

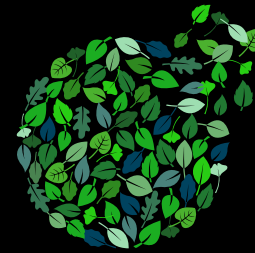


2021 Diversity, Equity, and Inclusion (DEI) Transparency Report

Deloitte US India (USI) Addendum

Table of Contents

Messages from Leadership	1
Deloitte US India (USI) – By the Numbers	3
Talent Survey Insights	7
Highlights	8
Looking Ahead	9
Endnotes	10



About the cover art

Growth and renewal are two meanings ascribed to leaves throughout the world. We consider their significance both relevant and powerful at this point in our organizational history as we take action to drive more positive and purposeful impact. We aim to foster a culture where all our professionals can connect, belong, and grow. Our Diversity, Equity, and Inclusion (DEI) Transparency Report helps us understand the path we must take to forge ahead and do better.

Change isn't just coming, it's here.

A message from Joe Ucuzoglu, chief executive officer, Deloitte US, and Janet Foutty, executive chair of the board, Deloitte US

The dedication and perspectives of our professionals from Deloitte's US India (USI) offices in Hyderabad, Mumbai, Delhi, and Bengaluru are key drivers of our success. Your commitment to our firm and Deloitte's inclusive values have been further underscored as you've worked through the unprecedented challenges of a global health crisis to continue making an impact for your colleagues, our clients, and in our communities.

Among the many lessons learned from the pandemic, it has deepened our awareness of the evolving societal issues and inequities that persist in our communities—from basic access to healthcare to education. As an organization that has helped shape the diversity and inclusion landscape over the past three decades, we are committed to amplifying our role in nurturing positive change. To do this work, our organization must acknowledge the reality of where we stand and the continued progress we need to make in our workplace and in our communities. Our inaugural Diversity, Equity, and Inclusion (DEI) Transparency Report is an important step in this process.

By exploring our data and having honest conversations with our people and our stakeholders, we've gained a better understanding of the work we need to do to further enhance the representation of our workforce and cultivate a more rewarding talent experience for all our professionals. We strive for an enhanced experience that is continuously meaningful to people of all backgrounds—one that enables them to show up authentically, where they have equitable opportunities to advance their careers here and carry out purpose-driven work.

We reinforce our commitment to being in this for the long term. We are focused on root causes, embedding overall diversity, equity, and inclusion into every aspect of the way we operate, and inspiring inclusive prosperity within communities by examining and taking action on societal systems that perpetuate inequities.

As we enter this new phase of our journey, it is our privilege to welcome our new Diversity, Equity, and Inclusion leader, Kavitha Prabhakar. She shares our perspective that, as professionals and humans, we are all inextricably linked. When we help remove obstacles in our communities that stand in the way of people achieving their very best, we strengthen society as a whole. We recognize there is critical work to do now and in the future.

Our greatest strength as an organization is and will always be our people. Thank you for making our legacy rich and our future bright. We look forward to continuing this journey together.



Joe Ucuzoglu
Chief Executive Officer
Deloitte US



Janet Foutty
Executive Chair of the Board
Deloitte US

MESSAGE FROM LEADERSHIP

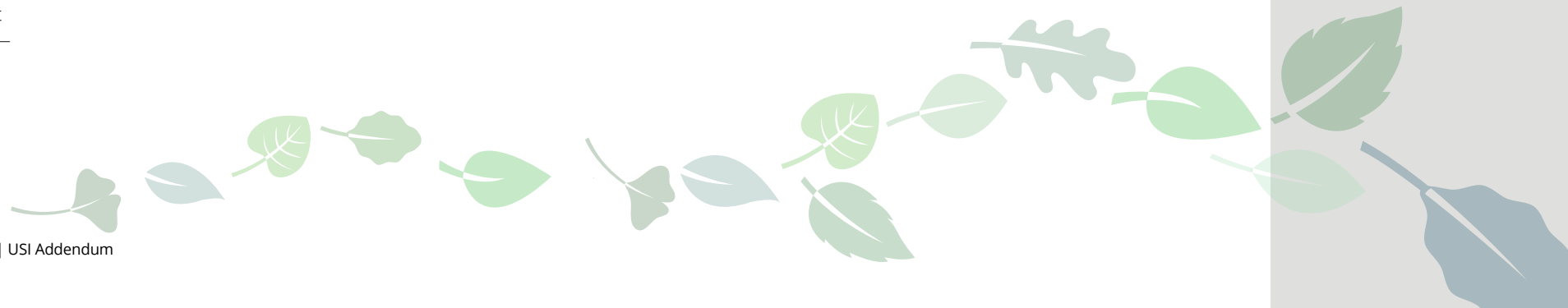
DELOITTE US INDIA (USI) –
BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES



