



Deloitte

EMPOWERMENT WINNER



THE STORY

A multi-faceted approach to accelerating the representation of women in senior roles and foster an inclusive environment helped Deloitte shatter long-held perceptions about the role of women in professional services, and brought about significant change.

The New Zealand branch of the multi-national professional services network has 1300 staff throughout the country, and while diversity and inclusion has been a focus for the organisation since 2013, the progression of women to senior roles was slower than anticipated.

This was attributed to perceptions around the difficulty of juggling family and a career in professional services, women leaving the profession being replaced by men at manager level and above, and consulting services heavily focused on technology offerings, a traditionally male-dominated area.

Seeing the need to accelerate the representation of women at senior levels, a series of initiatives were introduced under the umbrella of the ALL IN strategy.

Key to the strategy was modernising the parental leave policy to recognise the importance of shared care, supported by a flexible working policy. Eight weeks paid partner leave is available for up to two years following the birth or adoption of a child.

Head of People and Performance Sally Smyth says, “By removing barriers to both parents looking after their children and encouraging greater levels of shared care, Deloitte would improve outcomes for women and foster a more inclusive workplace.”

Sponsorship of senior female talent by partners and the introduction of a Women in Leadership (WIL) programme have encouraged women to stay with the business through to senior level.

Director Risk Advisory Joanne Lu explains, “I am both a reserved person, who doesn't like to promote myself, as well as working in an industry that is highly male-dominated. It was great to have sponsors that gave me the opportunities to raise my profile, stretch out of my comfort zone, and to advocate for the work that I deliver.”

The ALL IN recruitment strategy identified key ways to improve outcomes for recruiting women to Deloitte. Quarterly reporting to the Management Group and Board on gender hiring progress, along with identifying the hiring partner and the shortlist composition, ensure the business remains focused on the associated goal of achieving greater gender parity at senior levels in the business.

Sally Smyth says ALL IN received the full support of leadership and has led to a significant increase in the number of women in senior leadership roles.

“Key to implementation has been the role of leadership in terms of fronting all communications, particularly from our CEO,” she says.

“By removing barriers to both parents looking after their children and encouraging greater levels of shared care, Deloitte would improve outcomes for women and foster a more inclusive workplace.”

THE CHALLENGE

A lack of women in senior roles highlighted the fact that despite a commitment to diversity and inclusion, progress was slower than anticipated.

STRATEGIES FOR SUCCESS

- Key areas for low female representation at senior levels were identified including; perceptions around the ability to juggle a family and a career in professional services, a tendency for women leaving the profession to be replaced by men at manager level and above, and consulting services becoming increasingly focused on technology offerings, with technology a male-dominated area.
- A multi-faceted approach was developed under the ALL IN strategy. It included:
 - Kiwi Dads: an initiative supported by Deloitte that aimed to normalise fatherhood in the workplace and drove the refresh of the parental leave policy to recognise the importance of shared care
 - Lifestyle Leave policy: in addition to a Flexible Working policy, staff can purchase up to eight additional weeks of leave a year to meet personal, family and lifestyle needs
 - Setting goals and being deliberate: Gender goals for female representation at partner level and leadership positions set out to FY25. Quarterly reviews of the talent pipeline of women introduced
 - Sponsorship of senior female talent: Goals introduced to ensure partners are being deliberate in their approach to sponsorship
 - Diversity and Inclusion Dashboard: Extensive quarterly reporting to the management group and board on indicators such as attrition and hiring by gender and the gender pay gap
 - Gender pay gap analysis as part of salary and promotional rounds

- Women in Leadership programme: Participants' leadership capability is enhanced with customised learning, business development and networking opportunities, and greater exposure to senior staff
- Recruitment strategy: Designed to leverage brand, sourcing channels, processes, reporting and targets to improve outcomes for recruiting women



RESULTS AND BENEFITS

- In the 12 months between June 2019 and May 2020, female representation at partner level increased from 16 per cent to 21 per cent with women accounting for nine out of 16 promotions to partner
- In FY20, 57 per cent of hires at manager level and up were female compared to 36 per cent in FY19
- In the consulting business unit, which is strongly focused on technology services, 54 per cent of hires at manager level and above were female in the year to May 2020, up from 16 per cent in the year to May 2019
- Since the first year of the Women in Leadership programme in 2017, 14 of the attendees have been promoted to partner and a further 15 have been promoted to director

KEY LEARNING

What gets measured, gets done. As with other areas of its business where Deloitte wants to succeed, it set goals that are driven from the top. Increasing the representation of women at a senior level was no different.

DO WORKPLACE DIVERSITY AND INCLUSION WELL AND DO WELL BECAUSE OF IT.

Visit diversityworks.nz or call 0800 DIVERSITY (0800 348 377)