

Deloitte.



**Building towards inclusion:
Deloitte pay report 2022**

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Foreword

At Deloitte, our ambition to be people centred and purpose driven runs through everything we do. We are committed to building a diverse firm, with an inclusive culture, and authentic, visible leaders at every level. Guided by our purpose and our shared values, we're committed to driving positive change through the impact we make for our people, our clients and society.

This is Deloitte's second pay report that includes this level of detail. For the first time last year, we shared our pay gap analysis at a Black, Asian and other ethnic minority level, as well as our CEO to employee pay ratio. It means we can now report year-on-year comparisons for these.

We know from our headline figures that we still have more to do to close our pay gaps as women, ethnic minority and Black colleagues are still under-represented at senior levels. To address this, we remain committed to increasing diversity at all levels of our firm, including recruiting more junior hires to ensure that we provide a strong pipeline for future leadership.

This year, we encouraged our people to share their diversity information with us – more than one third have already updated their details. This has enabled us to take our reporting one step further and publish headline data showing disability, sexual orientation and social mobility representation.¹ This improved data helps us to better understand the current picture of diversity at the firm, so that we can make sure we are building a workforce reflective of society.

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

We are proud of the progress we are making. Particular stand-outs for me this year have included the evolution of our flexible and inclusive approach to hybrid working and publicly sharing our **Ways of Working Framework**, a really simple tool that supports this. Other highlights are the launch of our Future Leaders Programme and progress on our Black Action Plan.

As we emerge from the pandemic, we are seeing the cost of living crisis disproportionately affecting women and ethnic minorities, as well as individuals with caring responsibilities and those from a lower socio-economic background. As part of our recent pay review, we invested in our pay bands to make sure they reflect external movement in salaries and changes in inflation. Importantly, this ensured those furthest from their market rate received the highest rises to realign their pay.

Our ongoing focus on increasing diverse representation at senior levels will help us to close our pay gaps over time. We will continue working closely with our people to understand what matters most to them, as well as working with our leaders, diversity networks and clients to listen, learn and improve. This way, we can ensure we are building diversity at all levels, taking visibly bold steps to champion an inclusive workplace and using our influence to better society.



Jackie Henry
UK Managing Partner People & Purpose
September 2022

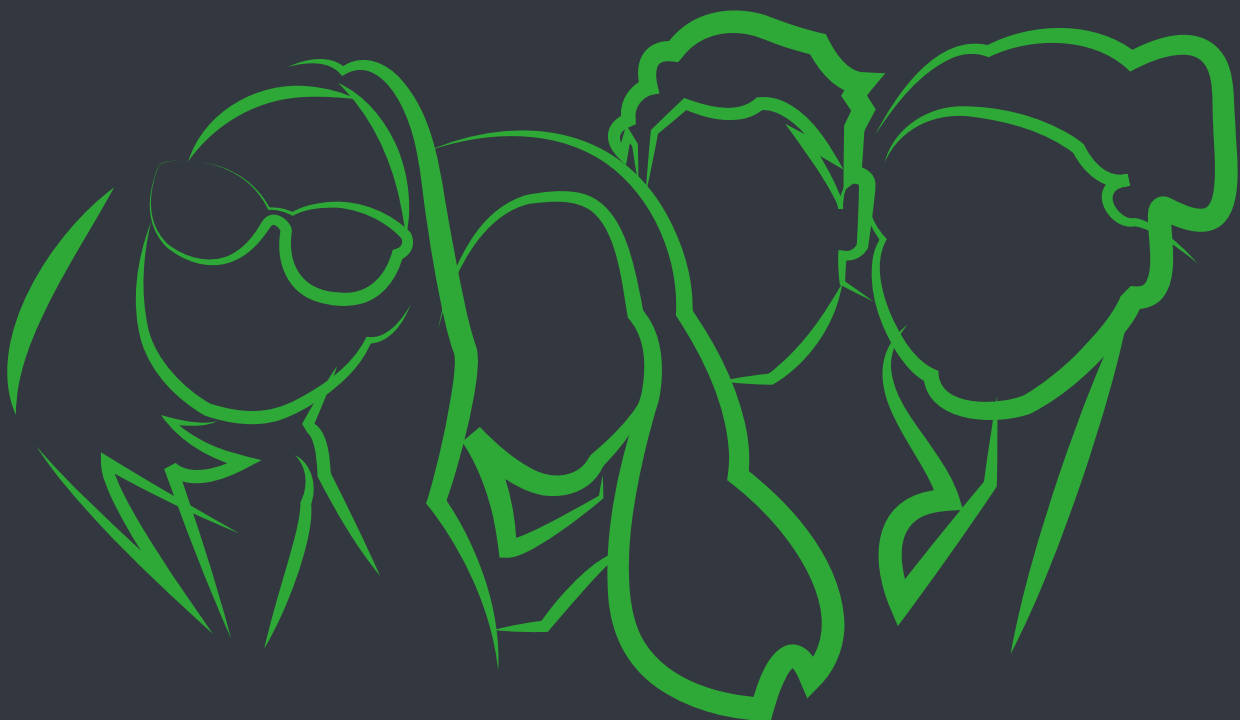
¹ Some organisations also report other pay gaps such as social mobility, sexual orientation or disability. Reporting representation for these areas this year is a first step and we will consider further reporting in the coming years as part of our evolving inclusion strategy.

Listen – Understand – Act

Core to our people centred and purpose driven ethos is the voice of our people. Our listening strategy enables people at all levels of our firm to have a say and help shape what we do. We're currently evolving our continuous listening and action approach to ensure we understand and act on what matters most to our people at key moments in their career with us.

Our most recent experience survey, which enables our people to share feedback anonymously, showed increases in engagement 75% (+5%); fairness 70% (+3%); and inclusion 75% (+6%) this year.

In addition to our employee experience surveys, we also hold regular 'Ask the CEO' and Townhall sessions with our Executive team for all colleagues, where no question is off the table. This has the dual benefit of increasing transparency and letting us know what is most important to our people. Our Executive also meets regularly with our diversity networks to ensure our under-represented groups have a strong voice.



A note on language

Throughout this report, when we talk about 'gender' in the context of pay gap reporting we actually mean 'sex' which is binary, male and female. This is 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 have started to collect gender identity data as part of our diversity monitoring. However, at this stage it is not sufficiently complete to use it for reporting purposes.

At a glance – Deloitte UK

Data as at 5 April 2022 – a whole firm view including both our employees and our partners²

Our total earnings gaps³ exist because of the structure of our firm, where we know that women, ethnic minority and Black colleagues are still under-represented at senior levels. Whilst at face value, some of the headline numbers below present a negative picture, we have significantly increased our diversity at all levels of the firm this year, in particular the volume of women and ethnic minority joiners at graduate/entry level. We are working hard with the support of our Ethnicity Council to ensure our firm is an attractive place in which to work and progress for ethnic minority and Black talent and we're proud to have seen an 11% year-on-year rise in our ethnic minority graduate intake. It will take time for this talent to progress up the organisation, but we are confident that by investing for the future, and ensuring our people have equitable opportunities for progression, we will achieve our diversity goals.

