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## A note on language

Throughout the report, when we talk about ‘gender’ in the context of pay gap reporting we mean ‘sex’ which is binary, male and female, and because the Regulations focus on the pay gap between women and men. To enable our people to express their gender in the way that feels most appropriate to them, we collect gender identity data as part of our diversity monitoring. However, at this stage the data is not sufficiently complete to be used for reporting purposes.

# Foreword

This is Deloitte's third Pay & Inclusion Report covering our statutory gender pay gap reporting as well as our voluntary pay gap disclosures. Once again, we are voluntarily sharing our ethnicity pay gap analysis for Black, Asian and other ethnic minority colleagues, as well as our CEO-to-employee pay ratio, including year-on-year comparisons.

Inclusion has always been at the heart of our firm, and we are continuing to build a diverse workplace where everyone feels able to be their true selves. As part of our long-term inclusion strategy, we are committed to closing our gender and ethnicity pay and bonus gaps and increasing the diversity of our people at all levels of our firm. We continue to hold ourselves accountable to moving the dial and we recognise that we still have more work to do on this. This year we have again seen greater diversity in hiring into our early careers programmes. We are continuing our focus on ensuring colleagues from under-represented groups have the right development opportunities to support their progression through the firm.

We are pleased to have seen disclosure rates rise incrementally this year, supported by the willingness of our people to share their personal characteristics with us. This has enabled us to again include headline data showing disability and sexual orientation representation, in addition to new disclosures for transgender, social mobility and caring responsibilities.<sup>1</sup> This improved data helps us better understand the diversity of our firm and progress towards our ambition for our workforce to be reflective of society.

A full breakdown of our data can be found in our **Performance Metrics report**.

While we know we have more to do, we are proud of our progress on inclusion more broadly. Highlights for me this year include the enhancements we have made to our people policies, as well as a new menopause policy, and the inclusion of gender dysphoria and fertility treatment in our new private medical cover for all. As ever, hearing from our people and acting on their feedback remains critically important, which is why we have introduced Engage for Change, a new approach to listening to help us understand our people's experience of working at our firm.

We remain committed to our publicly stated gender and ethnicity targets and this year have added a core objective for all partners to demonstrate their contribution towards achieving these. Other key activities to increase diverse representation, particularly at senior levels, include our Future Leaders Programme, aimed at women and under-represented ethnic groups, and the work we are doing to improve The Deloitte Black Experience.

In line with our shared values of 'fostering inclusion' and 'taking care of each other', ensuring an inclusive and healthy work environment remains paramount, so that all our people can thrive and do their best work.



**Jackie Henry**  
UK Managing Partner People & Purpose  
September 2023


<sup>1</sup> Some organisations also report other pay gaps such as social mobility, sexual orientation or disability. Reporting representation for these areas is a first step and we will consider further reporting in the coming years as part of our evolving inclusion strategy.

# At a glance – Deloitte UK


Data as at 5 April 2023 – a whole firm view<sup>2</sup> including both our employees and our partners

Our total earnings gaps<sup>3</sup> exist because women, ethnic minority and Black colleagues are still under-represented at senior levels. While at face value, some of the headline numbers below present a negative picture, we have seen a rise in female and ethnic minority representation at all grades this year, with the largest headcount increases at the most junior levels. This has a short-term negative impact on some of our pay gaps. We are focused on actions to progress this talent through the firm, to ensure greater diversity at more senior levels over time. We remain absolutely committed to the achievement of our gender, ethnicity and Black targets through the plans we have in place to ensure equity of opportunity and experience for all.


## Gender total earnings gap

	Median 2022	14.2%	2023	18.0%	3.8%	▲
	Mean 2022	34.1%	2023	30.7%	-3.4%	▼

## Ethnicity total earnings gap

	Median 2022	10.9%	2023	14.2%	3.3%	▲
	Mean 2022	42.5%	2023	41.9%	-0.6%	▼

## Black total earnings gap

	Median 2022	17.5%	2023	20.2%	2.7%	▲
	Mean 2022	52.0%	2023	49.7%	-2.3%	▼

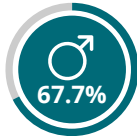
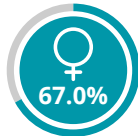
<sup>2</sup> The gender pay gaps are expressed as a percentage of the median male earnings. The ethnicity pay gaps are expressed as a percentage of the median non-ethnic minority earnings. More details on pay gap calculations can be found on page 18.

<sup>3</sup> As the statutory gender pay gap methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one median and one mean calculation for the whole firm, including equity partner earnings, which we refer to above as the **total earnings gap**. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the gender pay gap calculation. We have used the same methodology for the ethnicity and Black total earnings gap calculations. Further details of our equity partner earnings can be found in our **Financial Statements**.

# Pay Report 2023

## At a glance – gender pay gap Headline gender pay figures for Deloitte UK (excluding equity partners)

These tables show our overall median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2023, and bonuses paid in the year to 5 April 2023.<sup>4</sup> For a detailed explanation of the gender pay gap reporting methodology refer to page 18.

Deloitte UK	Median	Mean
Gender pay gap	17.1%	15.1%
Gender bonus pay gap	34.7%	45.7%
Proportion of males and females receiving a bonus payment		

Deloitte UK	Male	Female
	FY23	FY23
Proportion of males and females in each quartile band		
Upper	63.7%	36.3%
Upper middle	56.3%	43.7%
Lower middle	48.9%	51.1%
Lower	50.2%	49.8%

Deloitte UK	Median	Mean
	FY23	FY23
Equity partners earnings gap	16.7%	10.9%
Total earnings gap	18.0%	30.7%

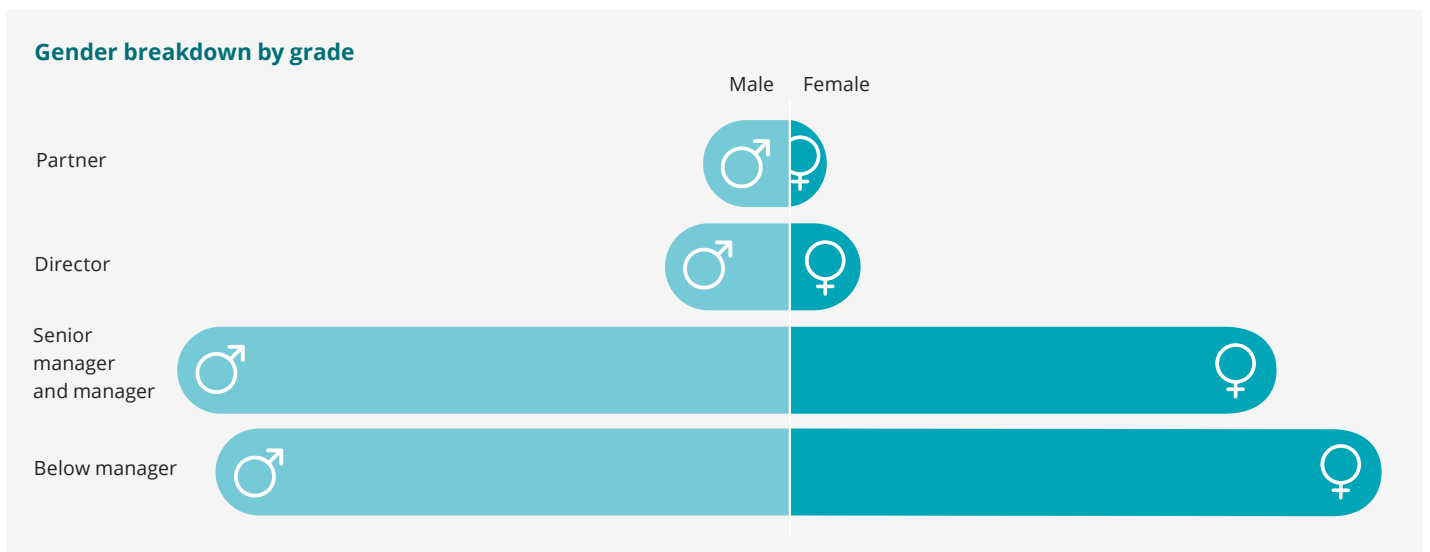
<sup>4</sup> We are required to report our gender pay gap data for each separate legal entity that has at least 250 employees and therefore we have reported data for Deloitte LLP and Deloitte MCS Ltd. Because we believe it is important to consider the picture for all employees, we have also looked at the information required by the regulations for the Deloitte UK firm ("Deloitte UK"), which combines those two entities together with other employees (e.g. those in the Channel Islands) who are managed by Deloitte UK but are not within the scope of the mandated disclosure.