A message from Kavitha Prabhakar

Our efforts for increased transparency would not be complete without sharing data, insights, and opportunity areas for our workforce in Deloitte's four USI offices. Comprising more than 48,000 professionals, our USI offices are integral to the innovative work we deliver to clients, our inclusive culture, and the impact we make in our communities.

I am proud of the work we have done to bridge our two workforces—US and USI—to create one cohesive workforce, but we know we haven't always hit the mark. To accelerate progress and increase integration between our two workforces, we are excited to welcome Anupama Kothapalli as our new USI DEI leader. She and I share the same vision for the path forward, and as such, we are committed to the following goals for the USI workforce:

- Increase female representation in the USI workforce to 41% by 2025
- Increase integration efforts across the US and USI workforces to create a culture in which our people across geographies can connect, belong, and grow together
- Support parallel data transparency efforts within USI

I look forward to taking this next step of the journey together.



A handwritten signature in black ink that reads "Kavitha".

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

"We're proud that Deloitte USI is a place where many of our professionals feel comfortable bringing their authentic selves to work. However, we are always looking where we can and must do more. The move from diversity and inclusion to diversity, equity, and inclusion is deliberate and well-timed. The focus on equity will guide our commitment to diverse representation in our workforce, especially in leadership positions."

**Anupama G Kothapalli (she/her/hers), USI Diversity, Equity, and Inclusion leader,
Deloitte Consulting India Private Limited**

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) –
BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES

Deloitte US India (USI) – By the Numbers

Overall Deloitte FY2021 USI workforce representation

Female representation is 40.1%, a continuation of the steady increase we have seen over several years. Since 2015, we have doubled the number of female professionals in the USI workforce.

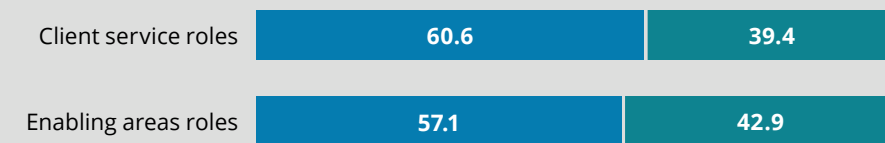
Male Female (%)



Deloitte FY2021 USI workforce representation by job role*

Female representation in Client Service (39.4%) is slightly lower than overall female representation (40.1%). Alternatively, female representation in Enabling Areas is slightly higher (42.9%).

Male Female (%)

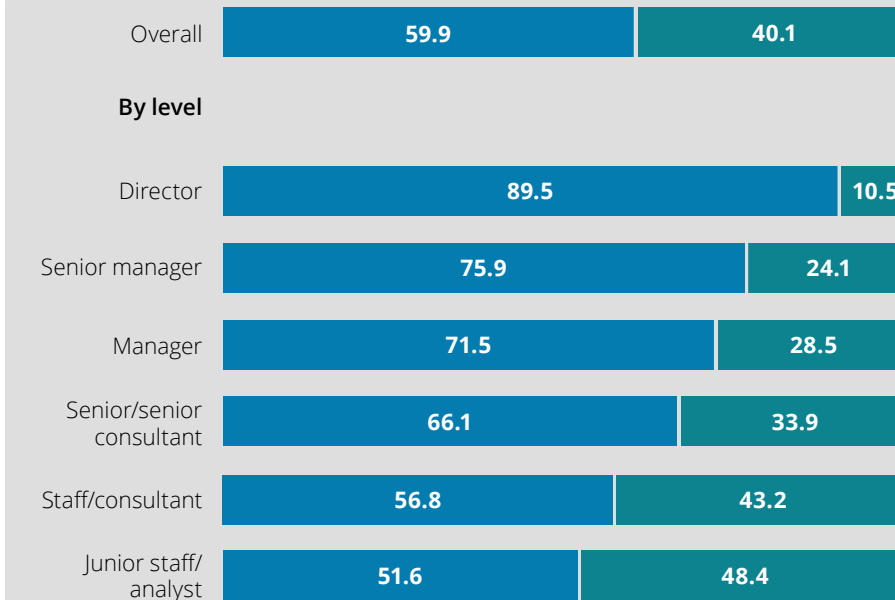


*Representation of gender by job role does not include Directors.