Gender total earnings gap



| | | | | | |
|----------------|-------|------|-------|-------|---|
| Median 2021 | 14.8% | 2022 | 14.2% | -0.6% | ↓ |
| Mean 2021 | 32.7% | 2022 | 34.1% | +1.4% | ↑ |

Ethnicity total earnings gap



| | | | | | |
|----------------|-------|------|-------|-------|---|
| Median 2021 | 9.3% | 2022 | 10.9% | +1.6% | ↑ |
| Mean 2021 | 37.9% | 2022 | 42.5% | +4.6% | ↑ |

Black total earnings gap



| | | | | | |
|----------------|-------|------|-------|-------|---|
| Median 2021 | 18.5% | 2022 | 17.5% | -1.0% | ↓ |
| Mean 2021 | 48.3% | 2022 | 52.0% | +3.7% | ↑ |

² 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 pages 21 and 22.

³ 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 2022

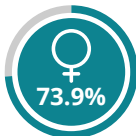
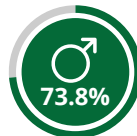
At a glance – gender pay gap

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. For a detailed explanation of the gender pay gap calculation methodology refer to page 21.

Headline gender pay figures for Deloitte UK (excluding 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 2022, and bonuses paid in the year to 5 April 2022.⁴

| Deloitte UK | Median | Mean |
|---|--|---|
| Gender pay gap | 16.4% | 16.7% |
| Gender bonus pay gap | 31.1% | 42.6% |
| The proportion of males and females receiving a bonus payment |  |  |

| Deloitte UK | Male | Female |
|---|-------|--------|
| | FY22 | FY22 |
| Proportion of males and females in each quartile band | | |
| Upper | 65.4% | 34.6% |
| Upper middle | 57.0% | 43.0% |
| Lower middle | 50.5% | 49.5% |
| Lower | 51.9% | 48.1% |

| Deloitte UK | Median | Mean |
|------------------------------|--------|-------|
| | FY22 | FY22 |
| Equity partners earnings gap | 15.4% | 12.4% |
| Total earnings gap | 14.2% | 34.1% |

⁴ 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 consider it 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.

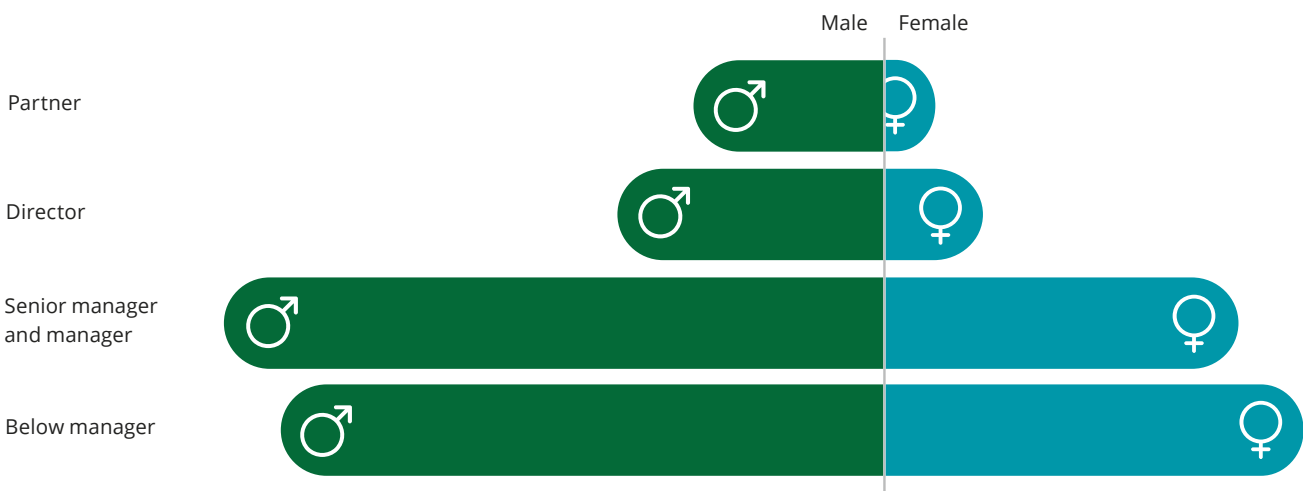
For 2022, we have made some improvements to the methodology we use to prepare our gender pay gap, ethnicity pay gap and CEO pay ratio figures. The changes cover our treatment of certain types of pay, how we calculate equity partner pay and how we account for our employees on enhanced parental leave. These changes have been made due to improved data availability and serve to ensure the alignment of our reporting to the relevant Regulations.

Understanding the gap

Our gender pay gap exists because women hold fewer senior positions within the firm than men. As at 5 April 2022, 25% of our partners and 34% of our directors (the grades attracting the highest levels of remuneration) were women (compared to 23% and 30% respectively in April 2021). This shows a positive step at grades that attract the highest levels of remuneration, which we expect in time will continue to reduce the pay gap.

As of September 2022, women make up 45% of our overall workforce, compared to 44% in September 2021. We have had success this year in driving gender diversity across the firm, particularly at junior levels. However, it will take time for those women to rise up the organisation. We also know that some of the actions we are taking to improve the gap over the longer-term have short-term adverse effects – for example, increasing the number of women at graduate/student entry may have an initial negative impact on our gap.

Gender breakdown by grade



Key headlines from the April 2022 pay gap data

- We have seen increases in both our median hourly pay gap, which has risen by 2.8% to 16.4% and mean hourly pay gap, which is up 0.5% to 16.7%. As outlined above, this is due to the structure and changing demographics of the firm. As we move to align pay bands for all employees, the more we will be able to reduce the gender pay gap overall. Read more about our reward strategy on page 15.
- The median bonus gap has reduced by 2.2% to 31.1% while the mean bonus gap has seen a substantial drop of 9.0% to 42.6%. The proportion of both men and women receiving a bonus this year has increased significantly, by 14.8% and 15.9% respectively.
- Between April 2021 and April 2022, we have continued to see improved alignment of men's and women's salaries paid within bands under the firm's current grade structure.
- Our total earnings gap, which takes into account the earnings of our whole firm including equity partners, shows a 0.6% reduction in the median total earnings gap bringing it to 14.2%. The mean total earnings gap has increased by 1.4% to 34.1%.

Gender balance at Deloitte

Launched in 2014, our gender action plan is integral to our wider diversity and inclusion strategy. Agreed and driven by our Executive, it has been developed through analysis of our career lifecycle from a gender perspective and ongoing consultation with our people.

Refreshed regularly, most recently in spring 2022, the plan comprises a number of targeted interventions and, critically, a focus on our culture and behaviours to ensure a working environment where all genders can not only succeed and thrive but truly bring their whole selves to work.

Our gender balance action plan includes:

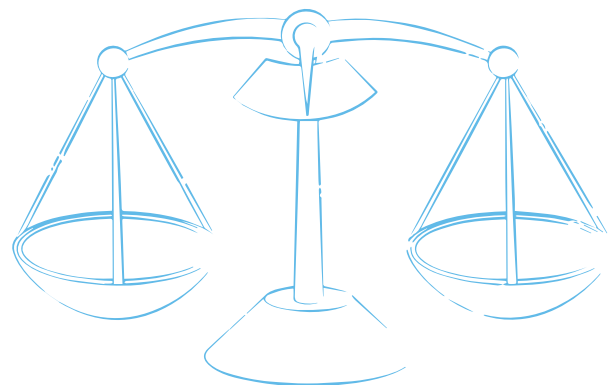
- Inclusive sponsorship, mentoring and targeted development programmes;
- Tools and initiatives to promote an inclusive and 'Healthy Work' culture;
- A range of support for working families, including **enhanced leave policies**;
- Active monitoring of the talent pipeline;
- A focus on **allyship and advocacy**

Gender balance has been an Executive-led priority since 2014 with gender and ethnicity targets included in our most senior leaders' goals as a non-negotiable. All our partners are asked to set people related goals, that include a focus on diversity and inclusion.

