Executive Summary
Our vision

Change isn’t just coming, it’s here.

At Deloitte, we are proud of our long-standing commitment to fostering a workplace where our people can connect, belong, and grow. Over the past three decades, Deloitte has helped shape corporate America’s diversity and inclusion landscape, starting in the 1990s when we became one of the first professional services organizations to establish women’s advancement and diversity initiatives.

Over the years, we deepened our understanding of the evolving societal issues and broadened our focus to further our commitment to our people and our communities. From our advocacy for LGBTQIA+ marriage equality to the launch of veteran employment initiatives to the expansion of our workforce well-being program, we have tried to anticipate, respond to, and nurture positive and necessary change. This past, unprecedented year—marked by heightened social injustice and a global health crisis—placed the deeply entrenched racial inequities in our society front and center. It became clear that we needed to significantly shift and accelerate our strategy to honor our commitment.

This inaugural Diversity, Equity, and Inclusion (DEI) Transparency Report is an important first step in our process. This report takes a critical look at the current state, both from a quantitative and qualitative perspective, and sets goals for what we want the future to be. Having this comprehensive understanding of our current state—both what we are doing well and where we need to improve—will better equip us to identify and address the needs of our people and our communities. The insights and findings in this report help indicate where we must focus to drive meaningful progress. It is our call to action—to act on opportunities for growth, assess systemic challenges at hand, and create strategies and solutions to overcome them.

Meaningful change will take effort and dedication from us all. It will not happen overnight, but we are committed to both immediate and long-term action toward an even more diverse, inclusive, and equitable workplace for everyone at Deloitte.

Joe Ucuzoglu
Chief Executive Officer
Deloitte US

Janet Foutty
Executive Chair of the Board
Deloitte US

Kavitha Prabhakar
Chief Diversity, Equity, and Inclusion Officer
Deloitte US

What you should know

This is a first for us

In this report, we’re sharing more representation data than we ever have before. This includes detailed views of leadership, overall representation, recruitment, promotions,* and retention.

This is about our people

Data cannot, and will not, be the only basis for determining our course of action. Behind each number, there’s a unique human experience that we all can learn from.

This is just the beginning

This report is our call to action and our commitment to change, but it doesn’t have all the answers. We’re continuing our journey, but we still have far to go together.

*Partner and Principal admissions and Managing Director promotions are included in overall promotions.
Our strategy

Organizing around our core values.

As an organization powered by our people, we continue to strive toward more equitable and rewarding talent experiences for our professionals.

Over the years, we’ve overcome obstacles, bridged gaps, and aligned to new ways of thinking. As the momentous events of 2020 continue to shape how we live and work—and the depth and breadth of systemic inequalities are laid bare—we are again evolving our strategy.

While our mission of delivering a world-class talent experience remains the same, we are adding equity to the diversity and inclusion approach. Equity is a critical lens through which we will examine our existing systems, processes, and policies to continue to enhance opportunities to achieve success. With this focus, we aim to improve the talent experience for our professionals.

Throughout this report, you’ll see this shift in strategy reflected. While we’ll continue to focus on areas that have been—and continue to be—important to our people, such as well-being and inclusion, we are reorganizing our efforts across four priority areas to enact even greater change and deliver lasting impact.

Diversity and Equity
Continued focus on creating a meaningful talent experience for all professionals, striving for a diverse, representative workforce, and promoting processes that provide even more opportunities for all our professionals.

Inclusion and Belonging
Strengthening our inclusive culture to empower people to be their authentic selves, feel like they belong, have courageous conversations respectfully, and develop genuine relationships.

Workforce Well-being
Integrate well-being into our work at the organizational, team, and individual levels.

External Impact
Make an impact that matters in our communities by promoting inclusive economic prosperity, addressing gaps in education, and increasing access to employment opportunities.

What we’re sharing with you

Being a data-driven enterprise means conducting a comprehensive analysis of our current state. A review of our representation data provides a starting point to identify what’s working well and where there’s more work to do.

In the report, we represent data by race, ethnicity, and gender. Here we outline the key data points that we’ve included in the full report:

Workforce Representation
Total Workforce, By Level, Job Role, Generation, Updated Self-ID Options

Leadership Representation
Board, Executive Committee, Client Service, Local Managing Partners, Total PPMD* Representation, PPMD Promotes

Talent Survey
Total Workforce

Recruitment
Total Workforce, Campus, Experienced Hires

Promotions**
Total Workforce, By Level

Retention
Total Workforce

A note on our data:
- Metrics are rounded to the nearest tenth (thus, some totals may not add to 100%)
- Workforce representation, leadership representation, and advancement data are from our current fiscal year (FY2021) and are as of November 2020
- Talent Survey results, recruitment, and retention data are as of FY2020

*Partner, Principal, and Managing Director (PPMD)
**Partner and Principal admissions and Managing Director promotions are included in overall promotions.
Our representation

Looking at our workforce composition.