Deloitte FY2021 USI workforce representation by level

A deeper dive into representation by level reveals greater representation of female professionals at junior levels. As we continue to hire a more gender-diverse workforce, including lateral hires, and push for organic advancement, we look for the diversity at the more tenured levels to shift.

Male Female (%)



MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) – BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES

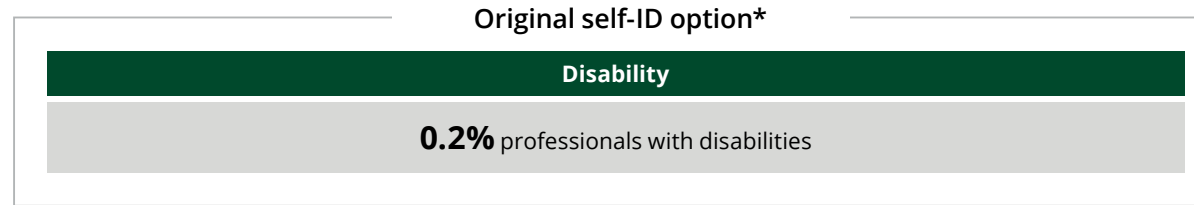
We are setting and measuring progress on the below goal for representation for the USI workforce:

Increase female representation in the USI workforce to 41% by 2025.



Deloitte FY2021 USI workforce representation: Taking a multidimensional view of our people

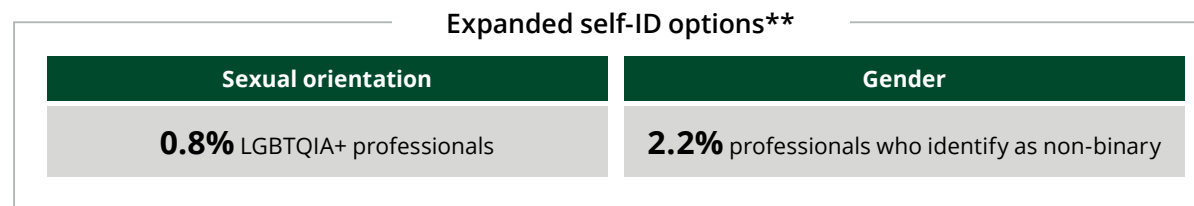
Through existing self-identification options, we see the following representation of professionals with disabilities.



* This percentage is out of the total USI workforce population.

Deloitte FY2021 USI workforce representation across self-identified dimensions

Similar to our self-ID effort for the US workforce, we provided new self-ID selections related to sexual orientation and gender for the USI workforce. As of December 2020, 87% of USI professionals had viewed their personal information on our talent portal. 40% of professionals updated their information. Here's what they shared:



** As of fall 2020, all professionals have the option to select LGBTQIA+, non-binary, and transgender as identities. Each of these percentages are out of total USI respondents.

“As someone who identifies as LGBTQIA+, safety and acceptance can be a challenge. Deloitte is a ‘safe place’ for me. Our policies and initiatives mean that our LGBTQIA+ colleagues can feel safe to be out at work. Knowing that Deloitte signed the UN Standards of Conduct for Business (which tackles discrimination against LGBTQIA+ people) acknowledges the fact that LGBTQIA+ folks are marginalized, and that they need equity and protection.”

