



Introduction

At Deloitte, we want everyone to feel they can be themselves and to thrive at work - in every country, in everything we do, every day.

This can only be achieved by providing an everyday workplace culture characterized by inclusive behaviors and built on a foundation of respect and appreciation for diversity in all its forms.

This requires everyone at Deloitte to behave according to our [Shared Values](#) and [Global Principles of Business Conduct](#) — known as our “Global Code” — at all times. It also requires that all of our people feel confident in speaking up if they witness or experience behaviors which run counter to our values.



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You can use this toolkit to:



Build awareness of our approach to respect and inclusion



Understand how to structure conversations around respect and inclusion



Learn more about the behaviors that we expect of our people and how to escalate behaviors that are counter to our values

01 Our approach

Showing respect to our people

We want to attract and retain the best people from a range of backgrounds, experiences, and cultures.

We need to provide a truly inclusive environment where everyone feels able to be themselves, and we need to be clear that we won't tolerate behavior which is counter to our values. Respect is a fundamental component of this. Put simply: without respect, true inclusion cannot be achieved.



Showing respect to our clients, contractors, and third parties

Our expectation is that all of our people are treated with respect — and treat others with respect — applies to everyone with whom we interact. This includes clients, contractors, and any other third parties. If a client acts in a way that is counter to our values, we expect this behavior to be called out and dealt with — just as we would if one of our own people had acted inappropriately. In such cases, it is important that the senior partner responsible for the client relationship is informed of any such behavior so that appropriate action can be taken.

Our message is simple. At Deloitte, we do not tolerate behaviors that are not in keeping with our Shared Values or Global Code.

Our Shared Values are a set of core principles that guide our collective behavior:

- 1 Lead the way**
- 2 Serve with integrity**
- 3 Take care of each other**
- 4 Foster inclusion**
- 5 Collaborate for measurable impact**

These values set the expectations we have for one another and define how we, as stewards of Deloitte, should behave. They provide common ground to unite us across cultures and geographies. And, importantly, they help us to earn the trust and respect of our key stakeholders.



How do you recognize disrespectful, discriminatory, or harassing behaviors?

- Disrespectful, discriminatory, or harassing behaviors are unwelcome, offend, embarrass, or intimidate another person
- Whether or not they are intentional, these behaviors run counter to our [Shared Values](#) and [Global Code](#)

Examples include:

Behaviors which might be perceived as harassment or bullying

Inappropriate jokes or offensive comments or language

A lack of understanding of religious commitments or expressions of individuality

Inflexibility around working practices

Favoritism to specific groups or undermining someone at work

Inappropriate physical contact or sexual approaches

Language or behavior which is discriminatory



02 Respect and inclusion conversations

If you ever experience or become aware of behaviors that go against our Shared Values and Global Code, you should speak up, raise your concerns, and get the support you need.

We have provided the following guidance to help you have conversations about respect and inclusion.



What do you do if someone raises a concern directly with you?

- Take the time to listen and understand what has happened
- Listen actively and empathetically, without minimizing experiences or making any judgments
- Then, always **consult with one of the various support routes** available within the firm (e.g., team leader or other trusted advisor, HR/Talent/People team, Ethics Officer and team, Deloitte Speak Up, or other third party helpline)



What do you do if you witness inappropriate behavior?

- If you witness inappropriate behavior, we expect it to be called out and — when appropriate — escalated, not ignored
- You should determine the most appropriate way to call out the behavior based on the circumstances and environment (e.g., waiting until after the meeting/event if with a group of people or in a public setting)
- Assume good intentions and approach the person from a place of curiosity, which can often help diffuse an otherwise difficult conversation
- We understand that there may be circumstances in which you may feel uncomfortable speaking up (e.g., with someone more senior than you) —in such cases, you should speak to a trusted colleague (or use one of the support routes noted below)
- If you are in any doubt about how to manage the situation, **consult with one of the various support routes** available within the firm (e.g., team leader or other trusted advisor, HR/Talent/People team, Ethics Officer and team, Deloitte Speak Up, or other third party helpline)



What do you do if you directly experience inappropriate behavior?

- If you feel comfortable doing so, call out the behavior in the moment with the individual involved. If you cannot call out behavior in the moment, find a time shortly after the incident to discuss the impact on you
- If the issue relates to client behavior, inform the senior partner responsible for the client relationship
- If you are in any doubt about how to manage the situation, or don't feel comfortable calling out behavior directly to those involved, **consult with one of the various support routes** available within the firm (e.g., team leader or other trusted advisor, HR/Talent/People team, Ethics Officer and team, Deloitte Speak Up, or other third party helpline)

What do you do if you unintentionally behave inappropriately or cause offense?

