

Leading by Example

The case for making diversity part of your business strategy

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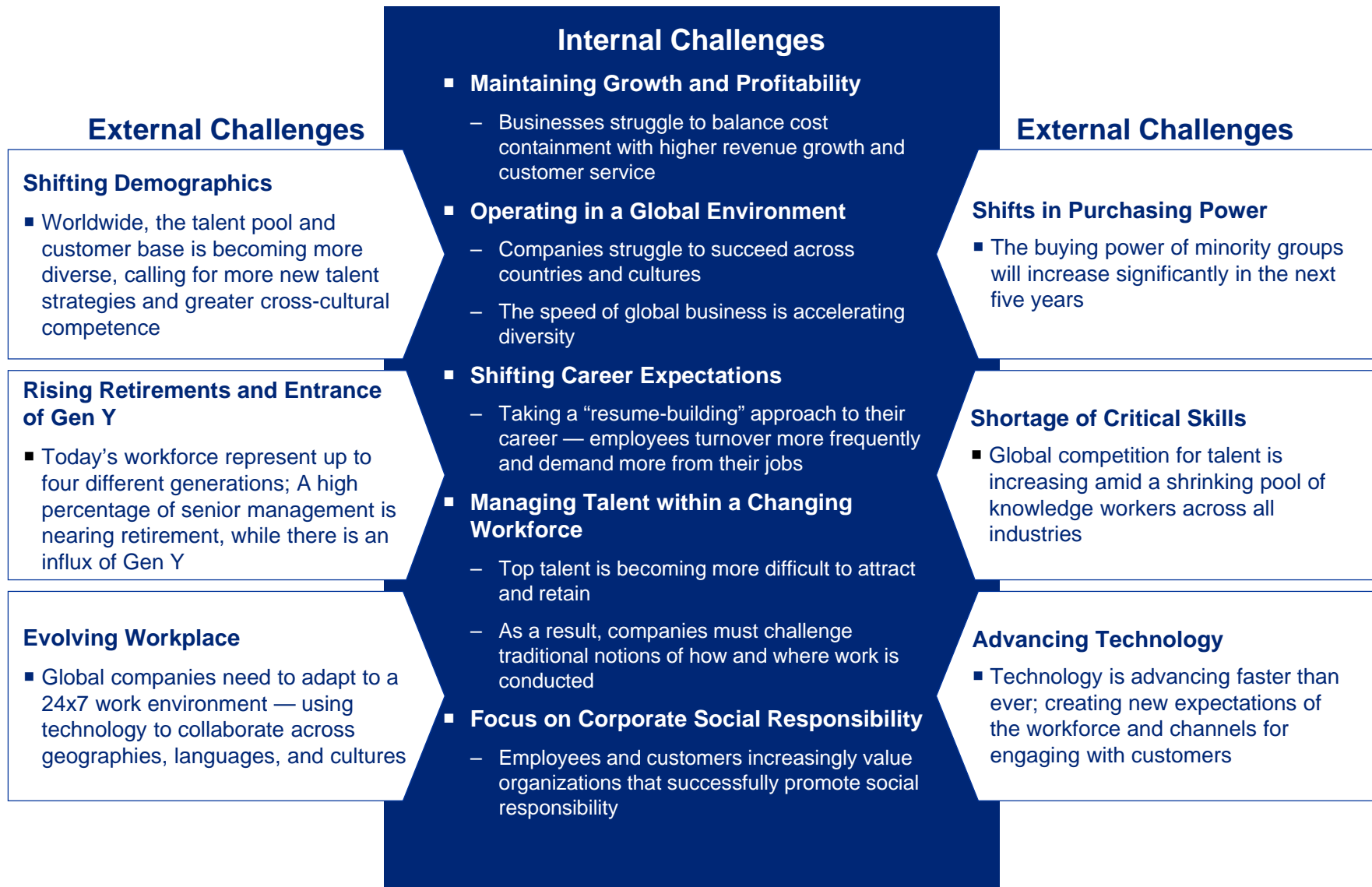
Diversity & Inclusion: Making the Case