Sophia David (she/her/hers), Assistant Manager, Deloitte Consulting India Private Limited

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) – BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

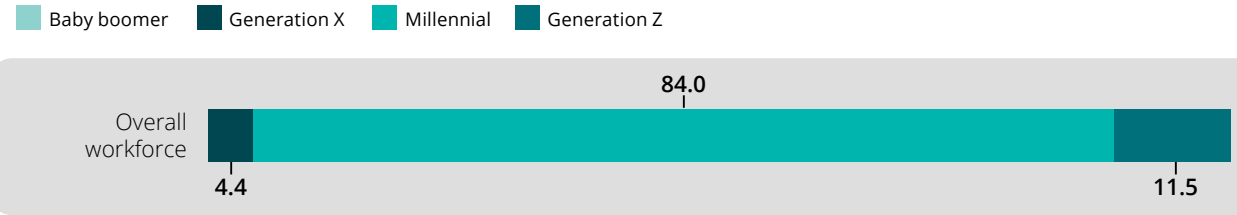
LOOKING AHEAD

ENDNOTES

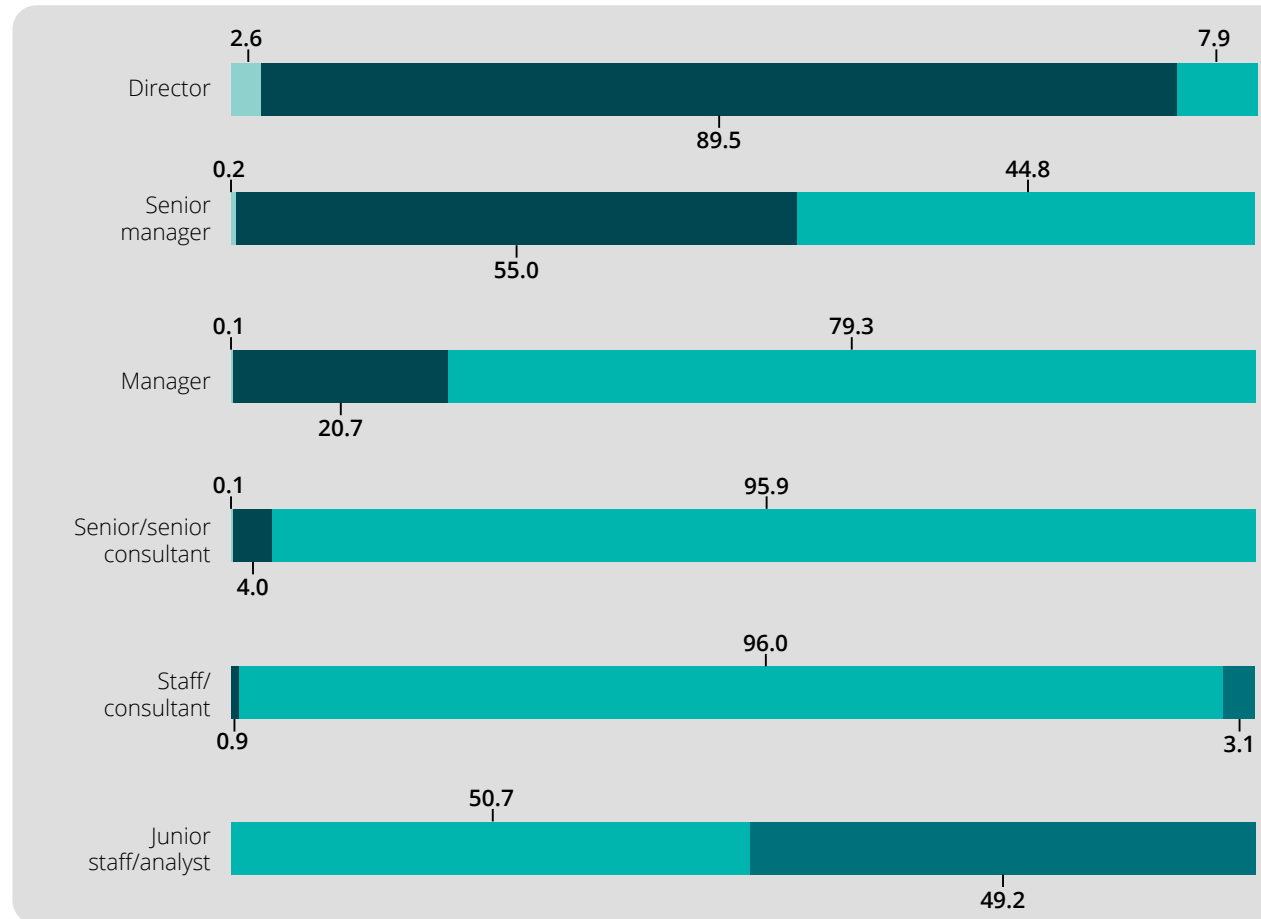
Deloitte FY2021 USI workforce generational representation