Our targets are set to accelerate the pace of change. Since 2013, we have seen the number of women partners increase annually, from 13% to 27% today (September 2022).

Data is used to inform our actions and measure our impact. We are clear that meaningful and sustained change will take time and require a consistent focus, not only by our senior leaders but by all our people.

Our people data is aggregated by demographic, analysed and reported on. Progress against targets and other key metrics are reported to the Executive on a quarterly basis.



Our gender balance plan

While targets help maintain our focus, we know that what is really important is ensuring we have the right interventions in place. That is why we continuously review and refresh our gender action plan. Our plan is focused on five areas: providing equity of opportunity, developing people to succeed and thrive, driving and evolving our culture and behaviours, leveraging our brand and platform and measuring and reporting on progress.

1. Providing equity of opportunity

- Inclusion is pro-actively considered throughout our annual reward process with a particular focus on gender and ethnicity as our current target demographics. In June 2022 we promoted 124 new partners, 35% of whom were women (up 5% on June 2021).



35%

of partner promotes in 2022 were women

- We strive for gender-balanced candidate short-lists. 2022 to date, we are tracking at 47% female recruits across both experienced hire and graduate/entry level roles. Our goal is to achieve 50%.



47%

of all hires in 2022 were women

- As standard, our job descriptions are written in gender neutral language and show our commitment to agile working (our term for flexible working).
- We aim to ensure our video content, imagery, and case studies at our student attraction events are representative of a diverse range of our people, including women.
- We offer **support for those returning to the workplace** after a career break of two or more years.

2. Developing people to succeed and thrive

- In June 2022 we launched our Future Leaders Programme for 500 women and ethnic minority colleagues. 76% of participants are women.
- In autumn 2021 we piloted a series of group coaching sessions for carers of all genders, designed to help them successfully manage conflicting priorities while focusing on their career development and wellbeing. Following success of the pilot these sessions have now become a permanent offering.
- Driving diverse outcomes is key to our Director Development Journey and we continue to offer additional sponsor support for female candidates. In June 2022 39% of our 351 director promotes were women.
- We continue to offer mentoring opportunities to our women (and other under-represented groups). These include:
 - Internal reverse mentoring programmes: giving leaders a valuable insight into the day-to-day experiences of our women, helping them to better understand the challenges they face;
 - External mentoring programmes: giving our women a platform to connect and benefit from developmental support from outside of our firm, bringing with it a fresh perspective and new networks.

Listen – Understand – Act: our Future Leaders Programme

Our Future Leaders Programme launched in 2022 as a result of feedback from our people. This nine-month programme has the aim of specifically supporting women and ethnic minorities through their progression and development journey at Deloitte, and providing a sustainable diverse pipeline of talent for senior roles. In June 2022, we welcomed 500 women and ethnic minority colleagues from manager to director level on to the programme, which is providing them with a tailored development programme and senior sponsorship.

3. Driving and evolving our culture and behaviours

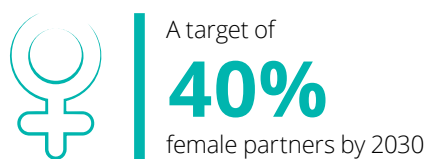
- In September 2021 we joined **Menopause in the Workplace**, starting our journey towards becoming accredited as a menopause friendly employer.
- In June 2021 we launched our firmwide allyship toolkit to help our people support colleagues and better understand their experiences. We've since supplemented this with 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 everyone.

4. Leveraging the Deloitte brand and platform

- We are proud to have been named a **Times Top 50 Employer for Women** every year since 2016.
- We have been certified as one of the **2022 '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** and the **Tech Talent Charter** openly advocating for, and showing our progress towards, gender balance.
- In 2021 we became a member of **25 x 25**, the initiative to increase the number of women CEOs in UK business.
- We were one of several organisations to support the **Who Cares? report** by Business in the Community (BITC) and Ipsos UK, which focused on the experiences of combining paid work and care. Representatives from our Working Families Network and Gender Balance Network participated in listening sessions. The Who Cares? campaign, inspired by the report findings, is calling on employers and policymakers to transform the way we think about combining work and caring responsibilities.

5. Measuring and reporting on progress

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



-
- As of September 2022, 27% of our partners are women, up from 13% in 2013.



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- Progress against our targets and other key metrics are reported to the Executive on a quarterly basis.
 - You can view our full 2022 people metrics **here**

At a glance – ethnicity pay gap

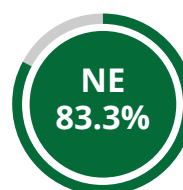
The ethnicity pay gap shows the difference in the hourly rate of pay between the median ethnic minority and median non-ethnic minority individuals in an organisation, expressed as a percentage of the median non-ethnic minority earnings. An ethnicity pay gap can be driven by factors including, crucially, lower ethnic minority representation in senior positions. It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay two individuals the same for equal work – which is governed by the Equality Act. For a detailed explanation of the calculation methodology refer to page 22.

Headline ethnic minority pay figures for Deloitte UK (excluding 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 2022, and bonuses paid in the year to 5 April 2022.⁵ All calculations are based on an ethnicity disclosure rate of 78.1%.

| Deloitte UK | Median | Mean |
|-------------------------------|--------|-------|
| Ethnic minority pay gap | 3.7% | 11.9% |
| Ethnic minority bonus pay gap | 21.1% | 35.6% |

The proportion of non-ethnic minority and ethnic minority employees receiving a bonus payment



| Deloitte UK | Non-ethnic minority | Ethnic minority |
|---|---------------------|-----------------|
| | FY22 | FY22 |
| Proportion of non-ethnic minority and ethnic minority employees in each quartile band | | |
| Upper | 75.1% | 24.9% |
| Upper middle | 63.4% | 36.6% |
| Lower middle | 63.7% | 36.3% |
| Lower | 70.8% | 29.2% |

| Deloitte UK | Median | Mean |
|------------------------------|--------|-------|
| | FY22 | FY22 |
| Equity partners earnings gap | 15.4% | 6.9% |
| Total earnings gap | 10.9% | 42.5% |

⁵ We consider it 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 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

In 2021 we evolved our ethnicity pay gap reporting to reflect our greater focus on equity for ethnic minorities at Deloitte, and our commitment to transparency. This year we have again broken down ethnic minority figures to share pay gap analysis at a Black,⁶ Asian and other ethnic minority level and are now able to see year-on-year comparisons.

Overall ethnic minority representation in the firm has increased from 27% in April 2021 to 32% in April 2022 (of those individuals who have disclosed). We have also seen improvements within our senior grades as ethnic minority partner grade representation rose from 7% to 8.5%, and there was a similar increase at director grade, with representation rising from 12% to 15% (June 2022). This shows a

positive step at grades that attract the highest levels of remuneration, which we expect in time will continue to close the pay gap.

We have achieved similar improvements at middle management grades, providing a strong pipeline for future leadership, and significantly, an 11% rise in our ethnic minority graduate intake this year (from 40% to 51%), including a 1% rise in Black graduates (from 4% to 5%).