Align D&I Objectives with your Business Drivers

Establish leadership internally – Be a leader externally

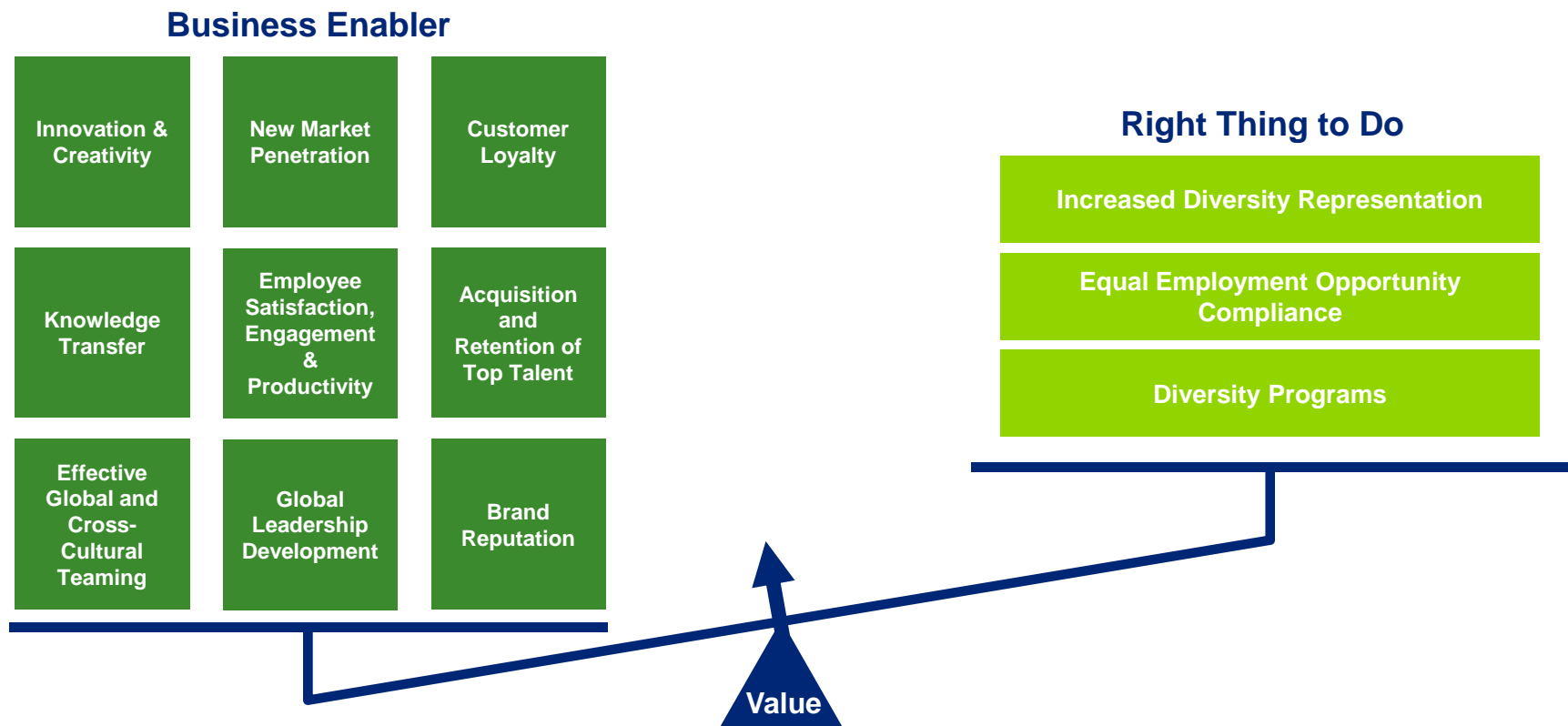
Keep at it!