As the statutory gender pay gap methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one median and one mean calculation for the whole firm, including equity partner earnings, which we refer to above as the total earnings gap. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the gender pay gap calculation.

# Understanding the gap

Our gender pay gap exists because women hold fewer senior positions within the firm than men.

As of 5 April 2023, 28% of our partners and 36% of our directors were women (compared with 25% and 34% respectively in April 2022) and women made up 46% of our overall workforce (compared with 44% in April 2022). This shows a positive step at grades that attract the highest levels of remuneration as well as a strengthening pipeline, for example through increasing the number of women at graduate/student entry, who in time will progress to senior roles and therefore continue to reduce the pay gap.



## Key headlines from the April 2023 pay gap data

- Our **median hourly pay gap** has increased by 0.7% to 17.1%, while our mean hourly pay gap has reduced by 1.6% to 15.1%. As outlined above, this is due to the structure and changing demographics of our firm. As we continue to align pay bands for all our people, and improve our gender representation at all grades, the more we will be able to reduce the gender pay gap overall.
- Our **median bonus gap** has increased by 3.6% to 34.7%, and the mean bonus gap by 3.1% to 45.7%. This is due to having more women in junior grades, which attract lower levels of bonus.

In addition, on average women have spent less time in grade at senior levels, resulting in lower bonuses in comparison to their male peers. This will re-balance over time as recently promoted women become more experienced in senior roles.

- Our **total earnings gap**, which takes into account the earnings of our whole firm including equity partners, shows a 3.8% increase in the median total earnings gap bringing it to 18.0%. The mean total earnings gap has decreased by 3.4% to 30.7%.

# Gender balance at Deloitte

Gender balance is an Executive-led priority and integral to our wider diversity and inclusion strategy. While targets help maintain our focus, we know that what's important is ensuring we have the right interventions in place. Our gender balance action plan, first launched in 2014, has been developed through analysis of our career lifecycle from a gender perspective and ongoing listening and consultation with our people at all levels.

## Headline metrics as at 1 June 2023

- Our target is to have 40% female partners by 2030 (with an interim target of 30% by 2025).



**Target**  
**40%**  
female partners  
by 2030

- Following our most recent pay review and promotions, 29% of our partners are women (up from 26% in June 2022).



**Current position**  
**29%**  
female partners

### Gender balance action plan

Our plan is focused on four areas: resourcing, promotion, experience and measurement. It combines targeted interventions with an emphasis on culture and behaviours to foster an environment where all genders can not only succeed and thrive, but truly bring their whole selves to work.

#### Resourcing

- We strive for 50:50 gender-balanced candidate shortlists. In FY23, 48% of experienced hires and 48% of early careers hires were women (up from 44% and 46% respectively in FY22).

#### Promotion

- Inclusion is proactively considered throughout our annual reward process, with a particular focus on gender and ethnicity. In June 2023, 40% of our partner promotions were women (up 5% on June 2022).
- Diverse outcomes are also key to our director promotions and we continue to offer additional support to female candidates. In June 2023, 45% of our 352 director promotions were women (up from 39% in June 2022).

#### Experience

- Earlier this year we collaborated with our Gender Balance Network to design a series of externally facilitated listening sessions. Attended by people from across our business and reflecting a mix of grades and genders, the sessions sought to better understand our people's lived experiences through a gender lens. We gathered

insight both on what's working well, and where there is opportunity for us to do more. The outputs have been integral to us refreshing our gender balance action plan and ensuring we are focused on the areas that matter most to our people.

- We continue to encourage allyship and advocacy through our firmwide Allyship Toolkit and our Better Balance Framework, a guide designed to help individuals understand how to amplify their role as an inclusive leader – helping not only to achieve gender balance, but a more inclusive environment for all our people.

#### Measurement

- Progress against our gender targets and other key metrics are reported to our Executive and shared with all partners on a quarterly basis.
- To ensure accountability for our targets, this year we have added a core objective to partner goals. All partners are expected to demonstrate their contribution and progress towards their business areas' gender and ethnicity targets, against which their performance will be assessed at year-end.



We have been named a  
**Times Top 50  
Employer for  
Gender Equality**  
every year since 2016.

We have been ranked  
**25th** in the  
**2023 UK's Best  
Workplaces  
for Women**

by Great Place to Work, recognising  
our efforts in better supporting  
and empowering  
women through  
our workplace  
culture.



We are signatories of the

- **HM Treasury Women in Finance Charter**
- **Tech Talent Charter**
- **FTSE Women Leaders** and
- **25x25**

openly advocating  
for, and demonstrating  
our progress towards,  
gender balance.



#### Listening to our people – Future Leaders Programme

Our Future Leaders Programme provides tailored support for women and ethnic minorities through their progression and development journey at Deloitte, providing a sustainable and diverse pipeline of talent for senior roles.

Launched in June 2022, the programme welcomed 500 women and ethnic minority colleagues from manager to director level, providing them with a tailored development plan and senior sponsorship. We set out with an ambition for 50% of programme participants to be promoted within two years. In line with this, 24% have been promoted within the first year.

In 2023 we extended the programme to reach over 1,000 women and people from ethnic minority backgrounds.



# At a glance – ethnicity pay gap

## Headline ethnic minority pay figures for Deloitte UK (excluding equity partners)

These tables show our overall median and mean ethnic minority pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2023, and bonuses paid in the year to 5 April 2023.<sup>5</sup> All calculations are based on an ethnicity disclosure rate of 80.1%.

For a detailed explanation of the ethnicity pay gap reporting methodology refer to page 18.