Overall Deloitte FY2021 US Workforce Representation (Deloitte US workforce: 65,316 professionals)

Deloitte FY2021 US Workforce Current PPMD Representation

What our people shared

Beginning in October 2020, professionals were given additional dimensions to identify with, including the following options related to sexual orientation and gender. As of November 2020, 94% of US professionals have viewed their personal information in our talent portal. 30% of our professionals updated their personal information, including the original and expanded self-identification options. Here's what our people shared:

<table>
<thead>
<tr>
<th>Disability</th>
<th>Veteran status</th>
<th>Sexual orientation</th>
<th>Expanded gender options</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.8% Professionals with disabilities</td>
<td>2.7% Professionals with veteran status</td>
<td>5.6% LGBTQIA+ professionals</td>
<td>1.0% Non-binary professionals</td>
</tr>
</tbody>
</table>

Original self-ID options (percentages calculated out of total US workforce population)

Additional self-ID options (percentages calculated out of total US respondents)
Our goals

Holding ourselves accountable.

A thorough evaluation of our data indicates that we need to continue to increase racial, ethnic, and gender diversity and do so in a thoughtful way.

Through conversations with leadership, a review of the data presented in this report, and extensive analyses, we have developed specific goals that will help guide our organization on this journey. By aligning around these goals, our professionals, leaders, and stakeholders can help us achieve and exceed them.

We commit to the following goals for the Deloitte US workforce:

**US workforce goals**

Increase the number of Black and Hispanic/Latinx professionals in our US workforce by 50%; this is an input to our goal of increasing the overall racial and ethnic diversity of our US workforce to 48% by 2025.

Increase US workforce female representation to 45% by 2025.

**US PPMD goals**

Increase the representation of racially and ethnically diverse US Partners, Principals, and Managing Directors (PPMDs) to 25% by 2025.

Increase the number of female US PPMDs by 25% by 2025.

What else we’re committing to

Fostering a culture where everyone belongs and can thrive requires more than commitment to diversity and equity.

- Inclusion is an inherent part of our purpose, our leadership, and our approach to serving clients.
- We have long believed that the well-being of our people is the well-being of Deloitte.
- Externally, we have a responsibility to positively impact the communities in which we live and work.

In these areas, we commit to the following goals for the Deloitte US workforce:

**INCLUSION AND BELONGING**
- Address inconsistencies in the talent experience so that Black, Hispanic/Latinx, non-binary, and LGBTQIA+ professionals feel they can be their authentic selves in the workplace at a rate consistent with the overall workforce population
- Develop an understanding of fundamental anti-racism concepts, and cultivate allyship by providing anti-racism education across all levels

**WORKFORCE WELL-BEING**
- Expand and evolve our mental health programs and resources that help address the needs of our various populations

**EXTERNAL IMPACT**
- Increase the amount of addressable spend on diverse suppliers to $1B by 2025
- Increase our spend with Black-owned and Black-led businesses to at least $200M by 2025
- Collaborate with clients and industry leaders to drive workforce initiatives
- Drive institutional and systemic change through policy initiatives
- Reach 10 million individuals through education and workforce initiatives through WorldClass by 2030
Our Deloitte US workforce data

Making informed decisions.

In addition to overall representation, we think about DEI through the employee talent life cycle, including recruitment and growth and development. Aligning data to these phases provides us with a helpful framework through which we can examine how our professionals move in our organization. See the full report for data and observations broken down by race, ethnicity, gender, and other dimensions.

<table>
<thead>
<tr>
<th>Summary</th>
<th>Representation</th>
<th>Recruitment</th>
<th>Growth &amp; Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professionals of Diverse Racial and Ethnic Groups</strong>*</td>
<td>Professionals of Diverse Racial Groups: 39.0% 3-year change: +3.4%</td>
<td>Professionals of diverse racial groups are hired at a higher percentage than current representation.</td>
<td>Professionals of diverse racial groups were promoted at a percentage lower than their overall representation in the firm.</td>
</tr>
<tr>
<td></td>
<td>Professionals of Diverse Ethnic Groups: 6.5% 3-year change: +12.1%</td>
<td>Professionals of diverse ethnic groups are hired at a higher percentage than current representation.</td>
<td>Professionals of diverse ethnic groups were promoted at percentage equal to their representation.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>PPMDs of Diverse Racial Groups: 17.1% 3-year change: +21.3%</td>
<td>Professionals of diverse racial groups were promoted at a percentage lower than their overall representation in the firm.</td>
<td>Professionals of diverse racial groups: 37.7%</td>
</tr>
<tr>
<td></td>
<td>PPMDs of Diverse Ethnic Groups: 3.6% 3-year change: +12.5%</td>
<td>Professionals of diverse ethnic groups were promoted at percentage equal to their representation.</td>
<td>Professionals of diverse ethnic groups: 6.5%</td>
</tr>
</tbody>
</table>

**Female Professionals**

Female professionals have lower proportional attrition and are advancing at higher percentages than their overall representation. However, we need to accelerate experienced hiring and promotion to increase representation at mid to senior levels.

