diverse individuals together there's no limit to our potential. I'm driven to improve every person's experience at work as this in turn has a significant impact on their personal wellbeing and happiness.

Pip Dexter Chief People and Purpose Officer, Deloitte Australia



As a proud member of the LGBTQI+ community, I have to make a choice every day if I am going to have to come out to a client, to team members or simply to the barista as I pick up my coffee. As a leader, I have to "set the bar that I am happy to stand by" which means I do, with empathy and sometimes humour. If we want to change the future we cannot repeat the past.

Robbie Robertson Senior Executive Sponsor for WorldPride, Digital Transformation Lead Partner



There is still a long way to go to end discrimination against the LGBTQ+ community in Asia Pacific, but our people tell me that they feel safe at Deloitte, where we have adopted the embassy model. I honestly feel that there isn't a safer place to be LGBTQ+. At Deloitte you can focus on being the person you want to be.

Phil Gough Asia Pacific StandOUT Lead, Partner, Audit and Assurance, Deloitte China



It's one thing for a business change their logo rainbow once a year, but it's another when they work all year round to support and celebrate diversity across policy, culture and leadership. At Deloitte, I feel that I can be my authentic self-everyday: a mum and LGBT+. That feeling of inclusion inspires me to work toward a culture where everyone feels they belong.

Lisa Walton StandOUT Pillar Leader, Director Deloitte Digital



For some, work can be the only place they feel safe to be themselves, and I'm proud to work at Deloitte where creating this space is such a key focus. Partnering with the StandOUT community and its allies to drive change gives me a sense of purpose. If we can help even one more person to feel safe and supported to be their true selves, that's why I do this job!

Renae Smees Senior Manager, Diversity, Equity & Inclusion



One quote I refer to when I think about bringing my whole self to work is that there is no such thing as work/life balance. It's all life. When I think about living my life, I think about living proudly. At Deloitte, I work proudly and I live proudly, and my colleagues, leaders and clients celebrate me for it.

Luke Clarkson National StandOUT Network Leader, Senior Consultant, Deloitte Consulting



People who are part of the minorities and their intersections often find it hard to convey the challenges they face without being self conscious about taking up someone else's time. After a while they tend to stop trying. A workplace like Deloitte that actively seeks to improve inclusion means that those minorities, like me, can feel seen and be heard.

Joean Yun Authentic Leaders program graduate, Senior Analyst, Risk Advisory

The Deloitte journey

The business case for LGBTQ+ inclusion has long been clear. It's part of our ongoing commitment to build an inclusive workplace culture that accepts and embraces everyone's diversity in all its forms.

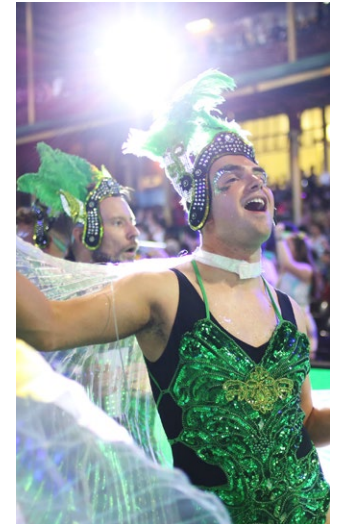
Our journey began in 2013, with an informal social employee network, which was not connected to our senior leadership.

Across the last decade – a period of consultation, education and internal policy change – our employee network, *StandOUT*, has grown to a thriving national community of more than 500 people, from graduates to partners, all around the country.

The network has been an important conduit to understand how our people are feeling, to identify challenges and tensions as we approach tricky conversations and to acknowledge when we haven't gotten it right. Through *StandOUT*, our people have operated as subject matter experts to the partnership and Board on a number of key issues including Marriage Equality and the Religious Discrimination Bill.

In 2014, joining Pride in Diversity allowed us to benchmark our approaches against national best practice through the Australian Workplace Equality Index. Submitting to the index revealed key gaps in our policy and practice, but this provided us with a clear roadmap to formalise our commitments.