11%

increase in ethnic minority graduate intake year-on-year

Key headlines from the April 2022 pay gap data

- Our figures show a 3.9% improvement in the median hourly pay gap, taking this from 7.6% to 3.7%. We have also seen an improvement of 1.9% in the mean hourly pay gap, taking it from 13.8% to 11.9%. This is due to better ethnic minority representation at senior manager and director grades, pulling up the average hourly pay and reducing the pay gaps.
- There are considerable improvements in both the median bonus gap (decrease of 3.9% from 25.0% to 21.1%) and the mean bonus gap (reduction of 7.2% from 42.8% to 35.6%).
- Between April 2021 and April 2022, we continued to see improved alignment of salaries paid within bands under the firm's current grade structure for ethnic minority employees.
- Our total earnings gap has widened slightly year-on-year. Both the median and mean total earnings gaps have increased by 1.6% to 10.9% and 4.6% to 42.5% respectively. This is due to the increase of our bonus pool this year back to pre-pandemic levels. We reduced it in 2021 to support the resilience of the firm, with the impact being borne by our partners and more senior employees where ethnic minority colleagues hold fewer positions.
- Having experienced a decline in our disclosure rate between April 2019 and April 2021, we are pleased to have seen our disclosure rate rise to 78.1% in April 2022. This is due to a high profile communications campaign this year to encourage our people to share their diversity data, combined with a focus on improving the user experience for new joiners.

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

When compared with non-ethnic minority individuals, our data shows an improvement in our median and mean Black, Asian and other ethnic minority pay gaps:

- Our median **Black pay gap** has fallen by 4.0% to 11.8%; the mean has reduced by 3.6% to 19.4%
- Our median **Asian pay gap** is down by 2.2% to 1.3%; the mean has dropped by 1.4% to 10.6%
- Our median **other ethnic minority pay gap** has decreased by 3.5% to -0.8%; the mean has dropped by 2.4% to 9.7%.

This suggests that the actions we have continued to take to improve the experience and opportunities for Black and ethnic minority colleagues are the right ones, but an ongoing focus is needed to ensure we continue to support our ethnic minority talent.

⁶ 'Black' includes individuals who identify as 'Black' or 'Mixed Black'.

Ethnicity at Deloitte

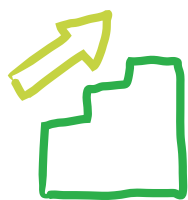
Since 2017, we have had specific targets and actions to support ethnic minority talent at Deloitte, with a significant focus since 2020 on Black talent. Two years on from launching our Black Action Plan, we have reflected on the steps we've taken, and engaged and consulted with Black colleagues across the firm to help us understand the impact our actions have made and to shape our focus for the coming year on improving the Black experience at Deloitte.

While we remain committed to continuing work on our five focus areas below, we have also identified three particular areas to focus on this year:

- **Sponsorship:** extend mentoring and sponsorship for our Black colleagues.
- **Promotion:** people leadership to deliver access to opportunities and higher Black representation in specific industries and areas.
- **Lived experience:** specific support for our Black experienced hires at induction.

1. Providing equity of opportunity

- We have continued to ensure that our promotion processes are as inclusive and bias free as possible. This year in June, 22 new partners were from ethnic minority backgrounds, equating to 18% of the promotions. This included three new Black partners, bringing the total number to 11.
- Our refreshed mandatory inclusion training for hiring managers continues to help us make more inclusive decisions as part of the process. We continue to review and challenge our recruitment processes, and we're working with business leaders to make sure that the short-listing and selection process for panels is inclusive.



18%

of partner promotes in 2022 were from an ethnic minority background

- We have committed to supporting the **10,000 Black Interns** initiative and launched our pilot programme this summer, recruiting three interns onto our summer vacation scheme. We are currently reviewing ambitions for next summer with a view to hiring more people.

2. Developing people to succeed and thrive

- We launched our Future Leaders Programme for 500 women and ethnic minority colleagues. 43.5% of participants are from an ethnic minority background and 7% are Black.
- We have continued our reverse mentoring programme, pairing Black and ethnic minority colleagues with partners and directors. The objective is to help leaders better understand the lived experiences of colleagues from minority ethnic backgrounds, in and out of the workplace, and therefore build their inclusive leadership skills. We also participate in the BITC and INvolve cross-company mentoring programmes.

3. Driving and evolving our culture and behaviours

- The additional mandatory training we introduced for all employees in 2020 covering race bias, micro-behaviours and inclusive language and communication continues to be required of all new joiners.
- We have also made race bias e-learning available to all our people and continue to develop inclusive leadership content specifically for our People Leaders.
- Following the 'Talking About Race' sessions delivered to our partners and directors in 2021, our future approach to race fluency is under review as we seek to further embed an inclusive leadership culture.

- Our Multicultural Network allies community has continued to grow this year, further supported by our firm-wide allyship toolkit, which provides guidance and practical tips on allyship and advocacy that can be applied to support all under-represented groups.

4. Leveraging the Deloitte brand and platform

- We have continued our commitment to the **CBI Change the Race Ratio** campaign and **10,000 Black Interns** initiative.
- We continue to run the **Race in the Boardroom Programme** in conjunction with **The Black British Business Awards (BBBA)**.
- Through our 5 Million Futures partnership with **Blueprint for all** we're delivering a bursary programme to 43 students with six universities. Aimed at students from ethnic minority and lower socio-economic backgrounds, the scheme offers financial support as well as mentoring, skills workshops, and opportunities to apply for our undergraduate work experience programmes.
- Colleagues from the firm are co-leading the **Black Professional Services Collective**, a cross industry body designed to promote Professional Services as a career path to the Black community in the UK.
- We have also signed up to two additional commitments as part of BITC's **Race at Work Charter**, focused on allyship and improving supply chain diversity.

5. Measuring and reporting on progress

- Our targets are 12% ethnic minority and 3% Black partners by 2025.
- Our June 2022 promotions take us to 9% ethnic minority partners and 0.9% Black partners, up from 7% and 0.6% respectively last year.

- Progress against targets and other key metrics are reported to the Executive on a quarterly basis.
- Our Ethnicity Council, which acts as a sounding board for our Executive and Inclusion team, plays an important role in supporting work towards our goals and targets.
- You can view our full 2022 people metrics **here**

Listen – Understand – Act: the Black Experience

We are committed to driving meaningful change and making Deloitte an inclusive and equitable place for all. So, it is important we continue to monitor our progress against our Black Action Plan commitments to make sure we are focusing our efforts in the right areas. Earlier this year, we engaged and consulted with Black colleagues across the firm. We have also benefited from insights gained from our employee experience survey and Deloitte Black Network. These have helped us to understand the impact of our actions so far, and will enable us to further shape our focus for the coming year, in partnership with our Black colleagues, to improve the Deloitte Black experience.



2025 targets:
Ethnic minority partners

12%

Black partners

3%

Disability, sexual orientation and social mobility representation

In April 2022, we launched a firmwide campaign encouraging all our people to share their personal characteristics with us. We added some new questions on neurodiversity, gender identity and Armed Forces representation and updated others in response to feedback from our diversity networks and to align with external best practice. More than one third of our people have updated their details to date.

This data helps us better understand the current picture of diversity at the firm and ensures we are building a workforce that is reflective of society. We are using the data to help us focus and inform our activities as we continue to build a more open and inclusive environment.

We are committed to taking incremental steps towards transparency and publishing our representation data where the disclosure rate is greater than 70%. This means that we can report our disability and sexual orientation representation for the first time this year.