Today's organizations face unique challenges that establish the context for change



Achieving enhanced business results calls for a paradigm shift

- The success of workforce diversity and inclusion efforts can no longer be measured in terms of the color and composition of the workforce; they must amount to real business results that create competitive advantage
- Understanding the global talent landscape and the potential impact of a comprehensive diversity and inclusion strategy can help companies shift the paradigm of corporate diversity from “the right thing to do” to a critical enabler in executing business strategy



A diverse and inclusive workplace is an enabler that leads to enhanced business performance

Innovation & Creativity	...leveraging diverse perspectives and ideas to foster creativity and new product and service innovation
New Market Penetration	...utilizing talent that closely understands the needs of emerging demographic groups
Customer Loyalty	...reflecting the diversity of an organization's customer base, which enables better customization of products, services, and marketing efforts
Knowledge Transfer	...facilitating knowledge transfer between baby boomers and younger generations to ensure retention of critical knowledge
Employee Satisfaction, Engagement and Productivity	...fostering an inclusive culture that values the diverse perspectives and unique skills of individual employees
Acquisition and Retention of Top Talent	...creating an inclusive culture where the best choose to be
Effective Global and Cross-Cultural Teaming	...increasing productivity and effectiveness of global teams by creating a culture that recognizes and appreciates cultural nuances and values
Global Leadership Development	...creating a culture that is committed to developing leaders who understand global business and can operate in cross-cultural environments
Brand Reputation	...developing a reputation as an employer who values diversity and a culture of inclusion, allowing them to attract the best talent and respond to changing market demands

Establish a Vision for Diversity & Inclusion

Deloitte's diversity vision

- We will be recognized internally and externally as a diversity leader
- We will strive to have leadership that is representative of our talent pool
- Effective leaders will demonstrate their ability to be inclusive and respectful of differences
- Our talent processes will reflect “best-in-class” diversity-sensitive processes
- Diversity will be supported and accepted as a business imperative

Deloitte's commitment to Diversity & Inclusion supports strategic business outcomes

TALENT

1. Attracting top talent – from a shrinking talent pool - is essential to the success of our firm
2. The talent pool we draw from is continuing to become more diverse
3. Respecting, valuing and leveraging the unique capabilities of all our people will improve our talent experience and retention
4. The generation entering the workplace today has a stronger expectation for greater personal flexibility, different work experiences and inclusiveness from their employers than prior generations

CLIENTS

1. The leadership of our clients is increasingly reflecting the diversity of our Canadian population
2. As our clients globalize, we can serve them better if our people have a global perspective, knowledge and experience of different cultures and languages
3. Diversity leadership can strengthen our relationship with clients
4. Our clients are increasingly expecting us to demonstrate our commitment to diversity in our proposals and engagement teams

LEADERSHIP

1. Every partner is accountable for demonstrating leadership in this area by providing visible support for our vision and strategies.
2. Each partners must make a conscious effort to support diversity – to move from talking about diversity to taking action.

Establishing governance structure enables leadership engagement & accountability



Our call to action: 2011 Dialogue on diversity

- The question? Why aren't we fully and more effectively integrating skilled immigrants into the Canadian workforce?
- The result? A series of thought-provoking and insightful discussions on how Canada can do a better job
- Participants focused on these topics:
 - How can businesses harness the diversity of newcomers for business growth and innovation?
 - What barriers exist to fully integrating new immigrants?
 - What do businesses need to do overcome the barriers?



What we learned: Taking Action

Participants highlighted key areas where organizations needed to make changes:

- Review policies and practices, especially related to recruitment
- Develop internships – a great way to “test drive” the relationship, for both the employer and foreign-born worker
- Focus on cultural connections
- Leverage employee resource groups
- Mentoring – inside and outside your organization
- Education for employees and skilled, foreign workers



Find out more

- [Visit this link to read the Deloitte white paper, *Welcome to Canada. Now what?*](#)
- Use the recommendations in the report to drive your organization's agenda
- Let's keep the discussion going. Share your feedback on my external iDeas blog:
<http://ideas.deloitte.ca/category/1#>



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