In 2022, Deloitte was proud to be recognised as a Platinum Employer in Australian Workplace Equality Index and our work continues as we embark on our major sponsorship of WorldPride and look to the future of our role in driving greater equality for our people.



The Deloitte journey *continued*



Formalising our employee networks 2013–14

Deloitte's first LGBTQ+ network was in its infancy, operating as a casual social network. With the support of leadership, who recognised the business and employee benefits, the network began to take a more meaningful strategic direction.

Joining Pride in Diversity 2014

We partnered with external experts, Pride in Diversity, and began to submit to the Australian Workplace Equality Index (AWEI) to track and benchmark our performance. This process set clear goals for improvement and a roadmap for success.

Embedding LGBTQ+ inclusion in our policies and processes 2016

A growing employee network and a roadmap for policy change set out by Pride in Diversity provided strategic direction to galvanise the leadership. LGBTQ+ inclusion became a formal pillar of our Diversity, Equity & Inclusion portfolio.

Network Growth & Connecting to the Asia Pacific 2021

Our network hosted "12 Days of StandOUT" a festival of LGBTQ+ Inclusion focused on celebration and education, which grew the network membership by 50%. The network was renamed to StandOUT to align with communities across our Asia Pacific member firms – an important symbol of solidarity in our region and point of connection for international allyship.



Deloitte awarded AWEI Platinum Employer 2022

After submitting to AWEI for eight years, Deloitte was proud to be awarded Platinum employer status in recognition of our sustained dedication to this work.

2013

Broadening our horizons 2014

Reflecting on the success of our gender equity initiatives at Deloitte, the organisation began to broaden its focus to other Diversity, Equity & Inclusion portfolios including LGBTQ+ inclusion.

Listening to our people 2015

A series of nationwide educational roadshows presented an opportunity to educate our people about LGBTQ+ inclusion, explore the role of the network, and mobilise allies across the organisation.



A national conversation 2017

The network led important discussions throughout the marriage equality debate, which encouraged a national conversation around LGBTQ+ inclusion among the partnership and employees. Deloitte Australia's CEO at the time, Cindy Hook, was named AWEI CEO of the Year in 2017 – in recognition of her advocacy, navigating differences in opinion and in supporting Deloitte to foster a culture of inclusion.

A first at Mardi Gras 2022

Deloitte became the first professional services firm to march in Sydney's Gay and Lesbian Mardi Gras parade. Our major Partnership with Sydney WorldPride and Sydney Gay and Lesbian Mardi Gras is an important visible signal of our ongoing investment in creating a culture where all our people feel safe and supported.



2023

Deloitte's lessons learned: Challenging norms



Employee networks can inform and enable change

When LGBTQ+ people feel safe to be out at work, their wellbeing and belonging matches those of other team members.

Deloitte's journey began with investing in the capacity of our employee network, *StandOUT*, which brings together a collection of diverse voices from across our organisation. We established a clear governance structure to leverage the network as an influencing voice to our firm's leadership team and activate our efforts across the country.

The network has operated as subject matter experts to the partnership and Board on a number of key issues including Marriage Equality and the Religious Discrimination Bill. It provides connection opportunities and is a vehicle for our people to have a voice on the issues that matter to them in the broader Diversity, Equity & Inclusion strategy.

LEARNING

Establish two-way listening channels, leverage the energy of employee networks to drive the strategy, and embrace young, diverse voices. Don't burn out your most passionate people. Instead, establish a clear a governance structure and recognise diverse contributors.



Executive allyship and support is key to psychological safety

Among the Australian workers responding to the AWEI survey, 1 in 5 reported that they do not see visible allies at the executive level.

Ensuring executives have the education and connections to be active allies, and building the leadership capability of LGBTQ+ people are critical to supporting an inclusive organisational culture.

Deloitte launched an ally framework: *Educate, Demonstrate, Advocate*, which includes practical tips on how to be an ally and encouraged executives to engage with the online ally learning modules.

LEARNING

Executive leadership and support for our network is imperative to its success. This includes creating a culture of psychological safety and open dialogue between the community and executives. Within our network, executive sponsors and an appointed leadership team receive inputs from junior representatives in each capital city, who all work alongside the Diversity, Equity & Inclusion team to achieve the StandOUT strategy.