On social mobility, the primary question (based on Social Mobility Commission guidance) on parental occupation at age 14 was a more recent addition and we don't have sufficient disclosure yet to

be able to share meaningful data. However, initial data shows that more than 30% of our people identify as being the first generation in their family to go to university. It should also be noted that the social mobility questions are very UK specific and we have a large international workforce to whom they will not be applicable.



30%

of our people identify as being the first generation in their family to go to university

Headline disability representation data for Deloitte UK as at 31 May 2022



4.5%
of partners and
5.1%
of employees identify
as having a disability
or long term health
condition

Headline sexual orientation representation data for Deloitte UK as at 31 May 2022



2.2%
of partners and
3.9%
of employees
identify as being
lesbian, gay or
bisexual

Notes

Our current disclosure rate for disability and sexual orientation stands at 70.0%. Any individuals who have not shared their disability or sexual orientation are excluded from our calculations.

Additional pay and reward 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)⁷ 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.⁸

| Year | 25th percentile pay ratio | Median pay ratio | 75th percentile pay ratio |
|------|---------------------------|------------------|---------------------------|
| 2021 | 83:1 | 53:1 | 34:1 |
| 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.



Living Wage and lower paid employees

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

⁷ Richard Houston is Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE. Deloitte UK has approximately 23,000 people and £4,940m revenue (FY22). Revenues of Deloitte NSE approximated £8.7bn in FY21.

⁸ 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 £3.8m. More detail on our equity partner appraisal and pay can be found in our **Financial Statements**.

Sharing our success: rewarding our people

Following feedback from our employee experience survey during 2021 we carried out a significant review of reward. Our reward strategy for 2022⁹ focused on being market competitive, transparent and fair.

- We accelerated our end-of-year pay review and invested in our pay bands to align pay more closely to the fast moving external market. We also rewarded our employees with an early bonus for exceptional business performance in a challenging post-pandemic year.
- From June we further increased our transparency by clearly articulating how our bonus will work in the next financial year, putting a methodology in place that is transparent and consistently applied to each grade within each business area.
- We harmonised our contractual hours to ensure they are consistently applied across the UK firm.
- Our overseas remote working policy has enabled us to support eligible employees and partners to request to work from an approved location of their choice, for a period of up to 20 workdays in a rolling 12-month period. Since launching the policy in June 2022, we have had 2,037 requests covering 120 countries with an approval rate of over 80%.

- From January 2023 we will also offer employees the opportunity to take company funded single private medical insurance, buying up to other levels of cover such as family as required.

All these measures are ensuring we attract and retain employees whilst promoting fairness and inclusivity across our populations in a consistent way.

These changes were headlined in an all firm webinar in February 2022, attended by 70% of our people. Since then we have held several town halls, updates and Q&A sessions to support the new strategy and ensure our people have the opportunity to clarify their understanding.



Cost of living

As an organisation we are very aware of our external context and particularly at the moment during the cost of living crisis, we want to support our people to ensure they are able to cope with inflationary pressures. Our approach on pay is to align our pay ranges to changes in pay in the external environment, in this way we make sure that we reflect in our pay rates factors such as pay levels in relevant organisations with whom we compete for talent, pay inflation and cost of living. We will continue to monitor this movement in future years and move our pay bands accordingly over time.

We invested heavily in our June 2022 pay review to ensure that all our people align as closely to the market as possible in line with their experience and affordability. This meant that those paid lowest i.e. furthest away from their market rate, were given the highest increases to realign their pay. For our people or their families facing financial difficulties, support can be accessed through resources such as our Advice Line, which provides information and support on a wide range of wellbeing and financial concerns.

Recognition

We continue to invest in our Values Heroes Recognition scheme with a scheme total spend last year in excess of £2m across 40,000 awards made to 87% of our people. This supports our leaders in

recognising extra discretionary effort in line with our shared values and also supports initiatives such as local awards and long service recognition.

⁹ The 2022 pay review was completed after 5 April and therefore is not reflected in this year's gender and ethnicity pay gap disclosures.

Inclusion

Equity of opportunity, inclusion and diversity

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.

When we talk about inclusion, we mean the choices each one of us makes and the actions we take to enable the people around us to turn up as their authentic selves. Inclusion comes from our individual behaviours being positive, proactive and sustained.

When we talk about diversity, we mean creating a business that is reflective of our society, moving beyond focusing on individual characteristics, and considering everything that makes us who we are.

In addition to gender and ethnicity, we also focus on:

Disability and Neurodiversity

In line with our **Valuable 500 commitments** we are striving to ensure our culture, environment and working practices are as supportive and inclusive as possible.

- As part of our focus to improve our diversity data we've refreshed the language we use when asking our people about any disability and/or long-term health conditions they might have; helping them feel more confident and comfortable to share their information. We've also added a new question specifically around neurodivergent conditions. Improving our data will not only help us better understand the make-up of our workforce but how we can better support them too. Our disability representation data, which we are publishing for the first time, can be found on page 13.
- We've used the Government's **Disability Confident** Level 2 framework of best practice (we're already at Level 1) to conduct a cross-function review of our disability support. The outputs have enabled us to commence a priority driven action plan, with enhancing physical accessibility and improving disability awareness through learning, at the fore.

- We continue to focus on improving awareness and understanding of the importance of accessible content and communications for all. We regularly share firmwide tools and guidance to help our people upskill and have partnered with Scope, one of our **5 Million Futures** charity partners, to provide bespoke accessibility training.
- To share our learnings and help other organisations improve their own skill sets and confidence when engaging with neurodiverse candidates, we published our **Neurodiversity Learning Guide** for Recruiters in March 2022. The guides are also referenced in BITC's '**Supporting Neurodiversity at Work**' factsheet.
- During Neurodiversity Celebration Week 2022 we launched our firmwide Neurodiversity Network; a community offering peer support and raising awareness about neurodiversity. This is in addition to our long-standing WorkAbility network; representing all disabilities, mental health, and chronic health conditions.

LGBTQ+

- Through our renamed Proud at Deloitte network (formerly GLOBE) and allies community, we continue to support our LGBTQ+ colleagues so they feel safe and can be themselves.
- We are strengthening our charity partnership with **Just Like Us**, an LGBTQ+ youth charity working with schools across the UK. It has been selected as one of the firm's national charity partners for our social impact strategy, **5 Million Futures**.
- Our 2022 Pride month campaign featured a range of events and activities to get involved with throughout June and beyond, with stories from our LGBTQ+ colleagues expressing what Pride and being #QueerAllYear means to them. We also participated in a number of regional UK Pride events.
- Globally, the firm has adopted the 'Embassy Model', whereby within the walls of Deloitte we apply LGBTQ+ inclusive policies

and practices for our people in all jurisdictions where we operate, but without seeking to actively influence society outside the organisation in countries where the laws are not LGBTQ+ inclusive.

- Deloitte's inaugural **LGBTQ+ Inclusion @ Work: A Global Outlook** research aimed to better understand the experiences of LGBTQ+ employees in the workplace. The pulse survey identified leading practices that support LGBTQ+ inclusion at work, barriers to inclusion and the importance of a truly inclusive everyday culture when it comes to LGBTQ+ inclusion in the workplace.
- Sexual orientation disclosure has increased by more than 8% as a result of our campaign to encourage our people to share their diversity information. We are therefore sharing headline representation data publicly for the first time (see page 13).

