



Deloitte.

**2022 Diversity, Equity,
and Inclusion (DEI)
Transparency Report
Executive Summary**

August 2022

Woven together

On our continued journey

Over the past year and a half, we have been privileged to talk with many of our professionals and clients about their experiences and expectations as it relates to diversity, equity, and inclusion. If we have learned anything from our time together, it's the power of these stories and what we can achieve together.

Our second *Diversity, Equity, and Inclusion (DEI) Transparency Report*¹ reinforces our commitment to diversify our workforce, advance equity, and strengthen our inclusive culture where professionals can be their authentic selves. More than a tool to showcase our progress, this report helps hold us accountable for where we have work to do. Beginning with an update on our DEI commitments, you'll

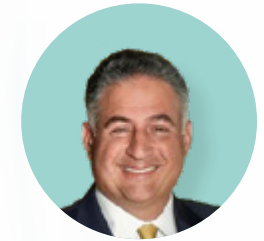
see our progress against many of the goals we set in our last report related to representation, culture of allyship, and systemic change. With the leadership of the US Executive Leadership Team and the US Board,² we have made significant headway since FY2021, including a 2.4 percentage point increase in the overall racial and ethnic diversity of our workforce. We have also seen growth in Black, Hispanic/Latinx,³ and female representation at the partner, principal, and managing director (PPMD) level. In fact, the group of professionals who advanced to PPMD in FY2022 was the most diverse in our organization's history.

Building upon our commitment to accountability through transparency, we are providing more data

in this year's report, including new information on workforce representation for additional identities, pay, and intersectional views. We want our people to be able to see themselves in the steps we are taking—informed by quantitative and qualitative data—on the issues most important to them.

While the past year and a half has been a period of collective action, we know this is a continuous journey that takes ongoing advocacy and effort. We are fully committed to advancing equity in our systems and fostering a culture where merit can shine through and all our people feel celebrated, heard, and valued.

Woven together, we are a powerful force for progress.



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

¹This report is not meant to inculcate any view about race, ethnicity, gender, sexual orientation, or any other social identity. Instead, it offers an overview of Deloitte's approach to advancing diversity, equity, and inclusion based on these identities and an update on our progress from the publication of the 2021 DEI Transparency Report. Although diversity in this report focuses on these identities, Deloitte recognizes that diversity also goes beyond these identities and includes the characteristics with which we are born and gain through experience, both seen and unseen, that make us different and similar.

²For a description of the US Board of Directors, US Executive Leadership Team, and other leadership positions, please see the [data methodology](#) section.

³In this report, we are using the gender-inclusive term *Latinx*, an alternative to *Latino* or *Latina*, referring to anyone born in or with ancestors from Latin America, regardless of whether that person speaks Spanish. We recognize this isn't a term everyone favors for themselves. The way each person describes their identities is personal, and we encourage everyone to use the terms that most effectively capture their own identities, experiences, and cultures.

Our 2022 report content

Deloitte's second annual *Diversity, Equity, and Inclusion Transparency Report* is part of our ongoing commitment to creating a more equitable workplace and inclusive society for our professionals and our communities. Here's what we're sharing:

4

Where we stand today: Progress and the work ahead

Eighteen months ago, we publicly committed to 13 DEI goals to advance equity and drive meaningful change by 2025. In 2022, we've provided an update on our progress against these goals—driving toward equitable outcomes, not only within our talent practices and all client-facing and operational activities, but also within our communities.

6

People-driven DEI

At Deloitte, we are committed to recognizing and celebrating all types of personal identity. That's why we've expanded our self-ID options, built support networks through our National Communities, and debuted new tools for Deloitte professionals to see a more meaningful reflection of themselves in our data and systems.

12

Advancing equity through systemic change

The business community has the power to effect meaningful change and can play a central role in advancing equity. At Deloitte, we're doing this by enhancing workforce talent practices in hiring and pay, creating space for diverse suppliers to inform how we do business in the marketplace, and taking bold actions that will have lasting impact throughout our community.

13

Deloitte US India DEI efforts

Our *Deloitte US India DEI Transparency Report* details workforce representation for the identities where we collect data—sex, people with disabilities, LGBTQIA+—as well as the stories of our people, whose experiences, insights, and collaboration are at the core of all our DEI efforts in the Deloitte US India region, which represents more than 76,000 professionals.