Deloitte UK	Median	Mean
Ethnic minority pay gap	12.6%	15.7%
Ethnic minority bonus pay gap	17.8%	39.8%



Deloitte UK	Non-ethnic minority	Ethnic minority
	FY23	FY23
Proportion of non-ethnic minority and ethnic minority employees in each quartile band		
Upper	73.6%	26.4%
Upper middle	61.0%	39.0%
Lower middle	58.7%	41.3%
Lower	62.7%	37.3%

Deloitte UK	Median	Mean
	FY23	FY23
Equity partners earnings gap	8.3%	10.3%
Total earnings gap	14.2%	41.9%

<sup>5</sup> We believe it is important to consider the picture for all our employees and we have therefore provided our ethnicity pay gap data for the Deloitte UK firm ("Deloitte UK") which covers all employees who are managed by Deloitte UK.

Since the Government Equalities Office (GEO) methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one median and one mean calculation for the whole firm, including equity partner earnings, which we refer to above as the total earnings gap. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the GEO methodology.

# Understanding the gap

We continue to evolve our ethnicity pay gap reporting to reflect our focus on equity and our commitment to transparency. For the third year running we are sharing our pay gap analysis for Black,<sup>6</sup> Asian and other ethnic minority colleagues.

Overall, ethnic minority representation in the firm has increased from 31% in April 2022 to 35% in April 2023 (of those individuals who have disclosed their ethnicity). We have also seen improvements within our senior grades. Following the June 2023 promotions, ethnic minority partner representation has increased from 8.5% to 10.0% and director representation has risen from 15.0% to 16.5%. This shows a positive step at grades that attract the highest levels of remuneration, which in time will reduce the pay gap.

We see similar improvement at the junior and middle management grades, providing a strong pipeline for future leadership. In FY23, 37% of early careers hires were from an ethnic minority background, including 4% of Black heritage.



**37%**

of early careers hires in FY23 were from an ethnic minority background

## Key headlines from the April 2023 pay gap data

- Our **median hourly pay gap** has risen by 8.9% to 12.6%, and our mean hourly pay gap has increased by 3.8% to 15.7%.
- Our **median bonus gap** has reduced by 3.3% to 17.8%, while the mean bonus gap has increased by 4.2% to 39.8%.
- Our **total earnings gap** shows a 3.3% increase in the median total earnings gap, bringing it to 14.2%. The mean total earnings gap has decreased by 0.6% to 41.9%.
- Our pay gaps have been affected by increased ethnic minority representation at all grades this year. As we continue to improve ethnic minority representation over time, the more we will be able to reduce the ethnicity pay gap overall.
- Our disclosure rate continues to rise with 80.1% of our people sharing their ethnicity, up from 78.1% in April 2022. This is due to a continued focus on encouraging our people to share their diversity data.

## Black, Asian and other ethnic minority pay gaps (excluding equity partners)

When compared to non-ethnic minority colleagues, our data shows a widening in our median and mean pay gaps:

- Our median **Black pay gap** has increased by 6.6% to 18.4%; the mean has increased by 2.4% to 21.8%.
- Our median **Asian pay gap** is up by 10.1% to 11.4%; the mean has risen by 4.3% to 14.9%.
- Our median **other ethnic minority pay gap** has increased by 2.8% to 2.0%; the mean has risen by 1.1% to 10.8%.

Although these results may appear disappointing, actions we are taking to create more inclusive promotion processes and provide accelerated development support through our Future Leaders Programme, will contribute to these re-balancing over time as our more diverse pipeline of talent at the lower levels moves up through the firm.

<sup>6</sup> 'Black' includes individuals who identify as 'Black' or 'Mixed Black'.

# Ethnicity at Deloitte

Since 2017, we have had specific targets and actions in place to support our ethnic minority colleagues, with a considerable focus on Black colleagues since 2020. However, we still have significant improvements to make towards achieving our targets, especially for Black representation.

## Headline metrics as at 1 June 2023

- Our targets are to have 12% ethnic minority and 3% Black partners by 2025.



- Following our most recent pay and promotion review, 10% of our partners are from an ethnic minority background and 1% are Black (up from 9% and 0.9% respectively in 2022).



## Ethnicity action plan

### Resourcing

- Our mandatory inclusion training for hiring managers helps us make more inclusive decisions. We continue to review and challenge our recruitment processes, and we are working with business leaders to ensure the short-listing and selection process for panels is inclusive.

### Promotion

- We have made sure that our promotion processes are as inclusive and bias-free as possible. In total, 18% of new partner promotes on 1 June 2023 were from an ethnic minority background (consistent with June 2022). 19% of our 370 director promotes were from an ethnic minority background (up from 15% in June 2022).

### Experience

- We are refreshing our reverse mentoring programme, pairing Black and ethnic minority colleagues with partners and directors (including our CEO and other Executive members). The aim is

to help our leaders better understand the lived experiences of ethnic minority colleagues both in and outside of the workplace, helping to build their inclusive leadership skills.

- Our Ethnicity Council, which acts as a sounding board for our Executive and Inclusion team, continues to play an important role in supporting the work towards our targets.

### Measurement

- Progress against our gender targets and other key metrics are reported to our Executive and shared with all partners on a quarterly basis.
- To ensure accountability for our targets, this year we have added a core objective to partner goals. All partners are expected to demonstrate their contribution and progress towards their business areas' gender and ethnicity targets, against which their performance will be assessed at year-end.

Three years on from launching our Black Action Plan, we have reflected on the steps we have taken, consulted with our Black colleagues and used insights from our Inclusion and Ethnicity Councils and Engage for Change survey to help us understand the impact our actions have made and where we still need to do more.

These insights have shown that while we have made some good progress, particularly around creating space for conversation, we need to do more to materially change our Black colleagues' experience and ensure consistency. To increase our focus and drive momentum across our firm, we have evolved our Black Action Plan into The Deloitte Black Experience.

### The Deloitte Black Experience

We are focused on:

#### Experience:

- Supporting and encouraging our leaders and people to have meaningful conversations about discrimination and racism through our 'Can You Hear Me' sessions. These are focused conversations on the experiences of Black colleagues, with leadership driving the discussion around discrimination and racism.
- Improving the onboarding experience and key moments within the employee lifecycle for Black colleagues.
- Delivering educational sessions on mental, physical and financial health, as insights show these can disproportionately impact those from a Black heritage. Sessions already delivered include those on polycystic ovary syndrome and managing anxiety at work. We have also run a blood donation drive for Sickle Cell disease.

#### Sponsorship:

- Improving access to sponsorship and mentoring opportunities for Black colleagues and providing practical tools to support sponsors. For example, through our Future Leaders Programme.
- 'Ask the Leader' sessions that help Black colleagues better navigate our firm while providing opportunities to network with senior Black role models and learn from their career success.

#### Promotion:

- Monitoring the application of senior promotion criteria, alongside a continued focus on succession planning for our Black talent.
- Using data to identify specific skillsets where we lack Black representation and taking action to improve this. For example, we sponsor **Black Tech Fest**, a virtual three-day festival that celebrates Black culture, showcases innovation and creates pathways for underrepresented talent in the technology space.