Social Mobility

Our goal is to attract and support more individuals from lower socio-economic backgrounds to join us and thrive at our firm. We're working towards this through our recruitment and inclusion strategies, as well as our work with our **5 Million Futures** societal and charity partners. Over the past 12 months we have:

- Ranked 12th in the **Social Mobility Employer Index 2021**. We're using the feedback to help us refine our strategy and future plans.
- As part of our focus on encouraging our people to share their diversity information, we've aligned the social mobility questions we ask with **Social Mobility Commission** best practice. Our social mobility disclosure rate has increased by more than 10% since April 2022, enabling us to start tracking the progression of employees from lower socio-economic backgrounds through the firm (see page 13).
- Maintained our practice of **contextualised recruitment** – this has led to a total of 2,443 adjustments (since 2016), these students would not have passed the initial screening had we not implemented this initiative – and school and university-blind recruitment.
- Continued our commitment to support access to the accountancy profession through our partnership with **Access Accountancy**. This included delivering more than 120 virtual work experiences via our ASPIRE programme this year to students from lower socio-economic backgrounds. We also provided each of them with a laptop to ensure they had access to the technology to successfully complete the programme virtually.



- Signed up to **the Rise initiative**, which aims to improve social mobility by helping young people develop the skills that businesses need. As part of this, Deloitte volunteers are supporting the delivery of 50 workshops, impacting over 2,800 students from low socio-economic backgrounds, in schools across the UK.
- Continued to deliver a bursary programme to 43 students with six universities through our charity partnership with **Blueprint for All**. Aimed at students from ethnic minority and lower socio-economic backgrounds, the scheme offers financial support as well as mentoring, skills workshops, and opportunities to apply for our undergraduate work experience programmes.
- We have grown our business insights programme for pupils at St Mary Magdalene Academy, Islington in London. This is a seven month placement which sees students working on projects with Deloitte businesses and clients in all sectors, including banking, social impact charity, motorsport, consulting and ventures.
- Extended our partnership with Cardiff and Vale College to increase intake for our New Beginnings programme – a unique and fully funded opportunity to boost the career prospects of people in the Cardiff and Vale region.

Deloitte Works

- As part of the firm's flexible and inclusive approach to hybrid work, in June 2021 we **announced** that our people could choose when, where and how they work, with no set days for people to be in the office or specific locations.
- To support this further, we developed the **Ways of Working Framework** (which we have open-sourced to support other organisations in having inclusive conversations) – a simple tool to help us all talk about our individual needs and how we can balance our preferences with those of our colleagues.
- We also extended the £500 budget for home office equipment to new and recent joiners to ensure all our people are supported with an effective home working set up.

Listen – Understand – Act: building an inclusive future of work

We have set up an Inclusion Council to help us shape an inclusive future of work, where no one gets left behind. Comprising members of our 13 diversity networks, it meets with our managing partner for People & Purpose on a regular basis. This ensures our under-represented groups have a strong voice and can influence how we embrace hybrid working in the most inclusive way. Our council has so far contributed to how we use our workspaces, ensuring our tech is inclusive, how our people policies have evolved, and how we provide guidance for inclusive conversations about where and how our teams work.

Listen – Understand – Act: balancing work and family life

We regularly ask our people to tell us about their experiences of hybrid working and the effect it has on their work-life balance. Feedback has helped us create a package of support that includes flexible public holidays. Introduced in January 2022, this allows our people to take public holiday leave when it is most meaningful to them, rather than on UK bank holidays.

Wellbeing

The wellbeing of our people continues to be a priority for us, reflecting one of our core shared values; 'Take care of each other'. Everyone at our firm has the opportunity to choose where, when and how they work through our hybrid working approach. Our **Ways of Working framework** has helped to facilitate consistent and regular conversations about what matters to us as individuals, and how we're most effective as a team, helping us collaborate successfully with each other and our clients.

We continue to develop our digital tools to enable our people to manage their own wellbeing irrespective of where they choose to work. We launched our Roundabout app to help people stay connected to colleagues, enhanced our internal My Wellbeing app to help with access to wellbeing tools, resources and activities, and renewed our initial one year subscription to **Headspace** encouraging our people take time out of their working day to focus on their wellbeing.

In September 2021 we joined **Menopause in the Workplace**, recognising that everyone will be impacted by menopause at some point, whether personally, or indirectly through a family member, friend or colleague. We are currently working towards becoming a menopause friendly employer.

In March 2022 we expanded our Mental Health Champions network to reflect the diversity of our firm, and have been working to enhance the skills of all of our People Leaders to understand how to spot the signs of someone struggling, and know where to signpost them, raising their confidence to ask "are you okay" in regular check-in conversations.

We use storytelling to help our people share their own wellbeing experiences and learn more about how others have managed wellbeing challenges. We ran a video and article campaign during Mental Health Awareness Week in May 2022 that generated 3,000 unique views.



3,000

unique views of
Mental Health
Awareness Week
campaign

Listen – Understand – Act: Wellbeing support

As a result of the steps we've taken to introduce both people centred wellbeing support and innovation in the digital wellbeing space, we were delighted to be named as a UK Best Workplace for Wellbeing in 2022 by Great Place to Work, recognising the support and positive changes we continue to make to the experiences of all who work at Deloitte.

Looking ahead

We are continuing to make progress in building a progressive and inclusive 'Healthy Work' culture at Deloitte, but we know we need to do more. Our inclusion priorities for the year ahead include a refreshed focus on the Black Experience, further supporting the development and progression of women and ethnic minority colleagues through our Future Leaders Programme and enhancing physical accessibility and disability awareness. We will continue to engage with and listen to our people, use our improved diversity data to inform our future activities and work with our diversity networks to support all of 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 2021 to 31 May 2022. The gender and ethnicity pay and bonus gap data is taken from the snapshot date of 5 April 2022.

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 this year on encouraging our people to share their diversity information, we have been able to take our reporting one step further, to include headline data showing disability, sexual orientation and social mobility representation in the firm. Additional to our disclosures on pay gaps, ratios and representation, this report includes detail of how we shared our success with our people, how we recognise the contributions they make and how we support their wellbeing.





The 2022 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

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

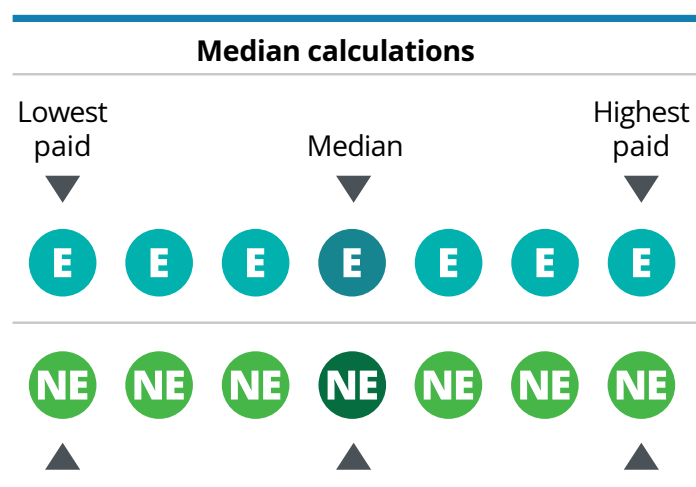
Distinguishing between median and mean

| Median calculations | | | Mean calculations | |
|---|--------|--------------|---|--|
| Lowest paid | Median | Highest paid | Sum of women's hourly rate of pay | Sum of men's hourly rate of pay |
| ▼ | ▼ | ▼ |  |  |
|  | | | VS | |
|  | | | Total number of women | Total number of men |
| ▲ | ▲ | ▲ | | |
| 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. | | | 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. | |