Investing in LGBTQ+ leaders can accelerate inclusion

1 in 2 out LGBTQ+ workers say their performance is positively impacted by being out at work. Supporting LGBTQ+ leaders to grow their professional capability and lean into their identity is one way of investing in the LGBTQ+ leaders of the future and ultimately building an inclusive organisation.

In 2022, we launched Deloitte's LGBTQ+ *Authentic Leaders Program*, a leadership training program designed specifically for LGBTQ+ individuals. One participant shared: *"This program taught me that it's okay to be unapologetically myself and it put me on the right path to achieving my dreams"*.

LEARNING

Finding unique ways to invest in leaders' personal growth and giving them the tools to embrace all aspects of their identities, is the secret to unlocking future leadership potential.

Deloitte's lessons learned: Avoiding pink-washing



Visibility, storytelling and role modelling can change the norm

72% of workers in professional services say they would be positively influenced to join organisations with a positive track record on LGBTQ+ inclusion.

Signalling a visible commitment can range from small steps like sharing pronouns to major signals, such as firmwide events and partnerships. We know that showcasing diverse identities and career paths through storytelling is a key enabler of an inclusive culture.

Deloitte's OUTstanding 50 LGBTI+ Leaders campaigns, released in 2016, 2018 and 2020, illustrate the power of role models. Designed to help LGBTQ+ people 'be what they see', the campaigns inspire a new generation of leaders from many diverse parts of our community. The individuals profiled in the campaigns show how passion, energy, resilience, visibility, courage – and above all, leading as your true self – can drive a successful career.

LEARNING

Lean into a project or field that your organisation specialises in. For Deloitte's storytellers, OUT50 was a good fit.



Celebrating the community requires more than rainbow cupcakes

90% of professional services workers think it is important that their employers are active in LGBTQ+ diversity and inclusion, and report that it has a positive influence on organisation culture.

One way to actively embrace LGBTQ+ inclusion is to celebrate days of significance and provide opportunities for personal connection on those days. These days should be much more than just cupcakes, they need to be about creating long-term consistent change.

LEARNING

Authentically promote days of significance for the LGBTQ+ community by spotlighting the voices of people with lived experience. This might mean not trying to do it all – pick one or two days each year and execute them in a meaningful way with real stories from your people. The aim is to create a lasting impact through consistency and education and to avoid a tokenistic approach.



Tracking progress is essential for continual improvement

Tracking results over time can ensure measures remain effective and can be continually improved, allow employers to communicate the benefits of investment in inclusion and benchmark each organisation against national trends.

Deloitte's participation in both the Australian Workplace Equality Index (AWEI) and the annual AWEI survey are important ways to track our progress on inclusion and ensure alignment to best practice approaches.

Deloitte's most recent AWEI survey results found that 90% of those who indicated identifying with diverse sexuality and/or gender said that their experience of inclusion within the immediate team either met or exceeded their expectations.

LEARNING

It takes time and investment to achieve meaningful culture change in an organisation. It is essential to track progress and remain agile to address the changing needs of diverse cohorts.

Deloitte's lessons learned: Getting policy and process right



Inclusive HR policy has organisation-wide impacts and helps address heteronormative assumptions

A key step to breaking down gender norms and stereotypes is to ensure explicit inclusion of different identities across policies and procedures.

In line with the AWEI guidelines, Deloitte embeds LGBTQ+ inclusive processes across our policies, procedures, leadership and training programmes. Our leave policies explicitly include same-sex definitions of spouse and partner, and parental leave covers adoption, surrogacy and foster arrangements, regardless of gender.

Our recent Deloitte Dads photography exhibition showcased a diverse group of dads (including gay dads) who had taken parental leave whilst at Deloitte. The intention was to challenge long-held gender stereotypes around caring responsibilities.

LEARNING

Gendered norms are everywhere. Explicitly use inclusive language, remove barriers in formal policy and procedure and make these policies easy to find. Use storytelling opportunities to break down stereotypes, include gender diverse people and normalise rainbow families.