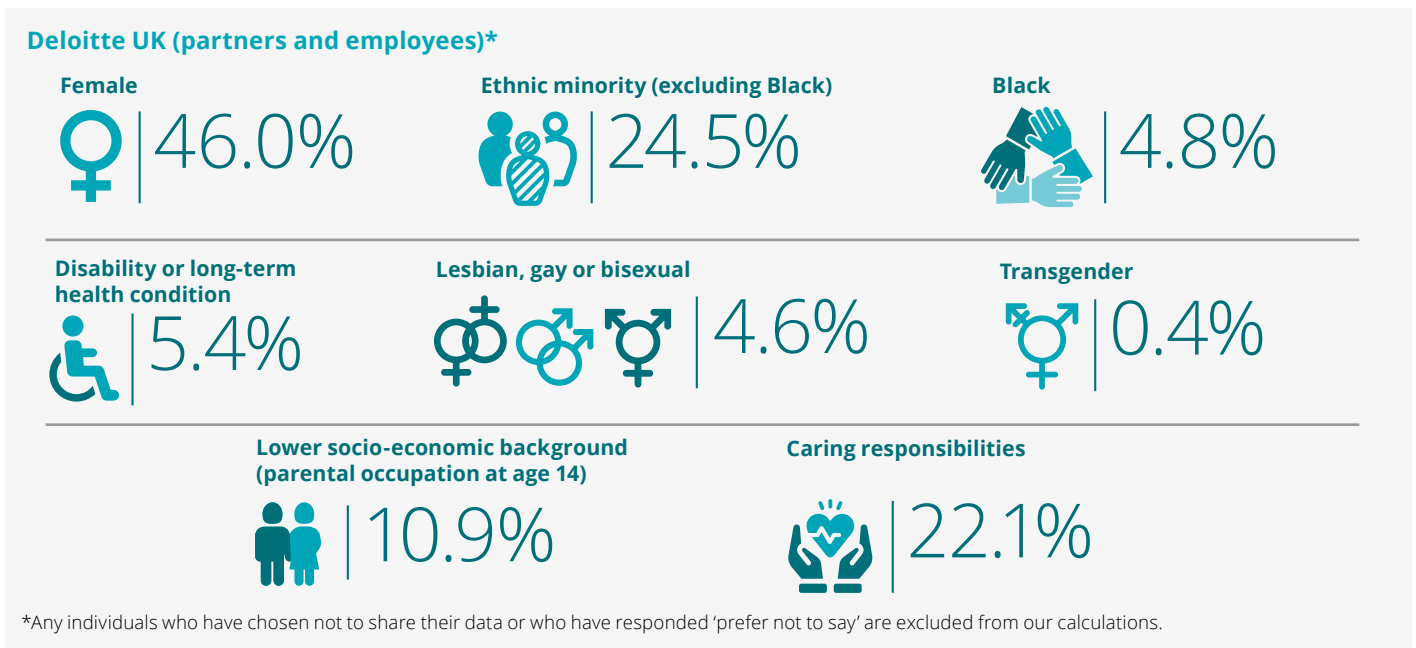
# Demographic representation: building a better picture of diversity at Deloitte

Following our 2022 firmwide campaign to encourage all our people to share their personal characteristics with us, we have continued to see disclosure rates rise incrementally to 70% or above for most diversity questions.

This data helps us better understand the current diversity of our firm and ensures we are building a workforce that is reflective of society. It enables us to make data-driven decisions, supporting equity for all and informing our activities as we continue to build a more open and inclusive environment.

We remain committed to increasing transparency and publishing our representation data where the disclosure rate is at least 66%. This means that in addition to our disability and sexual orientation representation, which we shared for the first time last year, we can now also report representation data for social mobility, transgender and caring responsibilities.

## Headline representation data for Deloitte UK at 31 May 2023



In line with the government voluntary guidance on ethnicity pay gap reporting (published April 2023), we have also included a breakdown of the percentage of partners and employees in different ethnic groups:

Ethnic group	April 2022	April 2023
White	54.0%	52.0%
Asian	17.9%	20.7%
Black	3.9%	4.8%
Other	2.3%	2.6%
Prefer not to say	1.9%	1.8%
Undisclosed	20.0%	18.1%

# Sharing our success: rewarding our people

Our reward strategy focuses on key principles, underpinned by fairness and transparency, ensuring we offer our people a compelling, market-aligned reward proposition.

- **Base pay:** The significant investment made to our 2022 pay bands meant we maintained our competitive market position in 2023, allowing us to focus our budget on moving people within their pay band so they are closer to the market rate in line with experience.
- **Variable pay:** In 2023 we implemented our on-target bonus plan for the majority of the firm, providing our people with a clear framework on how the firm's success, as well as personal

contribution, directly links to the bonus they receive. In 2023, due to strong business performance, we delivered a top-up to the on-target bonus pool, which was distributed in a clear and transparent way among our people.

- **Recognition:** Our Values Heroes recognition scheme continues to support leaders in recognising extra discretionary effort in the moment, in line with our shared values. Last year we awarded £1.7m across nearly 30,000 awards.



## Benefits

- **Private Medical Insurance:** From 1 January 2023 all our people are offered single cover company-funded private medical insurance, with the option to include family members at heavily discounted rates to the external market.
- **Group Income Protection:** From 1 June 2023 we extended our group income protection benefit to all our people regardless of grade or tenure.
- **Pension:** We offer flexibility within our pension scheme to exchange a 4.5% contribution from the firm for a cash payment delivered through payroll, allowing employees to take additional cash when they need it most.
- **Flexible benefits:** In November 2023 we will implement a market leading digital approach to flexible benefits, which will further enhance transparency and understanding of the full reward package for our people.
- **Agile working:** A significant part of our employee value proposition is the trust we place in our people to work how, when and where is best for them, their teams and our clients. Hybrid working is now business as usual for us and is complemented by a variety of informal and formal agile working options. In 2022 we also introduced our Overseas Remote Working Policy, which allows our people to work abroad for up to 20 days a year (where they have the right to work). In the past 12 months we have received 6,775 applications, highlighting how important this policy is to our people.

## Cost of living



We continue to be aware of the external economic factors affecting our people, and wider society, and seek to provide support to cope with these pressures.

- We closely monitor the external salary market, making adjustments to our internal pay bands to reflect market movement and pay growth.
- We continue to offer our people wellbeing support through campaigns, the use of webinars and a cost-of-living support hub, which provides resources to help navigate economic challenges.
- Our people have 24/7 access to a dedicated advice line that provides support on a wide range of wellbeing and financial concerns.

## Living Wage and lower paid employees



Deloitte is a Living Wage employer and accredited by the **Living Wage Foundation**, meaning all our people, including apprentices, are paid above the Real Living Wage.

# Inclusion

## Equity of opportunity, inclusion and diversity

One of our five shared values is to 'foster inclusion'. Deloitte is an equal opportunities employer, so we are committed to ensuring all our people receive fair and equitable treatment. This applies regardless of gender and gender reassignment, marital status, part-time status, sexual orientation, colour, race, nationality, national or ethnic origin, religion or creed, disability, responsibility for dependants, socio-economic or educational background, age or membership or non-membership of a trade union or political affiliation.

In addition to gender and ethnicity, our inclusion strategy also focuses on disability and neurodiversity, LGBTQ+ and social mobility. Key actions and progress over the last 12 months include:



### Disability and neurodiversity

- We are proud to have achieved Level 2 status within the Government's Disability Confident scheme. This recognises those employers that are taking holistic action to improve how they recruit, retain and develop people with a disability, long-term health condition and/or neurodivergent condition.

