



# Foreword

Our people are the heart of our firm. United by our shared values, each of us at Deloitte brings our own ideas, skills and perspectives to make an impact that matters for our colleagues, clients and society. We want everyone to feel able to be their true authentic selves, reach their full potential and know that they belong.

This is Deloitte's first report on pay in this level of detail. We have reported our gender pay gap since 2015 and our ethnicity pay gap since 2017. This year, we have decided to go a step further, evolving our reporting to reflect our continued commitment to best practice and transparency. We have broken down our ethnic minority figures to share pay gap analysis at a Black, Asian and other ethnic minority level, and our CEO to employee pay ratio.<sup>1</sup> And additional to our disclosures on pay gaps and ratios, this report includes detail of how we shared our success with our people, how we recognise the contributions they make, progress against our inclusion agenda and how we support the wellbeing of our people.

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

In many ways the COVID-19 pandemic has brought people together like never before. At the outset of the pandemic there was a huge amount of uncertainty around what it could mean for the firm and the potential impact on trading performance. As a result, we took a number of actions early to protect the firm's resilience. This included offering a voluntary reduced working week, reducing the FY20 bonus pot, pausing annual salary reviews, deferring the salary increases associated with FY21 promotions for six months (which we rectified later) and reducing pension contributions throughout FY21. The decision to take these actions was not an easy one, nor one we made lightly. We do, however, believe that it was the right decision to build resilience and ensure the firm's long-term stability.

We have been, and continue to be, guided by our purpose, our values and our people. Building towards inclusion through ensuring equality and fairness in everything we do has never been more important. Despite the challenges of the pandemic, it has given us an opportunity to ask questions about the type of employer we want to be and when, where and how we will work together in the future.

But we have also seen examples around the world of people from under-represented groups being victimised or discriminated against. As a firm we are resolute about the importance of diversity and inclusion: fostering an inclusive culture and embracing diversity in all forms is one of the values shared by our colleagues across the globe.

While we continue to make strides that create meaningful change for our people, we know we still have a lot to do. Our ongoing actions to increase diverse representation at senior levels will help us to close our pay gaps. We are working hard with our leaders and all of our people, with our diversity networks and with our clients to listen, learn and improve.



**Jackie Henry**  
UK Managing Partner People & Purpose  
September 2021

<sup>1</sup> Some organisations also report other pay gaps such as social mobility, sexual orientation or disability. We are constantly reviewing our approach on reporting and will consider further reporting in the coming years as part of our evolving inclusion strategy.

# At a glance – Deloitte UK

Data as at 5 April 2021 – a whole firm view including both our employees and our partners<sup>2</sup>

## Gender total earnings gap<sup>3</sup>



Mean  
2020

**34.8%**

Median  
2020

**13.2%**

2021

**32.7%**

2021

**14.8%**

**-2.1%**



**+1.6%**



## Ethnicity total earnings gap<sup>3</sup>



Mean  
2020

**40.1%**

Median  
2020

**11.5%**

2021

**37.9%**

2021

**9.3%**

**-2.2%**



**-2.2%**



## Black total earnings gap<sup>3</sup>



Mean  
2021

**48.3%**

Median  
2021

**18.5%**

This is the first time we have reported our Black total earnings gap. Although we are unable to see comparisons from previous years, we now have a baseline for future analysis.

<sup>2</sup> The gender pay gaps are expressed as a percentage of the average male earnings. The ethnicity pay gaps are expressed as a percentage of the average non-ethnic minority earnings. More details on pay gap calculations can be found on pages 5 and 11.

<sup>3</sup> As the statutory gender pay gap methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one mean and one median 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 [Statutory Accounts](#).

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# Pay report 2021



## Gender pay gap reporting explained

The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male 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.

Organisations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median 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 <b>women's</b> hourly rate of pay	Sum of <b>men's</b> hourly rate of pay
▼	▼	▼		
			VS	
			Total number of <b>women</b>	Total number of <b>men</b>
▲	▲	▲		
<p>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.</p>			<p>The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.</p> <p>The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.</p>	

# At a glance

## Headline gender pay figures for Deloitte UK

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 2021, and bonuses paid in the year to 5 April 2021.<sup>4</sup>

Deloitte UK	Median	Mean
Gender pay gap	13.6%	16.2%
Gender bonus pay gap	33.3%	51.6%
The proportion of males and females receiving a bonus payment		

Deloitte UK	Male	Female
	FY21	FY21
Proportion of males and females in each quartile band		
Upper	65.3%	34.7%
Upper middle	57.9%	42.1%
Lower middle	51.5%	48.5%
Lower	51.4%	48.6%

Deloitte UK	Median	Mean
	FY21	FY21
Equity partners earnings gap	18.2%	14.0%
Total earnings gap	14.8%	32.7%