14

A call for collective action

There is more work to be done, and we have an unwavering commitment to further progress. Our journey of allyship continues.

Where we stand today



As of June 2022, Deloitte is on-track to achieve the goals established in the 2021 DEI Transparency Report by 2025

Goal 1: Increase the number of Black and Hispanic/Latinx professionals in our US workforce by 50% by 2025.

43.8% *increase in the number of Black and Hispanic/Latinx professionals since 2020.*

Goal 2: Increase the overall racial and ethnic diversity⁴ of our US workforce to 48% by 2025.

46.8% *overall percentage of racial and ethnic diversity in Deloitte US workforce.*

Goal 3: Increase US workforce female representation to 45% by 2025.

44.1% *female representation in the Deloitte US workforce.*

Goal 4: Increase representation of racially and ethnically diverse⁴ US PPMDs to 25% by 2025.

23% *of US PPMDs are racially and ethnically diverse.*

Goal 5: Increase the number of female US PPMDs by 25% by 2025.

9.3% *increase in the number of female US PPMDs since 2020.*

Goal 6: Address talent experience disparities so Black, nonbinary, Hispanic/Latinx, and LGBTQIA+ professionals feel they can be authentic at work.

83% *of US professionals feel they can bring their authentic self to work. The percent of positive responses on this question from Black and LGBTQIA+ professionals from FY2020 to FY2022 increased 5 percentage points, respectively."*

Goal 7: Develop an understanding of anti-racism concepts and cultivate allyship through DEI education.

95% *completion of Deloitte's anti-racism training in FY2022.*

Goal 8: Increase the amount of addressable spend on diverse suppliers to \$1B by 2025.

\$1.05^B *total spend with diverse suppliers in FY22, surpassing our FY25 goal three years ahead of plan.*

Goal 9: Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025.

\$65^M *total spend with Black-owned and Black-led businesses.⁵*

Goal 10: Collaborate with clients and industry leaders to drive workforce initiatives.

\$75^M *total investment in the Making Accounting Diverse and Equitable (MADE) initiative.*

Goal 11: Drive institutional and systemic change through policy initiatives.

Support civic engagement and voter participation by joining Civic Alliance and Time to Vote, and launched a "Get Out the Vote" campaign.

Goal 12: Reach 10M individuals through education and workforce initiatives via WorldClass by 2030.

6.1^M *individuals reached through FY2022 across various Deloitte initiatives.*

Goal 13: Expand and evolve our mental health programs and resources to support the needs of our workforce.

Launched Integrated Mental Health Services to offer relevant psychological health solutions.

⁴Diverse racial and ethnic groups include Asian; Black; Indigenous to the Americas; Middle Eastern, North African, Near Eastern; Native Hawaiian or Other Pacific Islander; multiracial; and professionals whose ethnicity is Hispanic/Latinx.

⁵FY2022 actual spend with Black-owned and Black-led suppliers was updated in August 2022 to reflect \$65M. FY2022 spend was incorrectly reported as \$68M at time of publishing in July 2022.



“

Our ambition is to set the standard for DEI by creating the culture and systems that help ensure everyone is empowered to thrive as their exceptional selves and reach their full potential. To make progress toward our ambition, we refreshed our multiyear DEI strategy with our 2025 goals as a guide.

We are focused on equitable outcomes, not only within our talent practices and all client-facing and operational activities, but also within our communities. We are evaluating our systems, processes, and policies with an eye on equity, promoting a culture of transparency and accountability, setting expectations for inclusive behavior and allyship, and positively impacting the communities in which we live and work.