Deloitte's USI workforce spans four generational categories—baby boomers, Generation X, millennials, and Generation Z¹—across all levels, with millennials comprising a significant portion of the workforce.* Millennials are also the only generation to have representation at every level. Baby boomers represent less than 0.1% of the workforce, and while not reflected in the overall workforce chart, they are represented at senior levels of the organization.

Deloitte FY2021 overall USI workforce (%)



Deloitte FY2021 USI workforce generation-level breakdown (%)



* Baby boomer: Born 1946–1964, Generation X: Born 1965–1980, millennial: Born 1981–1996, Generation Z: Born 1997–2012.

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) – BY THE NUMBERS

TALENT SURVEY INSIGHTS

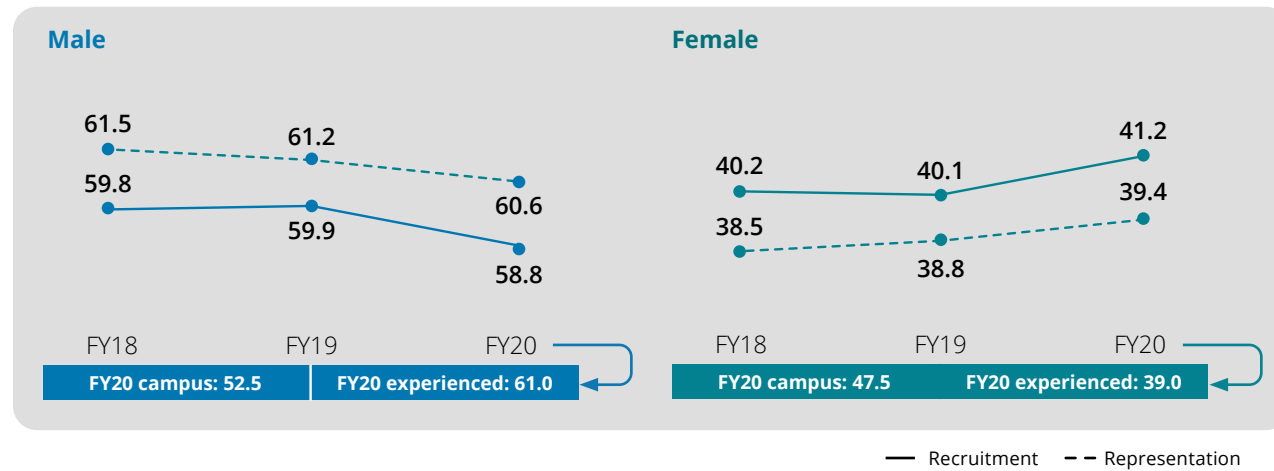
HIGHLIGHTS

LOOKING AHEAD

ENDNOTES

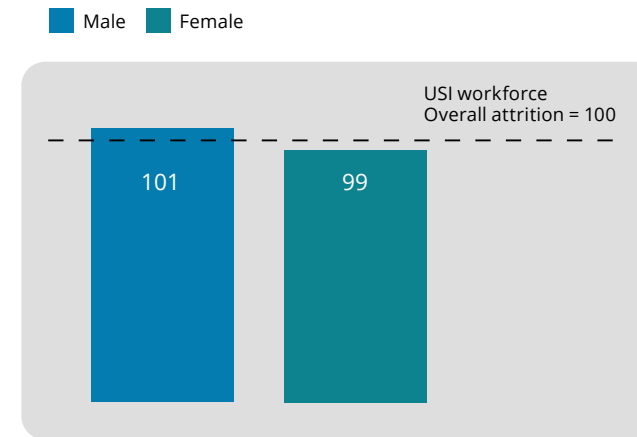
Deloitte FY2018-FY2020 USI workforce recruitment

In the past year, the percentage of new hires who are female has increased and risen above the overall female representation in USI, positively impacting the overall representation of women.