Our workforce is diverse – minority and intersectional groups have distinct experiences and needs

People with a trans experience are 67% less likely out be out at work, 22% less likely to say they're engaged and 13% less likely to report feeling safe at work, compared to those with diverse sexual orientation. Policy and practice can address specific barriers to inclusion for transgender and gender-diverse team members.

At Deloitte, it has been imperative to consistently recognise gender diverse team members in our language, policies and practices. Deloitte's Gender Affirmation Policy is leading practice, offering 10 days' paid Gender Affirmation leave, a wardrobe allowance, a tailored support plan and gender education session for teams.

Normalising pronoun use through email signatures and pins, and offering education sessions on transgender inclusion are other key visible signs of support.

LEARNING

An individual's gender affirmation journey will be unique to them. Offer a suite of options and steer clear of a one-size-fits-all approach or policy. Ensure that the person affirming their gender is not solely responsible for driving change – educate their team and ensure access to support.



The Embassy model enables international allyship

Australia and New Zealand are leaders in LGBTQ+ inclusion in the Asia Pacific, with a ranking in the Global Acceptance Index far higher than our regional neighbours.

Recognising differences across office locations, some multinational organisations, including Deloitte, take an 'embassy model' approach to inclusion. Like a national embassy in a foreign country, the model refers to a workplace which is inclusive of LGBTQ+ workers, regardless of the laws or social attitudes in its region.

Within the walls of Deloitte offices, we apply LGBTQ+ inclusive policies and practices for our own people in all jurisdictions, representing our commitment as a signatory to the UN Standards of Conduct for Business in Tackling Discrimination against LGBTQ+ people.

Deloitte recently aligned our LGBTQ+ employee networks across Asia Pacific member firms – an symbol of solidarity in our region and point of connection for international allyship, including to celebrate international days of significance.

LEARNING

From setting consistent HR policies across regions, to connecting employee networks internationally, remember that there are macro and micro ways of creating a safe environment for your people across Asia Pacific.

Our ambitions for the future

Our immediate priorities are to ensure an intersectional approach to inclusion across our firm, and to ensure our policy and practise supports the trans and gender-diverse community as best as possible.

Taking an intersectional approach

The audience who will converge on Sydney for WorldPride will reflect diversity within the LGBTQ+ and ally community. It is crucial that the full spectrum of diversity is represented across all of our inclusion initiatives.

No inclusion initiative occurs in isolation. Multiple aspects of identity (for example age, care-giving status, cultural background, disability status, neurodiversity, sexual orientation, and gender identity) come together or 'intersect' to form each person's identity, and therefore, their experience of inclusion or marginalisation at work. These intersections can add complexity to the barriers to inclusion people face in the workforce.

Dimensions within the national AWEI survey data reveal the specific barriers faced by certain cohorts within the LGBTQ+ community.

For instance, the findings reveal the First Nations LGBTQ+ individuals are 46% less likely to feel like they can be themselves at work and 15% less likely to feel mentally well at work than the LGBTQ+ average.

Deloitte is striving to further recognise the intersectionality of our workforce, our clients and our partners, and place an intersectional lens over all of our decision-making processes. If we want our people to bring their whole selves to work, we must recognise that people have diverse identities and their sexual orientation or gender diversity is only one facet of their identity.

Supporting the trans and gender-diverse community

We know that mental health outcomes are significantly lower for the LGBTQ+ population, particularly the transgender population. That is why trans and gender diverse rights and the ever-changing needs of the community are our next strategic priority.

We are working to better support and advocate for our trans and gender diverse people through a structural approach involving educational initiatives, storytelling and active advocacy.

We are committed to building mental health awareness and focused on building support capabilities of our leaders, partners and coaches. We are rolling-out mandatory mental



health sessions for partners, embedding mental health and wellbeing into the learning curriculum across the different stages of our employee and partner life cycle, and looking at new ways of working to improve wellbeing outcomes.

We want of all of our people to be feel Wonderful, Proud & Free, it's how we build real connection and it's what we fight for.

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908787293_Designed and produced by The Agency | Deloitte Australia_02/23