”

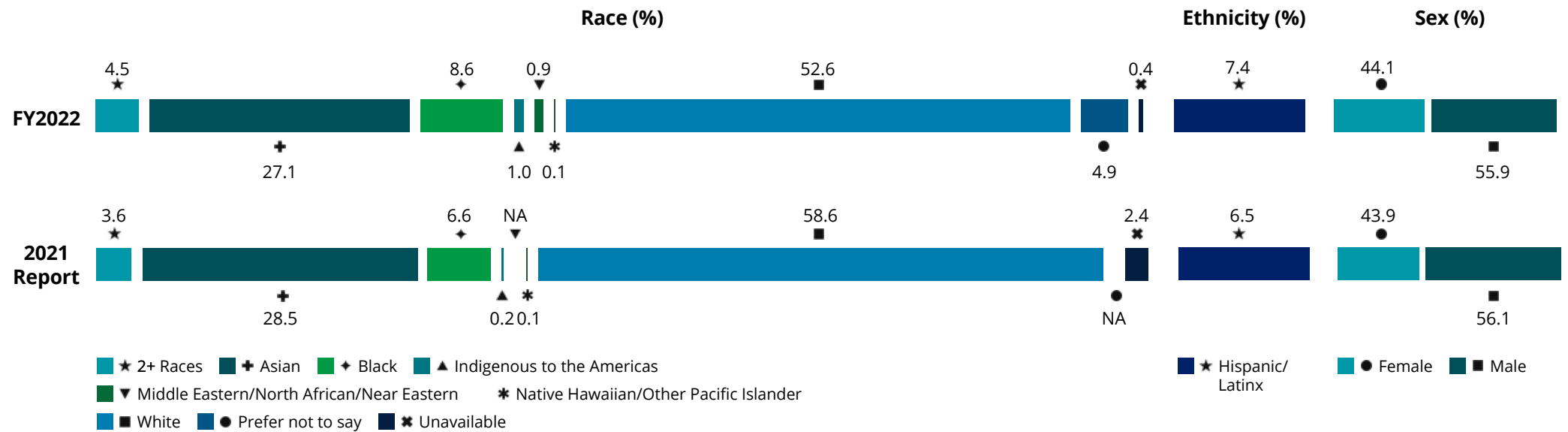
Kavitha Prabhakar

Chief Diversity, Equity, and Inclusion Officer, Deloitte US

Reflecting our people in our data: Our 2022 US workforce composition

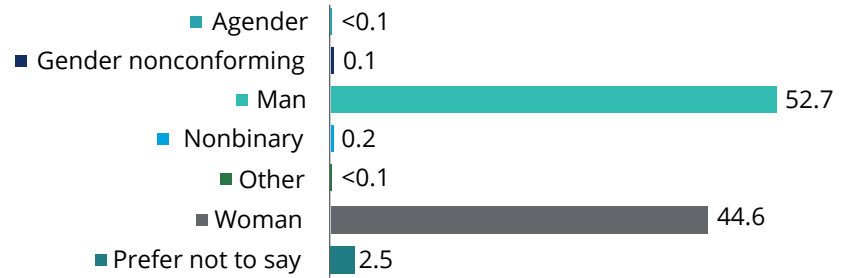
As a data-driven organization, we leverage metrics to help understand the work we need to do and those we are serving

Deloitte US overall workforce representation (total US workforce: 80,146)