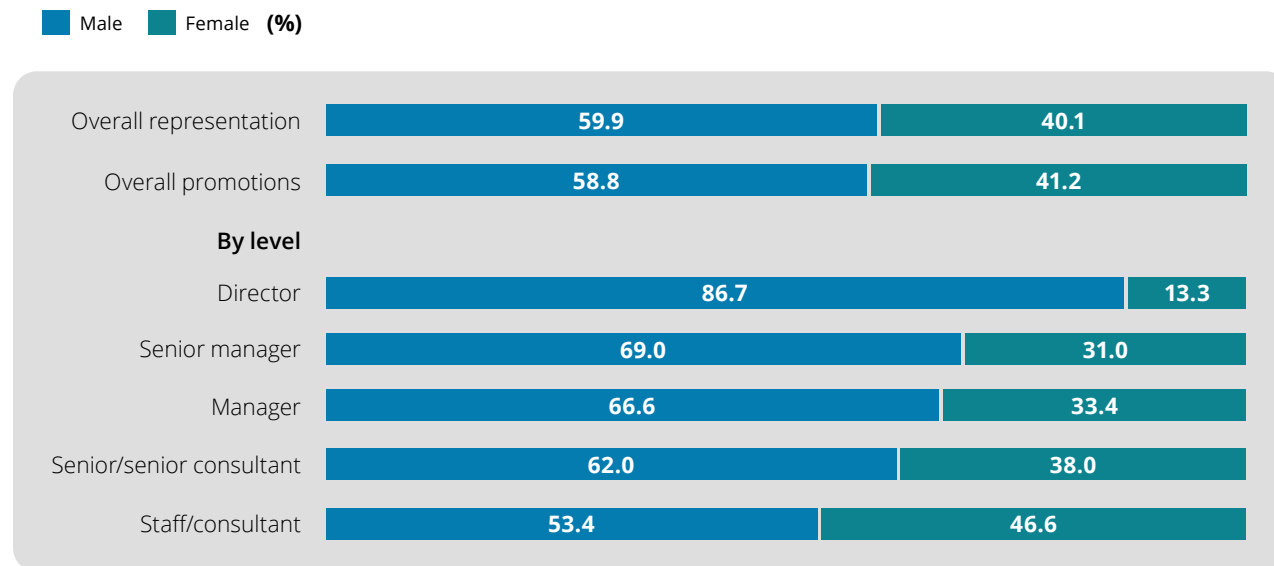
Deloitte FY2020 USI workforce: Proportional attrition

Attrition rates for male and female professionals are proportional to overall USI workforce attrition.



Deloitte FY2021 USI workforce promotions

Overall promotion and admission rates for male and female professionals are in line with overall representation in USI. However, promotion parity across genders decreases at more tenured levels.



“As the Regional Talent Leader of US-India Audit and Assurance, I am committed to further diversifying our leadership team by investing in and mentoring women managers and senior managers so that we can create a strong pipeline of women leaders in USI.”

Mehul Desai (he/him/his), Audit & Assurance Director, Deloitte & Touche Assurance & Enterprise Risk Services India Private Limited

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) – BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

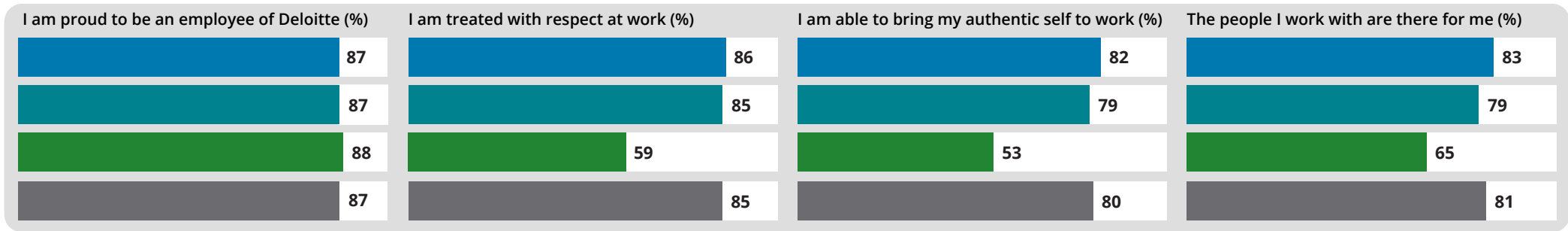
ENDNOTES

Talent Survey Insights

Deloitte FY2020 USI talent survey results

Each year we conduct a talent survey to gather feedback from USI professionals. From a gender perspective, there is no material difference between results for male and female professionals, although there are material variations for our non-binary professionals. Non-binary professionals are less likely to feel respected at work, feel they can bring their authentic selves to work, and feel that the people they work with are there for them.