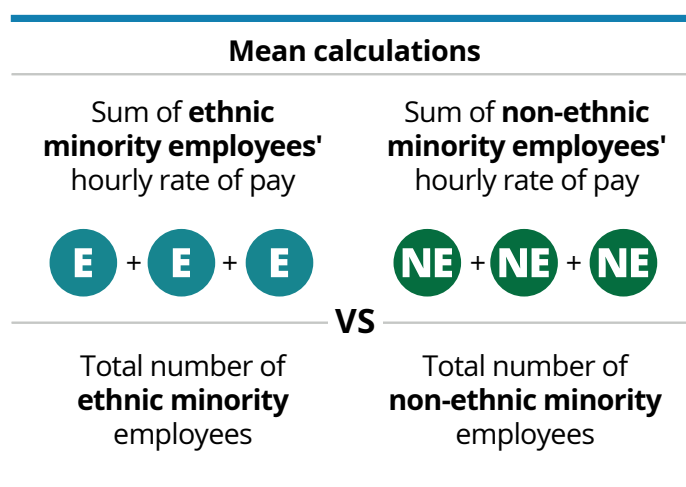
Ethnicity pay gap reporting explained

We have chosen to use the same calculation methodology set out by the GEO for gender pay gap reporting, for our median and mean ethnicity pay gap, bonus gap and distribution across pay quartiles. However, unlike gender, our ethnicity disclosure rate is not at 100% (as of April 2022 it was 78.1%) so any individuals with undisclosed ethnicities (around a quarter 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.

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 ethnic minority wages and the middle employee in the range of non-ethnic minority wages.



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

The mean ethnicity pay gap is calculated based on the difference between mean ethnic minority pay and mean non-ethnic minority pay.

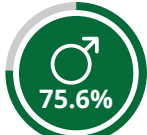
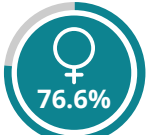
Gender pay gap

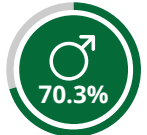
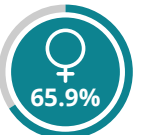
Statutory disclosures

Data as at 5 April 2022

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 which meet the criteria for mandatory reporting under the Equality Act 2010.

| Deloitte LLP | Median | Mean |
|---|---|---|
| | FY22 | FY22 |
| Gender pay gap | 13.0% | 15.9% |
| Gender bonus pay gap | 33.3% | 42.7% |
| The proportion of males and females receiving a bonus payment |  |  |

| Deloitte MCS | Median | Mean |
|---|---|---|
| | FY22 | FY22 |
| Gender pay gap | 14.8% | 17.3% |
| Gender bonus pay gap | 23.1% | 41.1% |
| The proportion of males and females receiving a bonus payment |  |  |

Proportion of males and females in each quartile band

| | Male | Female |
|--------------|-------|--------|
| | FY22 | FY22 |
| Upper | 62.0% | 38.0% |
| Upper middle | 54.4% | 45.6% |
| Lower middle | 47.7% | 52.3% |
| Lower | 51.5% | 48.5% |

Proportion of males and females in each quartile band

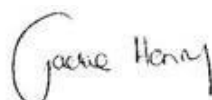
| | Male | Female |
|--------------|-------|--------|
| | FY22 | FY22 |
| Upper | 71.6% | 28.4% |
| Upper middle | 62.2% | 37.8% |
| Lower middle | 57.8% | 42.2% |
| Lower | 50.5% | 49.5% |

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 2022

| Deloitte UK | Median | | Mean | |
|----------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Gender pay gap | 13.6% | 16.4% | 16.2% | 16.7% |
| Gender bonus pay gap | 33.3% | 31.1% | 51.6% | 42.6% |

| Deloitte UK | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females receiving a bonus payment | 59.0% | 73.8% | 58.0% | 73.9% |

| Deloitte UK | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females in each quartile band | | | | |
| Upper | 65.3% | 65.4% | 34.7% | 34.6% |
| Upper middle | 57.9% | 57.0% | 42.1% | 43.0% |
| Lower middle | 51.5% | 50.5% | 48.5% | 49.5% |
| Lower | 51.4% | 51.9% | 48.6% | 48.1% |

| Deloitte UK | Median | | Mean | |
|------------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Equity partners earnings gap | 18.2% | 15.4% | 14.0% | 12.4% |
| Total earnings gap | 14.8% | 14.2% | 32.7% | 34.1% |

Gender pay gap

Year-on-year comparisons

Data as at 5 April 2022

| Deloitte LLP | Median | | Mean | |
|----------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Gender pay gap | 12.1% | 13.0% | 14.4% | 15.9% |
| Gender bonus pay gap | 38.0% | 33.3% | 53.9% | 42.7% |

| Deloitte LLP | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females receiving a bonus payment | 54.3% | 75.6% | 52.7% | 76.6% |

| Deloitte LLP | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females in each quartile band | | | | |
| Upper | 61.6% | 62.0% | 38.4% | 38.0% |
| Upper middle | 55.3% | 54.4% | 44.7% | 45.6% |
| Lower middle | 49.6% | 47.7% | 50.4% | 52.3% |
| Lower | 51.6% | 51.5% | 48.4% | 48.5% |

| Deloitte MCS | Median | | Mean | |
|----------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Gender pay gap | 21.9% | 14.8% | 18.9% | 17.3% |
| Gender bonus pay gap | 40.0% | 23.1% | 49.7% | 41.1% |

| Deloitte MCS | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females receiving a bonus payment | 69.3% | 70.3% | 73.9% | 65.9% |

| Deloitte MCS | Male | | Female | |
|---|-------|-------|--------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of males and females in each quartile band | | | | |
| Upper | 72.9% | 71.6% | 27.1% | 28.4% |
| Upper middle | 63.6% | 62.2% | 36.4% | 37.8% |
| Lower middle | 59.8% | 57.8% | 40.2% | 42.2% |
| Lower | 49.5% | 50.5% | 50.5% | 49.5% |

Ethnicity pay gap

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

Data as at 5 April 2022

| | Median | | Mean | |
|-------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Ethnicity pay gap | 7.6% | 3.7% | 13.8% | 11.9% |
| Ethnicity bonus pay gap | 25.0% | 21.1% | 42.8% | 35.6% |

| | Non-ethnic minority | | Ethnic minority | |
|---|---------------------|-------|-----------------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| The proportion of non-ethnic minority and ethnic minority employees receiving a bonus payment | 67.7% | 83.3% | 55.7% | 66.8% |