<table>
<thead>
<tr>
<th>Summary</th>
<th>Representation</th>
<th>Recruitment</th>
<th>Growth &amp; Development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female Professionals: 43.9% 3-year change: +2.6%</td>
<td>While we continue to increase the representation of female professionals in hiring each year, we require greater focus and bold action in experienced hire recruiting.</td>
<td>The percentage of total female professionals promoted is higher than current female representation but is being bolstered by the gains of promoting women at the more junior levels.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Female PPMDs: 28.2% 3-year change: +7.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Please see full report for disaggregated view of race and ethnicity.

**Female Professionals**

Female professionals have lower proportional attrition and are advancing at higher percentages than their overall representation. However, we need to accelerate experienced hiring and promotion to increase representation at mid to senior levels.

<table>
<thead>
<tr>
<th>Summary</th>
<th>Representation</th>
<th>Recruitment</th>
<th>Growth &amp; Development</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female Professionals: 43.9% 3-year change: +2.6%</td>
<td>While we continue to increase the representation of female professionals in hiring each year, we require greater focus and bold action in experienced hire recruiting.</td>
<td>The percentage of total female professionals promoted is higher than current female representation but is being bolstered by the gains of promoting women at the more junior levels.</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Female PPMDs: 28.2% 3-year change: +7.6%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Please see full report for disaggregated view of race and ethnicity.

*Diverse racial groups include Asian, American Indian/Alaska Native, Black, Native Hawaiian/Pacific Islander, and those who identify as multiracial. Diverse ethnic groups include professionals whose ethnicity is Hispanic/Latinx.*
Our initiatives

Building on our efforts to date.

Addressing representation is not about a single program or initiative. DEI is embedded in all that we do—particularly in our recruitment, development and advancement, and retention strategies. The evolution of our efforts across hiring, professional development, career advancement, and retention are aimed at strengthening our inclusive culture at the project and account levels, refining processes, cultivating future talent, and sustaining our workforce.

We are proud of the progress we have made, and continue to make, via impactful initiatives across the firm and in the community at large. To continue this important work, we have aligned to four priority areas: Diversity and Equity, Inclusion and Belonging, Workforce Well-being, and External Impact. Our goals within each priority area will enable our professionals, clients, and communities to hold us accountable to our values now and moving forward.

Now is the time for us to be bold, challenge orthodoxies, inspire change, and strive to be at the forefront of diversity, equity, and inclusion. As your Chief DEI Officer, I am committed to enhancing our inclusive culture, one which supports our people, amplifies how we lead with our clients, and promotes change in society by investing in our communities.

— Kavitha Prabhakar
Chief DEI Officer, Deloitte US

Examples of steps we’re taking

**BLACK ACTION COUNCIL**

We launched the Council in June ’20 to architect the firm’s long-term anti-racist strategies to support the advancement of Black professionals and communities.

**MENTAL HEALTH @ WORK**

To reduce stigma and empower our people, we provide resources that support their mental and emotional well-being needs through webcasts, training, and additional programs, such as our newly launched Healing Circles.

**DIVERSE SUPPLIERS**

Deloitte is increasingly leveraging its internal capabilities to catalyze the growth of diverse businesses. We are building new relationships, offering supplier diversity education, and exploring consortium partnerships.

**DATA-DRIVEN ORGANIZATION**

We are expanding reporting and conducting independent analyses on talent experience for specific cohorts to inform DEI efforts and programs.

**ACTIVATE EQUITY**

We are evaluating our talent life cycle processes, starting with deployment and performance management, to provide even more opportunities for our professionals and address potential disparities that may naturally arise.
Our final thoughts

Moving forward together.

Our greatest strength as an organization is and will always be our people. We’d like to thank our colleagues, both those who contributed to this publication and those who shared the stories and statements you’ll see throughout the full version of the report. It is their authenticity that we endeavor to champion and, without them, none of this would be possible.

As we begin this new year, a year that is certain to bring more change, Deloitte remains steadfast in our commitment of fulfilling our organization’s purpose and creating a lasting impact that matters for our people, our clients, and our community.

We commit...
To act on this report’s insights, to use the data to inform our decisions, be transparent about our goals, progress toward them, and hold ourselves accountable to our values.

We look forward to continuing this journey together.

To our people
Hold us accountable to our commitments and continue to engage and challenge us on how we can lead this movement.

To our clients, suppliers, and stakeholders
Ask us questions, share insights, and discuss new ideas. We’ll be better positioned to advance these important goals if we work together.

And to those considering joining Deloitte
Explore our culture and our commitment to DEI. Ask yourself—and us—if Deloitte is a place where you can connect, belong, and grow.