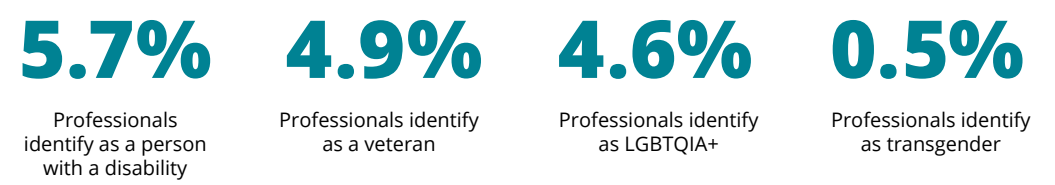
Gender representation

Percentages calculated out of total US respondents



Deloitte US additional self-identification options

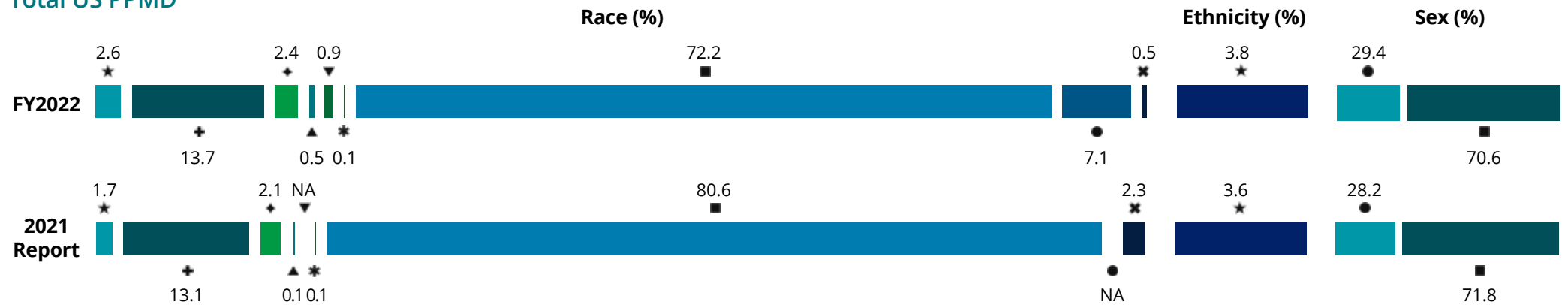
Percentages calculated out of total US respondents



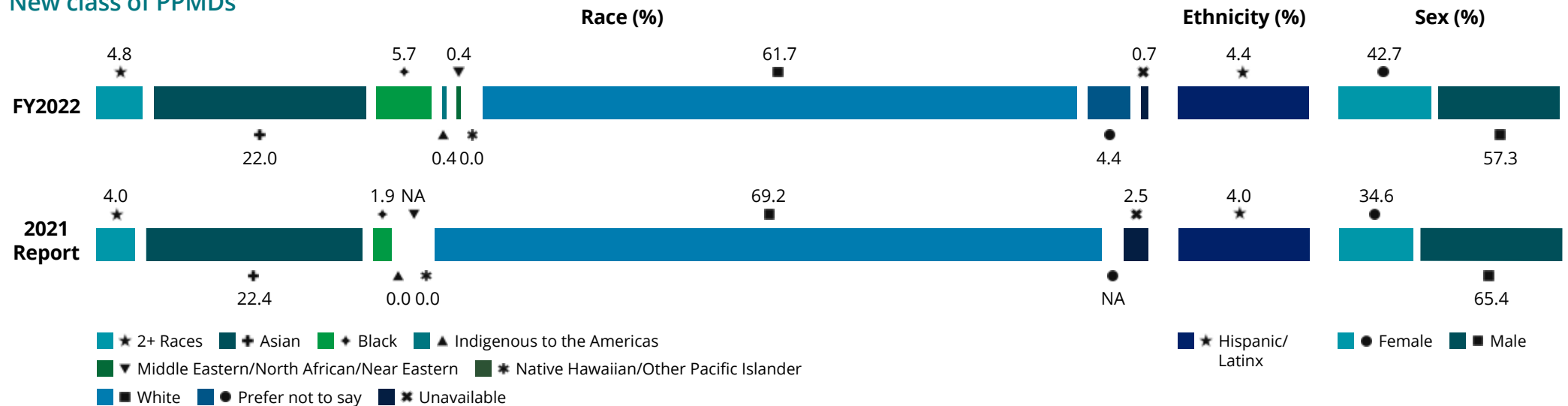
Reflecting our people in our data: Our 2022 PPMD composition

Diverse leadership is essential to make progress toward our DEI commitments and 2025 DEI goals

Total US PPMD



New class of PPMDs



■ ★ 2+ Races
 ■ + Asian
 ■ + Black
 ■ ▲ Indigenous to the Americas
 ■ ★ Hispanic/Latinx
 ■ ● Female
 ■ ■ Male
■ ▼ Middle Eastern/North African/Near Eastern
 ■ * Native Hawaiian/Other Pacific Islander
 ■ ● Prefer not to say
 ■ * Unavailable

Identity transformation



The evolution of self-ID allows our professionals to identify in ways they see themselves

We made changes to the self-ID selections through engaging our professionals in dialogue around what their identities mean to them, how they see themselves, and how to define or restructure new or current categories. These expanded options provide a more accurate view of our workforce representation while aligning to U.S. Equal Employment Opportunity Commission and U.S. Department of Labor reporting categories.

