Internal Audit’s (IA’s) role in driving Diversity Equity & Inclusion (DE&I)
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Internal Audit’s (IA’s) Role in Driving DE&I

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Why this matters

• 2020 has broadcasted the continued issues of racism and social injustice

• It is important to have colleagues and leaders who demonstrate inclusive behaviors as a part of organizational culture

• Boards are reflecting on their responsibilities to support organizational inclusion and IA should do the same
Call to action

• We have an opportunity to foster a diverse and inclusive culture

• It is important for IA to take stock of DE&I initiatives across the organization and play a role in advancing them
IA can be a catalyst for DE&I

- **Now**: Risk assessment
- **Medium Term**: Incorporate into IA execution
- **Long Term**: Conduct focused reviews
How to measure DE&I

- Maturity assessment
- Strategy assessment
- Talent lifecycle assessment
- Data monitoring & reporting
Internal Audit’s (IA’s) Role in Driving DE&I
How important would you say DE&I has been for Deloitte?

What steps has Deloitte taken to stay at the forefront of recent developments and increase focus on DE&I?
Do you feel that you’ve experienced bias within your organization? If so, how often?

a. Monthly
b. Weekly
c. Daily
d. None

Bias: An unfair prejudice or judgment in favor of or against a person or group based on preconceived opinions.
What kind of bias have you experienced within your organization?

a. Age
b. Gender
c. Race/Ethnicity
d. Sexuality
e. Disability
f. Military status

Bias: An unfair prejudice or judgment in favor of or against a person or group based on preconceived opinions.
How can DE&I be incorporated in an organization’s Code of Ethics and culture of an organization?
Polling question

Is DE&I a part of your organization’s Code of Ethics and culture?

a. Yes
b. No
c. Don’t know/not applicable
What were some of the actions and/or initiatives you’ve seen your clients take to demonstrate their commitment to changing racism and social injustice in our society?
Has your organization increased focus on DE&I actions and/or initiatives over the past 7 months?

a. Yes
b. No
c. Don’t know/not applicable
As an IA function, what are the critical changes that we can make to improve DE&I across the organization?
There are 7 common DE&I pitfalls that may prevent companies from realizing change and meaningful outcomes:

**Talent Data**
Incomplete or inconsistent data inhibits rich analysis that uncovers root cause findings. Similarly, unwillingness to include certain data in analysis prevents needed analysis to drive a targeted approach.

**Company Ambition vs. Investment**
Struggling with constraints on budgets and resources can make the best intentions and strategies fall short.

**Leadership Engagement**
Leaders need to set the tone at the top to ensure DE&I values are embedded into organizational culture.

**Flash vs. Impact**
Focusing on visible gestures vs. long-term systemic change.

**The “HR Problem”**
Classifying DE&I work as an HR Problem or responsibility, instead of a company-wide effort.

**Mistaking Exploration for Action**
Performing assessments and explorations into organizational opportunities, but not building an action plan to address findings.

**Viewing DE&I Programmatically**
Seeing DE&I work simply as a program instead of embedding it within the organizational strategy.
In your experience, how have you seen auditors go about auditing DE&I?

What skills do internal auditors need to audit DE&I?
Deloitte brings a holistic, business-centered approach to DE&I, incorporating 8 inter-connected activators to mitigate risk of bias and realize the business benefits of both a diverse workforce and an inclusive organization:

**Infrastructure**
Set the groundwork required to promote, support, and activate inclusive strategy, culture, and behavior.

**Talent**
Create an equal playing field for employees of all identities and backgrounds to succeed through equitable talent programs and processes that mitigate bias.

**Culture**
Decentralize the approach for cultivating culture, relying on natural influencers to activate a culture that sparks diversity of thought and invites complex identities to work together and spur innovation.

**Customers**
Match insides to outsides and engage business leaders in inclusive decision-making to reflect insights about and values of customers.

**Community**
Unite with purpose – align values to partnerships and community action to maximize mutual benefit and support broader goals.

**Brand**
Look inside out – and outside in – to define an aspirational organizational and employer brand rooted in DE&I values, touting inclusion consistently and widely.

**Analytics**
Drive organizational accountability using analytics that paint a picture of the organization’s inclusion practices that maximize human potential.

**Leadership**
Ignite leaders' inner transformational activist and sponsor self expression, driving authentic connection and innovation.
Polling question

What are you currently doing to further DE&I within the IA profession?

a. Dedicated DE&I Councils
b. Awards programs
c. Modified recruiting and retention programs
d. All of the above
e. Don’t know/not applicable
Polling question

What actions do you plan to take in the future to further DE&I initiatives for IA and the organization?

- a. Seek a seat at the table and mandate to get involved
- b. Identify impacted populations requiring extra attention
- c. Demonstrate proactive behavior as a model for the broader organization
- d. All of the above
- e. Don’t know/not applicable
Thank you for attending!

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