While most of us seek to behave respectfully at all times, there may be a situation where someone comes to you and lets you know that you have caused them offense. This may come as a shock as it was unintended, and you may not have realized, but it is important to acknowledge the impact as it probably took courage to raise this.

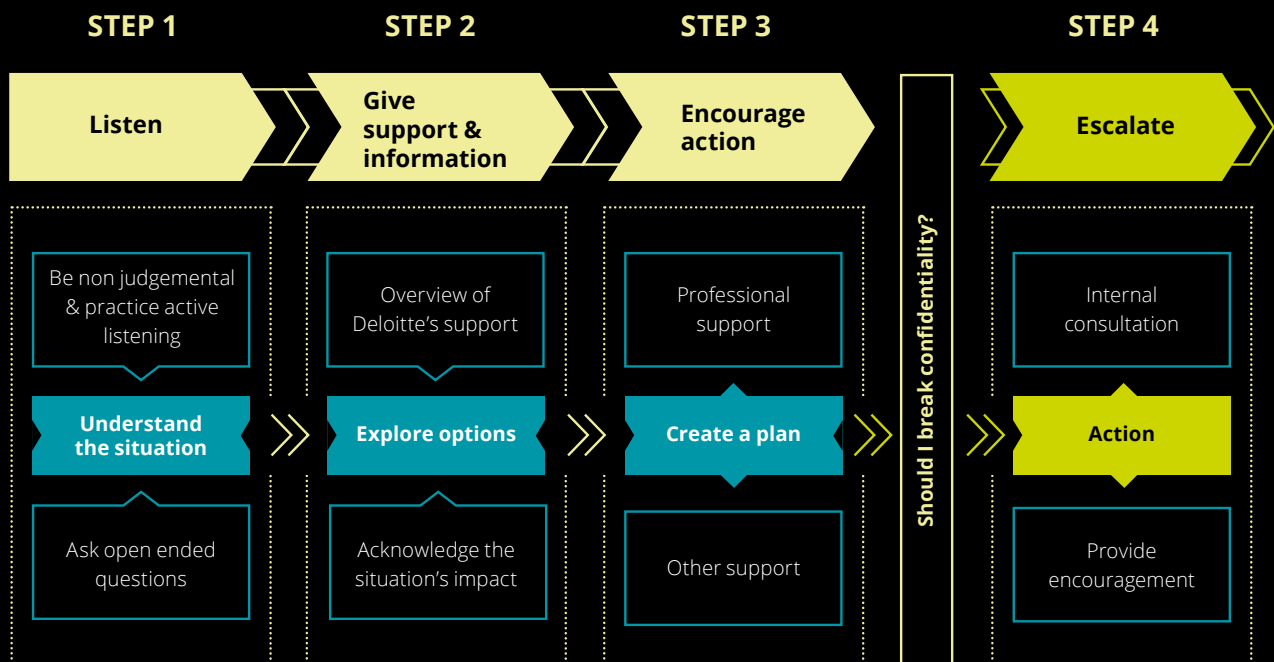
- Listen actively and empathetically, without minimizing experiences and without interruption
- Acknowledge the feedback and apologize for causing offense even if unintended; don't justify the behavior
- Always be authentic in your response and demonstrate a willingness to learn from your mistakes
- After apologizing, you may suggest taking a suitable amount of time to gather your thoughts and prepare for feedback
- If you are in any doubt about how to manage the situation, **consult with one of the various support routes** available within the firm (e.g., team leader or other trusted advisor, HR/Talent/People team, Ethics Officer and team, Deloitte Speak Up, or other third party helpline)

Have the courage to say:

"I didn't realize what I said or did impacted you. Tell me more"

Conversation framework

The below framework can help to ensure that your respect and inclusion conversations are well structured.



What else do you need to do?

- Remember that you have a responsibility to report any behavior that goes against our [Shared Values](#) or [Global Code](#) so that it can be investigated appropriately
- Take notes in any conversations and cooperate with investigations where requested
- If you need to break confidentiality, always try to do it with the cooperation of the individual, but keep in mind that there may be times when you need to do so without their consent because it is the right thing to do



03 Support routes

At Deloitte, we do not tolerate behaviors that are not in keeping with our [Shared Values](#) or [Global Code](#). We will deal with each matter in an appropriate manner and will take necessary action when our expectations around this are not met, regardless of the seniority of those concerned.

If you experience or become aware of behaviors that fall short of our standards, you should raise your concerns and get the support you need. We have a number of channels to help you to do this.