Indigenous to the Americas

We worked closely with people who had previously identified as Native American or Alaska Native and those who did not see themselves in the previous terminology to develop three new categories that are more inclusive and reflective. We can now see a more detailed breakdown of this community distinguished as 1) Native American, Alaska Native, or First Nations, 2) Indigenous Mexican or Central American, and 3) Indigenous South American.

Middle Eastern, North African, Near Eastern

We introduced Middle Eastern, North African, Near Eastern as a new option for race. People with origins from this part of the world represent approximately two dozen countries and more than 60 languages, as well as a variety of unique traditions and religions. Individuals in this cohort, many of whom may have selected White previously, represent 0.9% of our US workforce.



Where we stand today: Progress and the work ahead

People-driven DEI

Advancing equity through systemic change

Deloitte US India DEI efforts

A call for collective action

Gender Identity

Recognizing that not everyone's gender identity matches their sex assigned at birth, we continued to expand self-ID options, actively looking for ways to capture gender as a spectrum and honor all gender identities. Since the last report, we added seven options for gender as well as an additional question to identify as cisgender⁶ and transgender.⁷

Sexual Orientation

In addition to providing an option to identify as LGBTQIA+ (lesbian, gay, bisexual, transgender, queer or questioning, intersex, or asexual and more), in 2020, we added multiple sexual orientation categories to more accurately reflect how individuals see themselves: asexual, bisexual, gay, lesbian, queer, pansexual, and heterosexual or straight. In 2021, we further expanded those options to include demisexual.



People with Disabilities

We continue to provide an option for people to identify as a person with a disability or someone who has a history of a disability and encourage such individuals to do so. Because disability status can change over time, we ask Deloitte professionals to update this category regularly. Compared to our last report, representation of people with disabilities increased 3.9 percentage points to 5.7%.

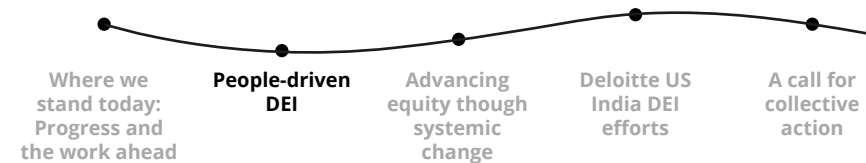
Veterans

Through a year-long process of gathering input and socializing categories with our uniformed services community, we broadened options beyond veteran to fully capture the identities of current and former services members. Recognizing that military service can impact and be a source of pride for the entire family, we also now provide a self-ID option for military spouse.

⁶Cisgender refers to a person whose internal sense of gender identity matches their sex assigned at birth.

⁷Transgender refers to a person whose gender identity is different from the sex that was assigned at birth.

National Communities



Deloitte professionals can see their identities reflected in the National Communities and have their voices heard in actionable and meaningful ways

To continue fostering a culture in which people feel valued and heard and their identity is celebrated, we launched eight National Communities in 2021 for Deloitte professionals to have more options to connect in ways most meaningful to them:

- Asian & Allies
- Black & Allies
- Hispanic/Latinx & Allies
- LGBTQIA+ & Allies
- Middle Eastern/North African & Allies
- People with Disabilities & Allies
- Veterans and Military & Allies
- Women & Allies

These communities are uncovering trends, exploring root causes and insights, and discovering areas of opportunity to develop a data-driven, equity-focused community strategy.

Connection and belonging

Communities enrich the Deloitte experience with **programming and events** that foster a sense of belonging and facilitate allyship through awareness and education.

We are fostering an even more inclusive culture for our professionals. 81% of LGBTQIA+ professionals indicated in the FY2022 talent survey that they can bring their authentic selves to work compared to 76% in FY2020.

People-driven DEI

As we witness social injustice and inequities, we challenge our people and activate our **resources and networks** to make a difference.

Since our last report, we have worked with our National Communities to identify more than 100 organizations led by and supporting the Black, Asian American and Pacific Islander, and Transgender communities, donating \$18M to help them achieve their missions.