- We recognise that good accessibility benefits everyone, but especially those with a disability, long-term health condition, or neurodivergence. To better understand the current accessibility of our physical environment, digital systems and communications, we commissioned the Business Disability Forum to conduct a detailed audit and hold focus groups with our people to gain insights into their lived experience. We are now working with teams from across our business to take forward the recommendations.
- To continue to build our people's awareness and confidence of disability inclusion, we have engaged with our Workability and Neurodiversity Networks to develop new firmwide digital resources. These include tools to increase confidence when talking about disability and help our People Leaders to better support neurodivergent colleagues at all levels across our firm.

### LGBTQ+

- This summer, we marked Pride in more UK locations than ever before – we supported around 14 UK regional Pride events, starting in Birmingham at the end of May and ending in Reading in early September.



- **Events were attended by hundreds of our people including members of our Executive.** We also saw our Proud Network coming together with our Workability, Neurodiversity and Multicultural Networks for virtual Pride events.
- We have worked closely with our transgender colleagues to better understand their lived experiences to inform our policies and recognise how we can improve as a firm, for example the inclusion of gender dysphoria treatment in our Private Medical Insurance cover.
- In 2022 we partnered with Antonia Forster, creator of the Tribeca award-winning and world's first **LGBTQ+ VR museum**. Across all regions, over 650 people attended this interactive exhibition, including our clients, colleagues, universities and society partners.



**Social mobility**

• Over the past year, more than 100 A-level students from lower socio-economic backgrounds participated in our **ASPIRE work experience programme**, and we have supported over 1,000 individuals through this initiative since its inception. We provide employability workshops and

our **Career Shapers insight programme** is open to anyone in Year 10, 11 or 12, providing a structured learning environment for school students to develop their personal skills and knowledge of our profession.

- Our BrightStart apprenticeship programme offers a true alternative to university, without compromising on career trajectory. It allows individuals to get paid to learn and progress, gain real-world experience and make a unique impact from day one. They can gain degree-level and professional qualifications and build a career at Deloitte. In 2023 we saw the first **BrightStart apprentice promoted to partner.**

- As part of our **5 Million Futures** social impact programme, we are focused on supporting strong and sustainable school leadership to help leaders provide the best learning outcomes for their pupils. We have partnerships with **Teach First**, Governors for Schools, Chapter One Online Reading, The Access Project and Action Tutoring. We also support 35 schools across the UK with employability and life skills sessions.
- In July 2023, our first work insight week for Year 10 students in Birmingham and Manchester, offered a chance to take a peek into the world of work before making the leap into our firmwide programmes. Working with our people, they presented their ideas on what they felt great work experience would look like. We also support social enterprise **upReach**. A total of 49 upReach associates accepted offers to join our 2023 Spring into Deloitte first-year undergraduate programme, our Summer Vacation Scheme and our graduate programmes.



**Listening to our people – building an inclusive future of work**

Our diversity networks are an integral part of the fabric of Deloitte. As part of our Inclusion Council, which is chaired by our Managing Partner for People & Purpose, they play an active role in helping us shape an inclusive future of work, where no one gets left behind.

This year, the Inclusion Council has informed changes to our family-friendly policies and helped us shape additional guidance for our people and leaders on inclusive hybrid working.



**Understanding and acting on what matters most to our people**

At Deloitte, our people are integral to our success. They make us who we are. This is why we have introduced Engage for Change, a biannual people experience survey, to help us understand and act on what our people have to say about their experience of working here. Every new joiner and every leaver has the opportunity to share their feedback too.

This feedback is heard by all levels of our leadership, from People Leaders through to our most senior Executives and Board members.

We also hold regular ‘Ask the CEO’ and Executive-led townhall sessions, where no question is off the table. This not only increases transparency and trust but lets us know what is most important to our people. Our Executive also meets regularly with our 12 **diversity networks** to ensure our under-represented groups have a strong voice.

Listening to our people through these various channels has helped shape significant improvements in our people experience over the past year, including improved people policies and more practical guidance on healthy and inclusive hybrid working for all colleagues.



### Inclusion charity partnerships

In support of our ambition to improve **5 Million Futures** globally by 2030, we focus on initiatives and solutions that draw on our people's skills to build better futures across the UK. We empower our professionals to use their capabilities and experience to help people in three areas: skills, education and employability.

We have relationships with four national inclusion partners that align to our inclusion priorities:

- **Blueprint for All** believes that race, ethnicity or background should not limit what someone can achieve in life. As part of The Deloitte Black Experience and with a focus on equality of opportunity, we are, for the third year running, continuing to provide 40 students with bursaries to support them at university. We have also helped to develop and build a **digital career development hub** for young people from diverse ethnic backgrounds.
- **Just Like Us** is the LGBTQ+ young people's charity. They develop materials to help teachers deliver inclusive education, as well as train and empower 18 to 25-year-old 'ambassadors' to share their stories in schools. In addition to partnering with the charity to promote LGBTQ+ education and inclusion in schools, we sponsored their **Positive Futures report**, published earlier this year, which shines a light on the current, disproportionate issues facing LGBTQ+ young adults.

- **Scope's** vision is to achieve a society where all disabled people enjoy equality and fairness. Last year, our firm supported their mission by helping to develop and implement a new 10-year strategy. Additionally, we provided recommendations to grow and improve their jobs board for disabled people looking to enter the workforce.
- **Young Women's Trust** is the newest of our inclusion partners, with our relationship launching on International Women's Day 2023. So far we have supported the creation of a new peer and professional network service for young women in low-paid jobs or unemployment.

Read more in our **Annual Review** about how our diversity networks and inclusion charity partners are working together.



# Wellbeing



The wellbeing of our people continues to be a priority, reflecting our shared value of 'taking care of each other'. Our focus has been on:

- Establishing a Wellbeing Council, which brings together senior stakeholders from across our firm to consider 'Healthy Work' and how we embed this into our culture.
- Continuing to embed our **Ways of Working framework** to enable conversations with leaders about what matters most to our people, how best they like to work, and how we are most effective as a team. The framework helps us collaborate more effectively with each other and our clients, and plans are under way to further develop this tool to support healthy hybrid working.
- Developing our digital tools and offerings, which enable our people to manage their own wellbeing. We are in the process of redesigning our My Wellbeing intranet platform, based on our people's feedback. This will enhance access to tools, resources and activities and provide more relevant content based on our people's needs.
- Enhancing our free **Headspace** benefit, offering our people two free memberships for them to share with family and friends.
- Continuing to work with our 75 Mental Health Champions, ensuring that they have the relevant skills and can signpost our people to the right support. We also continue to grow and develop our People Leaders, through the wellbeing curriculum on our learning platform.
- Launching our new Wellness Advisory Team, who not only support people returning to work after a period of absence, but also provide support to those needing a workplace adjustment or requiring a referral into Occupational Health.
- Our ongoing commitment to raising awareness of mental health. For example, to celebrate Mental Health Awareness Week in May 2023 we had a full week of events that featured inspirational speaker Dame Kelly Holmes, webinars hosted by clinical psychologists, and senior leaders from across the firm talking about their own personal journey with mental health.