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

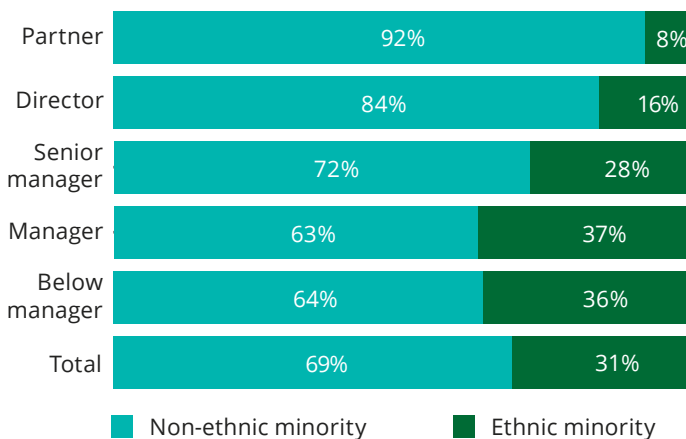
| | Non-ethnic minority | | Ethnic minority | |
|--------------|---------------------|-------|-----------------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Upper | 80.6% | 75.1% | 19.4% | 24.9% |
| Upper middle | 69.8% | 63.4% | 30.2% | 36.6% |
| Lower middle | 66.9% | 63.7% | 33.1% | 36.3% |
| Lower | 73.5% | 70.8% | 26.5% | 29.2% |

| | Median | | Mean | |
|------------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Equity partners earnings gap | 8.3% | 15.4% | 11.9% | 6.9% |
| Total earnings gap | 9.3% | 10.9% | 37.9% | 42.5% |
| | FY21 | | FY22 | |
| Disclosure rate | 76.8% | | 78.1% | |

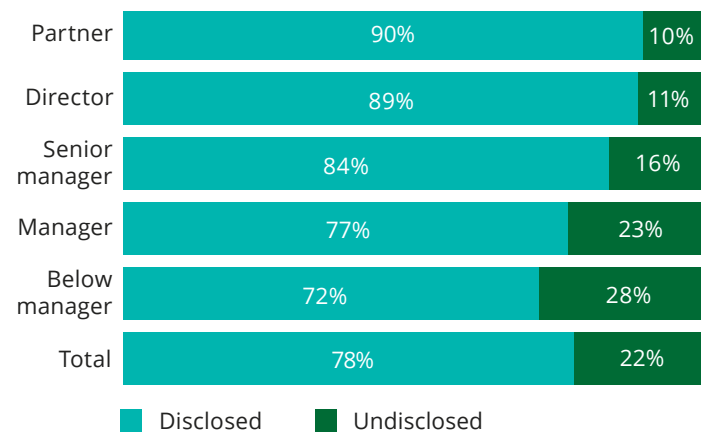
Ethnic minority representation within Deloitte by region (excludes those that have not disclosed)



Ethnicity breakdown by grade



Disclosure rate by grade



Notes

Ethnicity pay gap calculations are based on the population who have voluntarily disclosed their ethnicity. Our current disclosure rate stands at 78.1%.

When we first reported our ethnicity pay gap in December 2017, we followed the government gender pay gap methodology guidelines (which excludes Channel Islands and Northern Ireland, both of which are locations where we have UK employees). For this report, in order to align to the 'Deloitte UK' figures in our gender pay gap reporting, we have included Channel Islands and Northern Ireland; this is important in order to provide the full picture across our entire UK firm.

Black pay gap

Year-on-year comparisons

Data as at 5 April 2022

| | Median | | Mean | |
|---------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Black pay gap | 15.8% | 11.8% | 23.0% | 19.4% |
| Black bonus pay gap | 50.0% | 36.8% | 58.7% | 47.1% |

| | Non-ethnic minority | | Black | |
|---|---------------------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| The proportion of non-ethnic minority and Black employees receiving a bonus payment | 67.7% | 83.3% | 51.8% | 63.3% |

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band

| | Non-ethnic minority | | Black | | Asian | | Other ethnic minority | |
|--------------|---------------------|-------|-------|-------|-------|-------|-----------------------|------|
| | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 |
| Upper | 80.6% | 75.1% | 2.1% | 3.3% | 16.1% | 20.5% | 1.9% | 3.0% |
| Upper middle | 69.8% | 63.4% | 5.0% | 7.8% | 24.7% | 30.3% | 4.9% | 5.5% |
| Lower middle | 66.9% | 63.7% | 10.0% | 11.3% | 24.6% | 27.8% | 5.0% | 5.3% |
| Lower | 73.5% | 70.8% | 5.5% | 5.8% | 21.8% | 24.1% | 2.4% | 3.0% |

| | Median | | Mean | |
|------------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Equity partners earnings gap | 41.7% | 38.5% | 41.5% | 37.2% |
| Total earnings gap | 18.5% | 17.5% | 48.3% | 52.0% |
| | FY21 | | FY22 | |
| Disclosure rate | 76.8% | | 78.1% | |

Asian pay gap

Year-on-year comparisons

Data as at 5 April 2022

| | Median | | Mean | |
|---------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Asian pay gap | 3.5% | 1.3% | 12.0% | 10.6% |
| Asian bonus pay gap | 25.0% | 21.1% | 40.4% | 36.0% |

| | Non-ethnic minority | | Asian | |
|---|---------------------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| The proportion of non-ethnic minority and Asian employees receiving a bonus payment | 67.7% | 83.3% | 56.0% | 67.1% |

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band

| | Non-ethnic minority | | Black | | Asian | | Other ethnic minority | |
|--------------|---------------------|-------|-------|-------|-------|-------|-----------------------|------|
| | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 |
| Upper | 80.6% | 75.1% | 2.1% | 3.3% | 16.1% | 20.5% | 1.9% | 3.0% |
| Upper middle | 69.8% | 63.4% | 5.0% | 7.8% | 24.7% | 30.3% | 4.9% | 5.5% |
| Lower middle | 66.9% | 63.7% | 10.0% | 11.3% | 24.6% | 27.8% | 5.0% | 5.3% |
| Lower | 73.5% | 70.8% | 5.5% | 5.8% | 21.8% | 24.1% | 2.4% | 3.0% |

| | Median | | Mean | |
|------------------------------|--------|------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Equity partners earnings gap | 8.3% | 0.0% | 6.9% | 1.5% |
| Total earnings gap | 7.4% | 9.2% | 35.5% | 40.6% |
| | FY21 | | FY22 | |
| Disclosure rate | 76.8% | | 78.1% | |

Other ethnic minority pay gap

Year-on-year comparisons

Data as at 5 April 2022

| | Median | | Mean | |
|-------------------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Other ethnic minority pay gap | 2.7% | -0.8% | 12.1% | 9.7% |
| Other ethnic minority bonus pay gap | 25.0% | 15.8% | 37.6% | 14.2% |

| | Non-ethnic minority | | Other ethnic minority | |
|--|---------------------|-------|-----------------------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees receiving a bonus payment | 67.7% | 83.3% | 60.6% | 70.1% |

Proportion of non-ethnic minority and Black, Asian and other ethnic minority employees in each quartile band

| | Non-ethnic minority | | Black | | Asian | | Other ethnic minority | |
|--------------|---------------------|-------|-------|-------|-------|-------|-----------------------|------|
| | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 | FY21 | FY22 |
| Upper | 80.6% | 75.1% | 2.1% | 3.3% | 16.1% | 20.5% | 1.9% | 3.0% |
| Upper middle | 69.8% | 63.4% | 5.0% | 7.8% | 24.7% | 30.3% | 4.9% | 5.5% |
| Lower middle | 66.9% | 63.7% | 10.0% | 11.3% | 24.6% | 27.8% | 5.0% | 5.3% |
| Lower | 73.5% | 70.8% | 5.5% | 5.8% | 21.8% | 24.1% | 2.4% | 3.0% |

| | Median | | Mean | |
|------------------------------|--------|-------|-------|-------|
| | FY21 | FY22 | FY21 | FY22 |
| Equity partners earnings gap | 58.3% | 38.5% | 47.0% | 35.3% |
| Total earnings gap | 6.4% | 6.4% | 39.3% | 40.9% |
| | FY21 | | FY22 | |
| Disclosure rate | 76.8% | | 78.1% | |



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