- **Team leader or other trusted advisor**
- **HR, Talent, or People team**
- **Ethics Officer and team**
- **Deloitte Speak Up or other third party helpline**



1. TEAM LEADER OR OTHER TRUSTED ADVISOR

Leaders of all levels have a responsibility to demonstrate and uphold respectful behaviors and ethical leadership. They also have a responsibility to support their team members and be available for consultation with their people. Your team leader is a useful first point of contact if you feel you are experiencing a respect and inclusion-related issue. You might choose to raise any concerns through your existing check-in conversations, or to approach your team leader separately.

Sometimes, you may feel more comfortable speaking to a different colleague or trusted advisor. We always encourage you to consult with someone when you are dealing with a respect and inclusion issue.



3. ETHICS OFFICER AND TEAM

You can speak directly to our local Ethics Officer. Our Ethics Officer and team are here to support all of our people in making the best professional choices and to provide guidance should anyone find themselves faced with an ethical challenge. They are charged with fairly investigating ethics related reports and can be contacted directly for consultation.



2. HR, TALENT, OR PEOPLE TEAM:

Our HR, Talent, or People teams are always available for professionals to raise respect and inclusion-related concerns.



4. DELOITTE SPEAK UP OR OTHER THIRD PARTY HELPLINE DELOITTE SPEAK UP (AND OTHER THIRD PARTY HELPLINES)

are available for raising actual or suspected respect and inclusion or ethical concerns or asking ethics-related questions, 24 hours a day, 365 days a year. It is administered by a third party to maintain confidentiality and may offer (when requested and if legally permissible) anonymity. Every reasonable effort will be made to keep the identity of anyone reporting a potential violation confidential, to the extent possible.

04 Being an inclusive leader

There is never a wrong time to talk about respect and inclusion with your team. The topic should be ongoing in your conversations. However, if you are looking for opportunities, it might help to keep key elements of the project life cycle in mind. For example:

- **When you hire a new team member**
- **In team meetings**
- **During and after client or project-related ethical or respect and inclusion dilemmas**
- **When counselling, coaching, or mentoring team members**
- **During any one-on-one session or check in with a colleague or staff member**



There are a number of resources available to support:

The [Global Inclusion Hub](#) provides a variety of resources to support our people in embedding respectful and inclusive behaviors into their everyday activities – including guides around inclusive recruitment, agile working, support for individuals taking parental leave and many more.

Our [Global D&I Cura channel](#) also provides further learning resources, including a series of conversation guides designed to equip all of our people to speak confidently about diversity-related topics:

[How to get comfortable with uncomfortable conversations](#)

[How do I talk about race](#)

[How do I talk about LGBT+](#)

[How do I talk about disability](#)

[How do I talk about intersectionality](#)

05 Policies and definitions

Deloitte is committed to providing a respectful and inclusive working environment, free from discrimination and harassment or sexual harassment on the basis of certain categories defined in our Anti-discrimination and Anti-harassment policy, and in alignment with the commitments of our Global Code and local code of conduct.

Definitions:

Discrimination is defined as the less favorable treatment of a person or group on the basis of a specific status (as defined in our policy), on the perceived basis that individuals of that status would either possess certain undesirable characteristics or not possess certain desirable characteristics.

Harassment is defined as bullying, belittling, or threatening behavior directed at an individual or group.

Sexual Harassment a form of harassment, is defined as any unwelcome physical, verbal, or non-verbal conduct of a sexual nature in the workplace, including unwelcome sexual advances, requests for sexual contact, and verbal, written, or physical conduct of a sexual nature.

Anti-discrimination and anti-harassment policy

This policy reflects Deloitte's commitment to providing our people with an inclusive and respectful workplace which is free of harassment, sexual harassment, and discrimination, where each person is treated with courtesy, dignity, and respect, and where there is equal opportunity for all to succeed. We will not tolerate workplace harassment or discrimination in any form, whether deliberate or unintentional, obvious or subtle, initiated by or directed toward anyone at Deloitte, including partners, professional staff, support staff, contractors, clients, or visitors to our workplace.

Non-retaliation policy

At Deloitte, we do not tolerate retaliation against anyone who raises an ethics or respect and inclusion concern in good faith. To that effect, we have a member firm non-retaliation policy. Retaliation is any negative action such as harassment, intimidation, threats, coercion, discrimination, or any form of reprisal, because a Deloitte professional has reported, in good faith, about an ethics, compliance, or other related matter or assists or participates in an ethics or related investigation or proceeding.

If our HR/Talent or Ethics team becomes aware of retaliation through the many means of reporting and/or follow-up conversations, then they will take appropriate action. Deloitte promotes the importance of speaking up to protect our reputation and brand.



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