## Listening to our people - wellbeing support

In January 2023 we made Private Medical Insurance a core benefit, meaning that the cost of single cover is funded by the firm for all employees who choose to opt in. Inclusion was at the heart of this decision, and as a result we also extended the cover to include a menopause plan, gender dysphoria and assisted fertility treatment.

We launched our new menopause policy, guidelines and support, recognising that everyone will be impacted by menopause at some point, whether personally or indirectly through a family member, friend or colleague. We are a member of **Menopause in the Workplace**.

# Looking ahead

We continue to make progress in building an inclusive culture and ensuring equity of opportunity and experience for all, but we know we need to do more. We have taken what we have heard through our engagement with our people and our diversity networks to help inform our priorities for the year ahead. These include:

- A laser focus on actions to achieve our gender, ethnicity and Black targets, in particular, continued improvement of The Black Experience at Deloitte.
- Continuing to support the development and progression of women and ethnic minority colleagues through our Future Leaders Programme.
- Enhancing disability and LGBTQ+ inclusion.
- Identifying actions to improve the experience of colleagues from lower socio-economic backgrounds.

- Revitalising support for our diverse employee networks.

We will continue to use data to inform our future activities and work with our Inclusion, Ethnicity and Wellbeing Councils to support all our people to thrive.



# Scope and verification statement

This report covers progress against the Deloitte UK inclusion agenda and actions taken to reward and recognise our people during the period 1 June 2022 to 31 May 2023. The gender and ethnicity pay and bonus gap data is taken from the snapshot date of 5 April 2023. We have reported our gender pay gap since 2015 (mandatory since 2017) and our ethnicity pay gap since 2017. We have broken down our ethnic minority figures, to share pay gap analysis at a Black, Asian and other ethnic minority level, as well as our CEO-to-employee pay ratio.

As a result of a focus on encouraging our people to share their diversity information, we have been able to include additional disclosures this year, sharing headline representation data for disability, sexual orientation, transgender, social mobility and caring responsibilities in our firm. Additional to our disclosures on pay gaps, ratios and representation, this report includes details of how we shared our success with our people, how we recognise the contributions they make and how we support their wellbeing.

The 2023 figures for the following disclosures have been reviewed by the Deloitte ESG Advisory Team: mandatory gender pay gap, voluntary ethnicity pay gap, voluntary equity partner pay gap, voluntary total earnings pay gaps for both gender and ethnicity, and information on the CEO pay ratio.

# Appendices

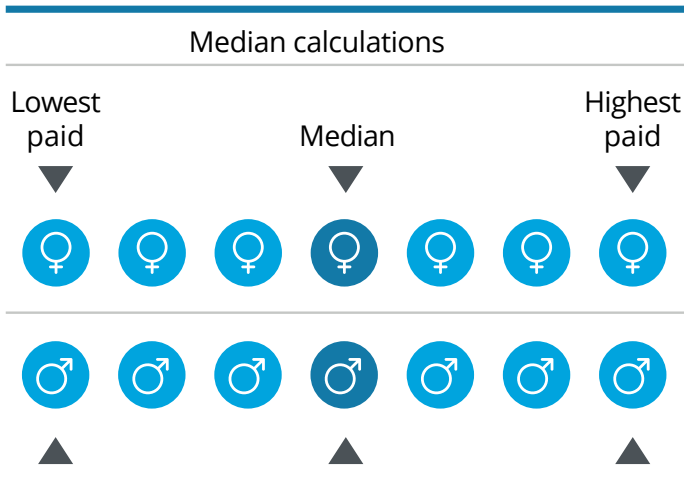
## Gender pay gap reporting explained

The gender pay gap shows the difference in the hourly rate of pay between the median man and the median woman in an organisation, expressed as a percentage of the median man's earnings. A gender pay gap can be driven by a number of factors, including a lack of women in senior positions.

It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act 2010.

Organisations must follow the calculation methodology set out by the GEO to report their median and mean gender pay gap, bonus gap and distribution across pay quartiles.

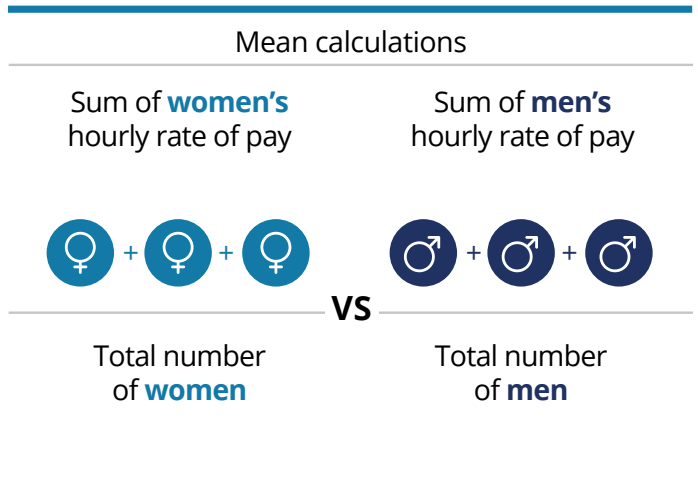
### Distinguishing between median and mean



The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.

We have chosen to use the same calculation methodology for our ethnicity pay gap reporting. However, unlike gender, our ethnicity disclosure rate is not at 100% (as of April 2023 it was 80.1%), so any individuals with undisclosed ethnicities (around a fifth of our firm) are excluded from our calculations.

The same methodology is applied in this report to show the difference between Black, Asian and other ethnic minority individuals and all non-ethnic minority individuals.<sup>7</sup>



The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

<sup>7</sup> We recognise that the government voluntary guidance on ethnicity pay gap reporting (published April 2023) recommends reporting 'Mixed' ethnicities separately from White, Black, Asian and other ethnic minorities. Since we began reporting our ethnicity pay gap in 2017, we have included 'Mixed' ethnicities within the above groupings as appropriate, e.g. 'Black' includes individuals who identify as 'Mixed Black', and this aligns with how we treat our data internally. We will continue to monitor government guidance, but for the time being we are deviating from it to ensure consistency with our established approach to reporting.

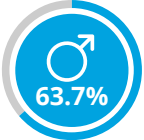
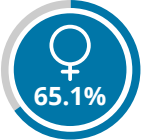



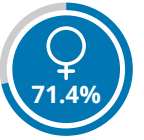
# Gender pay gap Statutory disclosures

Data as at 5 April 2023

Deloitte UK has two legal entities with at least 250 employees: MSC Limited (for employees of our Consulting business) and Deloitte LLP (for employees of our Audit & Assurance, Financial Advisory, Risk Advisory, Tax & Legal and Enabling Functions businesses). Under the regulations we are required to report our gender pay gap data for each of these entities, as set out below.

Deloitte UK is made up of Deloitte LLP, Deloitte MCS Ltd, DTRAB Ltd, Deloitte Guernsey Ltd, Deloitte Isle of Man Ltd and Deloitte Jersey Ltd. Deloitte LLP and Deloitte MCS Ltd are the only UK entities that meet the criteria for mandatory reporting under the Equality Act 2010.