Examples of our yearly National Communities initiatives for FY2022

Leadership Summits

The Black & Allies Community and the Hispanic/Latinx & Allies Community hosted leadership summits to connect on shared identity

History and Heritage Months

Dedicated months, such as Disability Awareness Month and LGBTQIA+ Pride Month, to celebrate identity, community, and culture

Say This Not That

A series developed by the Black Action Council, and expanded to other National Communities, to explore commonly used, potentially offensive phrases

Making an impact for Black professionals and communities

The Black Action Council was launched in June 2020 to architect Deloitte's long-term anti-racist strategies to support the advancement of Black professionals and communities. By challenging orthodoxies, opening the dialogue around equity, representing the interests of our Black professionals, and driving data transparency, the council has been a critical accelerator of Deloitte's collective efforts to further our DEI strategy, leading to positive outcomes for professionals of all identities.

Examples of meaningful progress

With an intentional focus on improving equitable outcomes to support the advancement of our Black professionals and the Black community, we've made meaningful progress, including:

Increased Black representation from 6.6% to 8.6% through a combination of increased recruitment and hiring (12.4% of new hires were Black professionals), during FY2022.

Launched Black new hire series, hired **3,000+** Black professionals in FY2022, and advanced or admitted **42** Black PPMDs from FY2021-22. **5.7%** of the FY2022 class of PPMDs identify as Black.

Contributed \$16.1M in donations and pro bono in FY2022, including **\$1M in Deloitte professional contributions** during the Black Action Council matching campaign, to organizations advancing Black equity.

Black proportional attrition is lower than our average US workforce overall attrition. This means Black professionals are choosing to leave at a slower rate than the Deloitte US workforce overall.

Where we stand today: Progress and the work ahead

People-driven DEI

Advancing equity through systemic change

Deloitte US India DEI efforts

A call for collective action

Black Action Council impact categories

Prioritize Black professionals' careers and experiences

Talent Sourcing & Acquisition | Onboarding | Deployment | Engagement & Wellbeing | Development, Performance, & Mobility | Succession Planning | Total Rewards

Engage and educate allies and leaders

Education | Exposure | Engagement | Evaluation

Invest in Black communities and businesses

Advocacy | Philanthropy | Partnerships & Collaborations | Brand & Reputation | Spend & Investments | Assets & Capabilities for the Black Business Community

Deloitte remains committed to embedding inclusion and allyship into the fabric of our culture and advancing racial equity within our systems, policies, and processes. We will continue to build on the strong foundation laid by the Black Action Council through the Black & Allies Community, which will work to connect, inform, and empower Black leaders, Black professionals, and allies in our organization.

Where we stand today: Progress and the work ahead

People-driven DEI

Advancing equity through systemic change

Deloitte US India DEI efforts

A call for collective action

Advancing equity through systemic change

Challenging orthodoxies to create meaningful and measurable outcomes



In our workforce: pay data

One way that we support our professionals in advancing and thriving at Deloitte is by equitably paying them for their impact and performance. Pay equity is a key measure of whether our internal practices reflect our stated commitments to advancing equity. This includes engaging in annual salary benchmarking, the use of salary bands to support consistency and inform how an individual's experience is considered, and a rigorous system of leadership checks and balances in the compensation process.

This report includes the results of a pay gap analysis adjusted for role, business area, and talent model, which found no significant differences in average wages between Deloitte professionals based on race/ethnicity and sex.⁸



In the marketplace: supplier diversity

Deloitte is committed to leveraging its internal capabilities to catalyze the growth of diverse businesses. To achieve this, we launched our US Office of Business Diversity, operationalized our supplier diversity reporting, initiated a marketing awareness campaign, and redesigned our procurement processes—creating incentives that not only increased our diverse supplier spend, but allowed us to be more focused in the ways in which we spend to support growth with Black-owned and Black-led suppliers.

We are proud that these efforts have put us on track to accomplish our supplier diversity goal of \$1B by the end of FY2022, three years ahead of our initial target year of 2025.



In society: Deloitte Health Equity Institute (DHEI)

Recognizing the imperative for immediate and sustained effort and grounded in Deloitte's acknowledgment of racism as a public health crisis, we established the Deloitte Health Equity Institute (DHEI) in spring 2021. DHEI is dedicated to creating public good through community collaboration and investment, data and analytics, and knowledge development.

