Inclusion is Who We Are. In 1993, we became the first professional services organization to establish formal women's and diversity initiatives. Since then, we have continually grown and evolved the programs to meet current needs. For us, it's about a constant “tone at the top” and the sustained level of accountability and commitment demonstrated by each of our leaders and driven down through our businesses. That, combined with our natural drive to see what's next and advance inclusion, has made us an organization of firsts: the first minority CEO, first minority chairman, first woman chairman and first woman CEO of the Big Four professional services organizations. As testimony of our inclusive culture, we are proud of appearing on a number of best-places-to-work lists, including Working Mother's 100 Best Companies and Best Companies for Working Mothers, the Human Rights Campaign's Best Places to Work for LGBT Equality, Civilian Jobs Most Valuable Employer for Military and the FORTUNE 100 Best Companies to Work For®.

Our Unique Approach
We recognize the importance of fostering an inclusive culture in which all of our people feel valued for who they are, feel comfortable bringing their authentic selves to work and feel empowered to reach their full potential in every aspect of their lives.

We recognize the importance of fostering an inclusive culture in which all of our people feel valued for who they are, feel comfortable bringing their authentic selves to work and feel empowered to reach their full potential in every aspect of their lives. This sets our people up for success and allows them to deliver the best thinking and solutions for our clients. And it's a key for effective leadership.

Deloitte has identified six leadership principles (the “6 Cs”) that we use to encourage our leaders and people to embody with their teams, with their peers and on their projects every day. These behaviors are foundational to advancing Deloitte’s inclusive culture and fostering a place where all of our people can connect, belong and grow.

- **Commitment**
  Treat everyone with fairness and respect.

- **Courage**
  Engage in honest, tough conversations when necessary. Identify opportunities to be more inclusive, take ownership and engage others.

- **Cognizance of bias**
  Be aware of unconscious biases so
decisions can be made in a transparent, consistent and informed manner.

- **Curiosity**
  Listen attentively and value the viewpoints of others.

- **Cultural intelligence**
  Seek out opportunities to experience and learn about different cultures and be aware of other cultural contexts.

- **Collaboration**
  Create teams that are diverse in thinking, and foster environments in which team members can be themselves by modelling authenticity.

**Inclusion Councils**

Recently, we sensed our MilleXZials (millennials, Gen X and Gen Z) were looking for something different. So, we decided to launch an innovative idea — we call it Inclusion Councils. The councils serve as a connection point by bringing together people from different functions, backgrounds and experiences for conversations and activities on topics that matter to our people and to our organization. Examples of Inclusion Council activities include:

- **San Francisco**
  The San Francisco Inclusion Council hosted an Inclusion Week, which included virtual, in-office and out-of-office events to engage our people. More than 200 professionals participated in activities including:
  - **Becoming a gold standard** — an interactive design-thinking workshop to collaboratively define and design how to make their office “the gold standard” for an inclusive Deloitte community.
  - **Meeting new people** — networking lunches and a book club meeting to discuss inclusion topics and inspire networking.
  - **Giving back** — a professional clothing drive, volunteer council inclusion fair, AIDS/LifeCycle ride information session and learning session about speaking opportunities with local high schools.

- **New York City**
  The New York Inclusion Council hosted the Deloitte Cup, which brought together nearly 300 members of the community. This one-day Olympic-style event allowed professionals to participate in team sports such as basketball and soccer to promote a sense of community, create networking opportunities, provide space to focus on their health and have fun.

- **Dallas**
  The Dallas Inclusion Council hosted an event for professionals to attend together a Tony Award-winning play that tackled issues of sexuality and family. The themes and topics of the play led to a powerful postperformance conversation among attendees about authenticity and advancing our inclusive culture.

**Industry-Leading Family Leave Policy**

In September 2016, Deloitte announced a new Paid Family Leave program, offering 16 weeks of fully paid family leave time for caregiving when our people — men and women — need it the most, from the parent celebrating the arrival of a new child, to the professional caring for a spouse or significant other, to the professional supporting aging parents. And the reception across the firm has been very positive. One message I received said: “Thank you for implementing the family leave program. I don’t know if I will ever use it, but the fact that there is now something available to everyone in the organization is...”
tremendous. To know you can take some to care for an elderly person is very comforting. Both my parents have passed, but I think this is something many older professionals are facing so this addresses that need without placing a financial burden on the family."

Beyond Our Walls
We are also committed to fostering an inclusive culture outside our own “four walls.” We are active in the community, collaborate with our clients to support their inclusion journeys and team up with the many organizations that share our commitment to inclusion.

Our philanthropic efforts are focused on improving the social welfare of members of our communities, including jobs for veterans and improving education. For example, we are helping to develop a diverse pipeline of future talent by preparing students for college and building awareness of our profession through our Right Step initiative. Our Career Opportunity Redefinition and Exploration Leadership program provides access to Deloitte’s award-winning leadership development curriculum and helps armed forces members and veterans translate their skills, knowledge and experiences into the business environment.