Deloitte LLP	Median	Mean
	FY23	FY23
Gender pay gap	13.0%	14.6%
Gender bonus pay gap	37.8%	47.2%
Proportion of males and females receiving a bonus payment		

Deloitte MCS	Median	Mean
	FY23	FY23
Gender pay gap	13.4%	15.5%
Gender bonus pay gap	24.7%	45.6%
Proportion of males and females receiving a bonus payment		

Proportion of males and females in each quartile band		
	Male	Female
	FY23	FY23
Upper	60.5%	39.5%
Upper middle	53.4%	46.6%
Lower middle	46.7%	53.3%
Lower	49.9%	50.1%

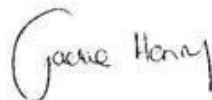
Proportion of males and females in each quartile band		
	Male	Female
	FY23	FY23
Upper	69.3%	30.7%
Upper middle	62.0%	38.0%
Lower middle	54.6%	45.4%
Lower	49.3%	50.7%

## Declaration

We confirm that Deloitte's gender pay gap calculations are accurate and meet the requirements of the regulations.



**Stephen Griggs**  
UK Managing Partner, Deloitte UK



**Jackie Henry**  
UK Managing Partner People & Purpose

# Gender pay gap

## Year-on-year comparisons

Data as at 5 April 2023

Deloitte UK	Median		Mean	
	FY22	FY23	FY22	FY23
Gender pay gap	16.4%	17.1%	16.7%	15.1%
Gender bonus pay gap	31.1%	34.7%	42.6%	45.7%

Deloitte UK	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females receiving a bonus payment	73.8%	67.7%	73.9%	67.0%

Deloitte UK	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females in each quartile band				
Upper	65.4%	63.7%	34.6%	36.3%
Upper middle	57.0%	56.3%	43.0%	43.7%
Lower middle	50.5%	48.9%	49.5%	51.1%
Lower	51.9%	50.2%	48.1%	49.8%

Deloitte UK	Median		Mean	
	FY22	FY23	FY22	FY23
Equity partners earnings gap	15.4%	16.7%	12.4%	10.9%
Total earnings gap	14.2%	18.0%	34.1%	30.7%

# Gender pay gap

## Year-on-year comparisons

Data as at 5 April 2023

Deloitte LLP	Median		Mean	
	FY22	FY23	FY22	FY23
Gender pay gap	13.0%	13.0%	15.9%	14.6%
Gender bonus pay gap	33.3%	37.8%	42.7%	47.2%

Deloitte LLP	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females receiving a bonus payment	75.6%	63.7%	76.6%	65.1%

Deloitte LLP	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females in each quartile band				
Upper	62.0%	60.5%	38.0%	39.5%
Upper middle	54.4%	53.4%	45.6%	46.6%
Lower middle	47.7%	46.7%	52.3%	53.3%
Lower	51.5%	49.9%	48.5%	50.1%

Deloitte MCS	Median		Mean	
	FY22	FY23	FY22	FY23
Gender pay gap	14.8%	13.4%	17.3%	15.5%
Gender bonus pay gap	23.1%	24.7%	41.1%	45.6%

Deloitte MCS	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females receiving a bonus payment	70.3%	76.0%	65.9%	71.4%

Deloitte MCS	Male		Female	
	FY22	FY23	FY22	FY23
Proportion of males and females in each quartile band				
Upper	71.6%	69.3%	28.4%	30.7%
Upper middle	62.2%	62.0%	37.8%	38.0%
Lower middle	57.8%	54.6%	42.2%	45.4%
Lower	50.5%	49.3%	49.5%	50.7%

# Ethnicity pay gap

## Year-on-year comparisons and breakdown by grade and region

Data as at 5 April 2023

	Median		Mean	
	FY22	FY23	FY22	FY23
Ethnicity pay gap	3.7%	12.6%	11.9%	15.7%
Ethnicity bonus pay gap	21.1%	17.8%	35.6%	39.8%

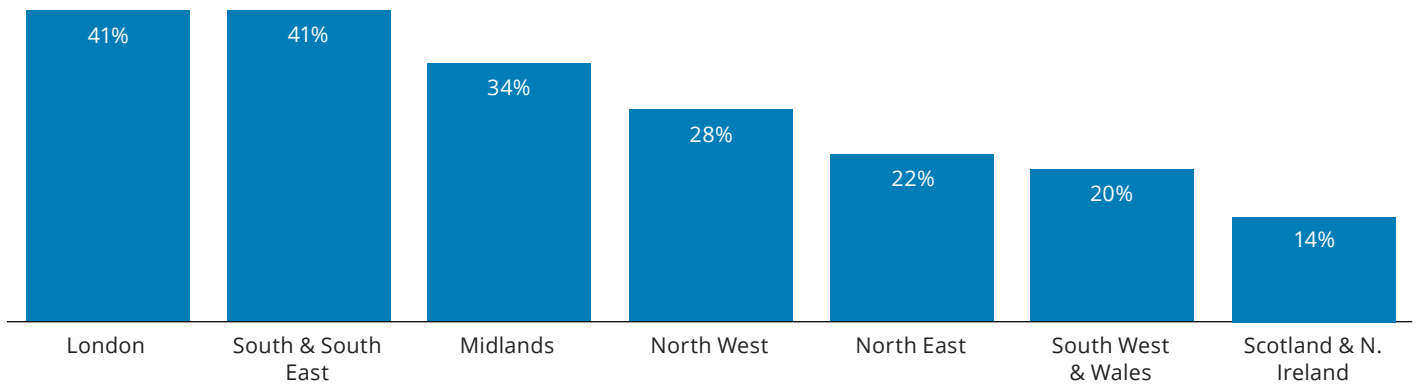
	Non-ethnic minority		Ethnic minority	
	FY22	FY23	FY22	FY23
Proportion of non-ethnic minority and ethnic minority employees receiving a bonus payment	83.3%	75.1%	66.8%	57.6%

Proportion of non-ethnic minority and ethnic minority employees in each quartile band

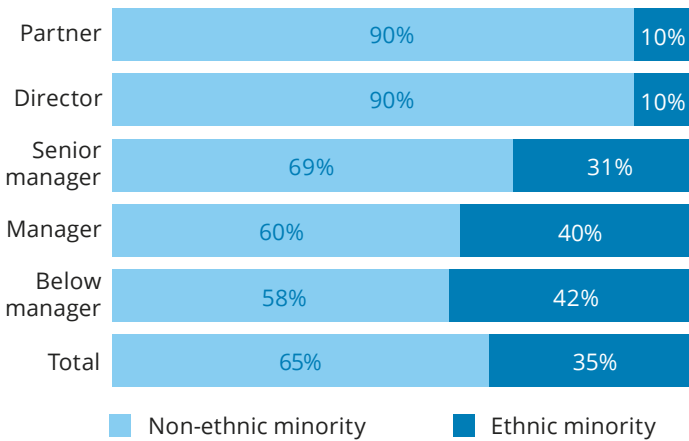
	Non-ethnic minority		Ethnic minority	
	FY22	FY23	FY22	FY23
Upper	75.1%	73.6%	24.9%	26.4%
Upper middle	63.4%	61.0%	36.6%	39.0%
Lower middle	63.7%	58.7%	36.3%	41.3%
Lower	70.8%	62.7%	29.2%	37.3%