Since the spring of 2021, DHEI has launched 22 collaborations to advance health equity and launched its inaugural Health Equity Catalyze Cohort focused on affordable housing, food insecurity, and maternal health.

We continue to advance equitable outcomes by enhancing the systems in which we operate, both in Deloitte and externally with other coalitions in the private, public, and social sectors.

⁸The 2022 Deloitte adjusted pay gap analysis used the Equal Employment Opportunity Commission (EEOC) categories for race/ethnicity and sex. [Guidance on EEOC categories can be found in Appendix D.](#)

Deloitte US India DEI efforts

In the last year, we accelerated our efforts in our Deloitte US India offices to meet the unique requirements for a diverse, equitable, and inclusive workplace. Our report this year reflects the impact and success of the same, while setting the goals for the future.

Deloitte USI workforce representation (total USI workforce: 76,161)



2025 goal progress

Goal 1: Increase female representation in the Deloitte US India (USI) workforce to **41%**.

Obtained 41.0% female representation in the Deloitte USI workforce—meeting our 2025 goal.

Goal 2: 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.**

*Efforts like the Deloitte Consulting pilot called “Work As One” focus on top-down accountability, bottom-up empowerment, and a **comprehensive suite of programs and resources to enhance collaboration and inclusion across geographies.***

Goal 3: Support **parallel data transparency** efforts within USI.

80.3% of the USI workforce participated in the latest self-identification campaign, which will inform a new internal dashboard of aggregated DEI data for business and talent leaders.



US India spotlight on people with disabilities (PwD)

Recruitment

In addition to social media and employee referral campaigns, Deloitte engages with specialized organizations that provide access to a wider talent pool of qualified people with disabilities. To enhance the process, Deloitte hiring managers also take part in immersive workshops to deepen their understanding of the experiences of people with disabilities and accommodations that may be required in the hiring process and in the workplace.

Talent experience

We strive to promote an inclusive culture and cultivate a talent experience so that individuals with disabilities know they are valued and can thrive. New professionals are connected to a member of the PwD Council to accelerate their onboarding experience and provide a support network from the beginning. We build an inclusive culture by conducting workshops on how professionals can be allies to PwD professionals.

Accessibility

Our USI facilities team is trained to support PwD professionals to navigate within the office premises and buildings, which are compliant with India’s infrastructure readiness guidelines. To make Deloitte more digitally accessible, we have onboarded both licensed and open-source software vendors to help PwD colleagues conduct their work with ease.

A call for collective action

Every person at Deloitte has the power to advance equity and strengthen our culture of inclusion and belonging. It is by listening and empathizing, engaging in continuous self-education, and pausing to check our assumptions that we each build awareness of others' lived experiences and shift our mindsets and behaviors. By challenging orthodoxies and addressing non-inclusive behaviors, we hold each other accountable. With each intentional action, we can interact with colleagues in a way that leaves them feeling seen, heard, and valued for who they are.

There is more work to be done, and we have an unwavering commitment to further progress. Collectively, we can enhance our culture so that everyone is empowered to thrive here as their exceptional selves and reach their full potential. That's why we continue to provide opportunities to learn about each other, sharpen our inclusive leadership skills, and continue our journey of allyship, together.

We continue to see opportunities to make a greater impact. In the next year, we will be intensifying our focus in the following areas:



Continuing our efforts to elevate the experiences of all women at Deloitte—including women with diverse racial, ethnic, and gender identities—as we strive for transformational change in overall representation and in leadership roles



Designing new and/or transforming existing business and talent processes with a focus toward driving equitable outcomes



Focusing greater attention on retention of Asian and Hispanic/Latinx professionals given their attrition rates remain higher than our US workforce, and maintaining progress on the retention of Black professionals



Taking a more active role in informing and contributing to institutional initiatives and policies that align with our values in ethical technology, education, workforce development, and health equity



Building on the success of our diverse supplier journey and increasing spend with Black-owned and Black-led suppliers



Seizing more opportunities to foster a culture where all our professionals feel celebrated, heard, and valued



This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional adviser. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States, and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Copyright © 2022 Deloitte Development LLC. All rights reserved.