■ Male
 ■ Female
 ■ Non-binary
 ■ Overall



Data disclaimer: To maintain the confidentiality of talent survey results, responses are not associated with an individual or their talent information. Demographic data is collected during the survey process and is used to produce these insights. The number of respondents who identify as non-binary is small (our latest self-ID data indicates that 0.5% of our professionals identify as non-binary or transgender); therefore, one person's experience, positive or negative, will have a greater impact on overall results. Five-percentage-point difference or greater is considered a material difference.



Honored for our commitment

Deloitte US India is recognized for our commitment to supporting women. For four consecutive years (2016–2019), we placed in the Working Mother-AVTAR Best Companies for Women in India Top 10.



MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) – BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES



Highlights

DEI efforts in Deloitte US India are vast. Here are just a few examples of where we're making an impact:

Strengthening our inclusive culture

Along with unconscious bias and inclusive leadership training, we engage people to strengthen our inclusive culture through our flagship program, Culture Conversations. In the past year, we held five Culture Conversation sessions, reaching more than 6,000 of our people. Featuring a panel of professionals across career levels, each conversation addressed key DEI themes including trust, courage, empathy, resilience, and small acts of inclusion through personal stories and open dialogue.

Investing in women

We are also committed to investing in our women. In November 2020, as part of this commitment, we introduced Leadership by Design, a program aimed at helping professionals shape and advance their career paths at Deloitte. Since its launch, more than 1,200 women across all levels have enrolled in Leadership by Design.

Colorful Workplaces

Colorful Workplaces sessions provide a platform for LGBTQIA+ professionals and those serving as allies to share personal stories of pride and acceptance. These powerful narratives—expressed through education, poetry, music, and dance—ignite rich dialogue, meaningful connection, and open hearts.

Holistic well-being

Empowering our professionals to focus on their well-being is a key priority, and our efforts are built on the core principle of mind, body, and purpose. Given the unique circumstances of the pandemic, we expanded upon monthly mental health-related webcasts to provide our people with even more opportunities to focus on their emotional well-being. During Mental Health Awareness Month, we hosted webcasts on topics including mindfulness, sleep, depression, and grief. We conducted in-house and external yoga and physical well-being sessions to address the growing demand from our businesses and professionals. We also provided opportunities to help our people manage their financial well-being through internally facilitated sessions on the benefits of saving, investment strategies, and taxation. In the past six months, close to 13,000 professionals have participated in our well-being sessions.

"I was in awe as a participant of these eye-opening sessions. It was apparent that everyone felt comfortable sharing their unique experiences. Each story had a lesson from which we can learn. The messages conveyed were so relevant and will be helpful, both personally and professionally."

Madhav Sabu (he/him/his), Senior Assistant, Deloitte & Touche Assurance & Enterprise Risk Services India Private Limited

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) –
BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES



Looking Ahead

We reaffirm our commitment to increasing the diversity of the USI workforce and better bridging our US and USI workforces. Seamlessly blending practices across geographies is not easy, but we are committed to the work ahead. An important step in this work includes collaborating closely with USI to expand our understanding of identity so that we are focusing on dimensions of diversity that resonate with our Indian colleagues. As we move forward, we embrace the opportunity to learn from each other as we pursue our shared focus: a diverse workforce, equitable processes for all, and an inclusive culture where our people can be themselves and know they belong. Thank you for being on this journey with us.

Endnotes

1. Michael Dimock, "[Defining generations: Where Millennials end and Generation Z begins](#)," Pew Research Center, January 17, 2019.

MESSAGE FROM LEADERSHIP

DELOITTE US INDIA (USI) –
BY THE NUMBERS

TALENT SURVEY INSIGHTS

HIGHLIGHTS

LOOKING AHEAD

ENDNOTES



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