	Median		Mean	
	FY22	FY23	FY22	FY23
Equity partners earnings gap	15.4%	8.3%	6.9%	10.3%
Total earnings gap	10.9%	14.2%	42.5%	41.9%
	FY22		FY23	
Disclosure rate	78.1%		80.1%	

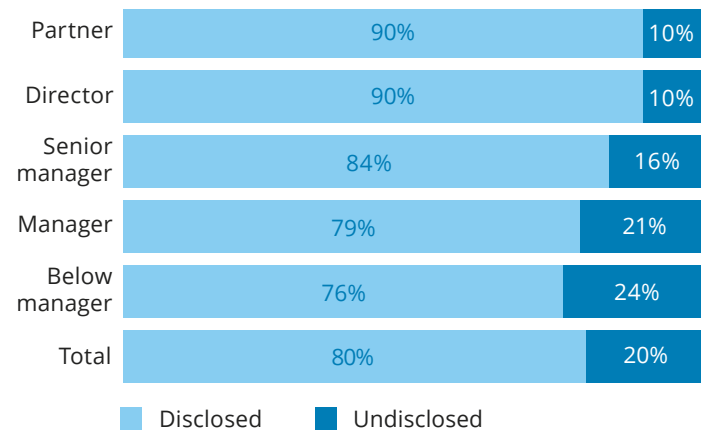
## Ethnic minority representation within Deloitte by region



## Ethnicity breakdown by grade



## Disclosure rate by grade



**Note**

Ethnicity pay gap calculations are based on the population who have voluntarily disclosed their ethnicity. Our current disclosure rate stands at 80.1%.

# Black pay gap

## Year-on-year comparisons

Data as at 5 April 2023

	Median		Mean	
	FY22	FY23	FY22	FY23
Black pay gap	11.8%	18.4%	19.4%	21.8%
Black bonus pay gap	36.8%	30.0%	47.1%	51.4%

	Non-ethnic minority		Black	
	FY22	FY23	FY22	FY23
Proportion of non-ethnic minority and Black employees receiving a bonus payment	83.3%	75.1%	63.3%	52.2%

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band<sup>8</sup>

	Non-ethnic minority		Black		Asian		Other ethnic minority	
	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23
Upper	75.1%	73.6%	3.3%	3.5%	20.5%	21.1%	3.0%	3.5%
Upper middle	63.4%	61.0%	7.8%	8.9%	30.3%	32.7%	5.5%	5.9%
Lower middle	63.7%	58.7%	11.3%	14.5%	27.8%	31.9%	5.3%	5.7%
Lower	70.8%	62.7%	5.8%	8.1%	24.1%	31.5%	3.0%	4.5%

	Median		Mean	
	FY22	FY23	FY22	FY23
Equity partners earnings gap	38.5%	25.0%	37.2%	27.4%
Total earnings gap	17.5%	20.2%	52.0%	49.7%
	FY22		FY23	
Disclosure rate	78.1%		80.1%	

<sup>8</sup> This is a summary table showing the proportion of employees in each quartile band by ethnicity group, brought together for ease of reference. The quartile calculations are based on each individual ethnic group vs non-ethnic minority, and therefore the Black, Asian and other ethnic minority figures combined do not equate to the ethnic minority quartiles as shown on page 22.



# Asian pay gap

## Year-on-year comparisons

Data as at 5 April 2023

	Median		Mean	
	FY22	FY23	FY22	FY23
Asian pay gap	1.3%	11.4%	10.6%	14.9%
Asian bonus pay gap	21.1%	16.5%	36.0%	39.6%

	Non-ethnic minority		Asian	
	FY22	FY23	FY22	FY23
Proportion of non-ethnic minority and Asian employees receiving a bonus payment	83.3%	75.1%	67.1%	58.5%

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band<sup>8</sup>

	Non-ethnic minority		Black		Asian		Other ethnic minority	
	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23
Upper	75.1%	73.6%	3.3%	3.5%	20.5%	21.1%	3.0%	3.5%
Upper middle	63.4%	61.0%	7.8%	8.9%	30.3%	32.7%	5.5%	5.9%
Lower middle	63.7%	58.7%	11.3%	14.5%	27.8%	31.9%	5.3%	5.7%
Lower	70.8%	62.7%	5.8%	8.1%	24.1%	31.5%	3.0%	4.5%

	Median		Mean	
	FY22	FY23	FY22	FY23
Equity partners earnings gap	0.0%	8.3%	1.5%	7.8%
Total earnings gap	9.2%	12.7%	40.6%	40.3%
	FY22		FY23	
Disclosure rate	78.1%		80.1%	

# Other ethnic minority pay gap

## Year-on-year comparisons

Data as at 5 April 2023

	Median		Mean	
	FY22	FY23	FY22	FY23
Other ethnic minority pay gap	-0.8%	2.0%	9.7%	10.8%
Other ethnic minority bonus pay gap	15.8%	11.1%	14.2%	23.4%

	Non-ethnic minority		Other ethnic minority	
	FY22	FY23	FY22	FY23
Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees receiving a bonus payment	83.3%	75.1%	70.1%	61.1%

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band<sup>8</sup>

	Non-ethnic minority		Black		Asian		Other ethnic minority	
	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23
Upper	75.1%	73.6%	3.3%	3.5%	20.5%	21.1%	3.0%	3.5%
Upper middle	63.4%	61.0%	7.8%	8.9%	30.3%	32.7%	5.5%	5.9%
Lower middle	63.7%	58.7%	11.3%	14.5%	27.8%	31.9%	5.3%	5.7%
Lower	70.8%	62.7%	5.8%	8.1%	24.1%	31.5%	3.0%	4.5%

	Median		Mean	
	FY22	FY23	FY22	FY23
Equity partners earnings gap	38.5%	25.0%	35.3%	25.4%
Total earnings gap	6.4%	3.9%	40.9%	39.7%
	FY22		FY23	
Disclosure rate	78.1%		80.1%	

# Additional pay disclosures

## CEO-to-employee pay ratio

As part of our commitment to pay transparency we are voluntarily publishing details of our CEO pay ratio, although as a partnership we are not covered by the pay ratio regulations.

The CEO pay ratio shows a comparison of pay between the CEO of both Deloitte UK and Deloitte North and South Europe (NSE)<sup>9</sup> and Deloitte's UK employees.

The ratio compares the total remuneration of the CEO to the total remuneration of the median UK employee, and those who sit at the 25th and 75th percentiles by total earnings.<sup>10</sup>

Year	25th percentile pay ratio	Median pay ratio	75th percentile pay ratio
2023	100:1	61:1	39:1
2022	98:1	62:1	40:1

The median and quartile figures above have been determined based on the population used to calculate our gender pay gap, including all of our partners.

<sup>9</sup> Richard Houston is Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE. Deloitte UK has more than 27,000 people and £5.6bn revenue (FY23). Revenues of Deloitte NSE approximated £7.7bn in 2022.

<sup>10</sup> In line with the pay ratio regulations, the employee total remuneration figures include salary, taxable benefits, annual or other incentive plans and pension benefits. Our CEO, as a partner in the firm, does not receive either a salary or a bonus so, instead, we have included equity partner earnings for the year based on our distributable operating profit, which excludes distributable capital profits. His earnings for the current year are £4.1m. More detail on our equity partner appraisal and pay can be found in our **Financial Statements**.



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