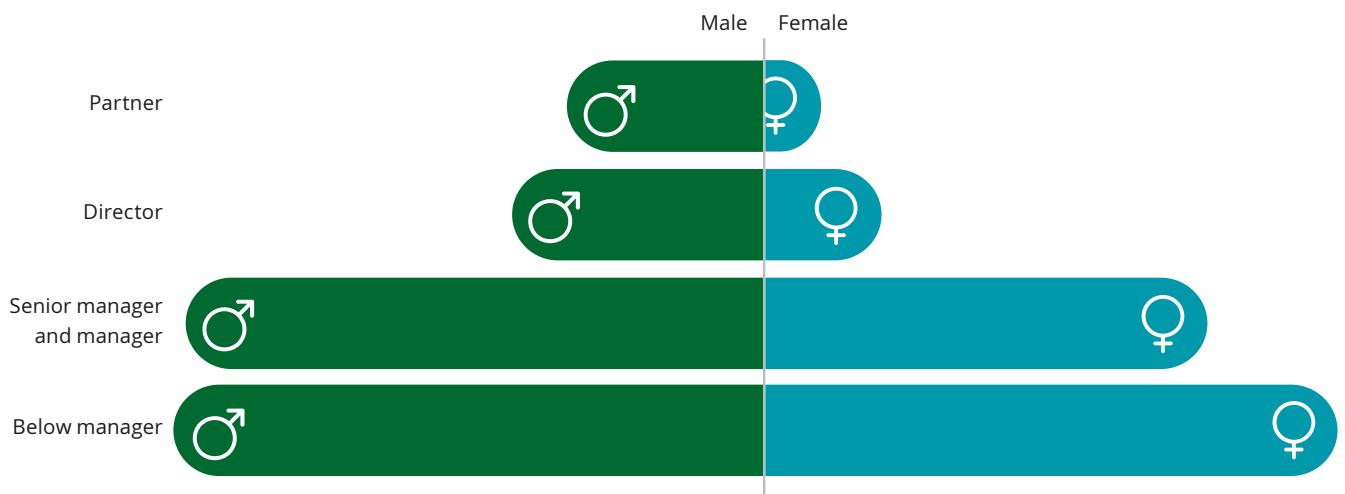
<sup>4</sup> We are required to report our gender pay gap data for each separate legal entity that has at least 250 employees and therefore we have reported data for Deloitte LLP and Deloitte MCS Ltd. Because we consider it important to consider the picture for all employees, we have also looked at the 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 mean and one median calculation for the whole firm, including equity partner earnings, which we refer to above as the total earnings gap. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the gender pay gap calculation.

# Understanding the gap

Our gender pay gap as at 5 April 2021 exists because women hold fewer senior positions within the firm than men. As of September 2021, women make up 44% of our overall workforce. In April 2021, only 23% of our partners and 30% of our directors (the grades attracting the highest levels of remuneration) were women.

## Gender breakdown by grade



### Key headlines from the April 2021 pay gap data

- We have achieved a reduction in both our mean hourly pay gap – decreasing by 1.6% to 16.2% – and our median hourly pay gap, which has been reduced by 2.1% to 13.6%.
- The mean bonus gap has remained static at 51.6% while the median has reduced by 5.3% to 33.3%.
- We have continued to focus on increasing the number of women in senior positions and are working hard to minimise any in-grade gaps. Our analysis shows that the average mean gender pay gap within pools of our people of the same level is around 2.4% (2.9% in 2020).
- Our total earnings gap, which takes into account the earnings of our whole firm including equity partners, shows a reduction in the mean total earnings pay gap of 2.1%, bringing it to 32.7%. However, the median total earnings gap has increased by 1.6% to 14.8%.
- We are pleased that our total earnings gap has reduced year-on-year as a result of the actions we are taking, and which we outline further in this report. However, we also recognise that these reductions are, in part, a result of the unprecedented actions we took during the pandemic to support the resilience of the firm, one of which was to reduce the size of our bonus pool. The impact of this was rightly borne most heavily by our partners and our employees at more senior levels, where women hold fewer positions than men.

# Gender balance at Deloitte

In 2014 our CEO and leadership team agreed our first gender balance action plan. This extensive and detailed plan – which was developed through analysis of our career lifecycle from a gender perspective and extensive consultation with our female employees – comprised a number of targeted interventions and, critically, a focus on our culture and behaviours. Now embedded within our wider inclusion strategy, our focus on gender balance includes:

- Steps to ensure all our people management processes are without bias;
- **Return to Work** support;
- Sponsorship, mentoring and development opportunities;
- A range of support for working parents, including **enhanced leave policies**;
- Active monitoring of the talent pipeline.



Gender balance has been an executive-led priority since 2014 and gender and ethnicity targets are included in our leaders' objectives as a non-negotiable. This year we are increasing accountability by asking all partners to set people-related objectives, which include a focus on diversity and inclusion.

Our targets are set to accelerate the pace of change. Since 2013, we have seen our female partner numbers increase annually, from 13% to 25% today (September 2021).

Data is used to inform our actions and measure our impact. We are clear that meaningful and sustained change will take both time and consistent focus, not only by our senior leaders but through the collective efforts of 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. Our gender balance plan is focused on five areas: providing equal opportunities, 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 equal opportunities

- We strive for gender-balanced candidate shortlists. In 2021, 40% of experienced hires and 47% of graduate or entry-level recruits have been women. Our aim is to achieve 50%.



# 47%

of graduate or entry-level recruits were women in 2021

- Our annual reward process proactively reviews decisions from a gender and ethnicity perspective. In June 2021 **we promoted 79 new partners**, 30% of whom were women (up 3% on June 2020).



# 30%

of partner promotes in 2021 were women

- Succession planning continues to be a focus for us to establish a fairer, more rigorous method for identifying future talent. This includes a development framework to ensure a diverse set of leaders.
- We remain focused on increasing the diverse representation of our people (including women) in our video content, imagery, and case studies at our student attraction events.
- Since 2016, our job descriptions have been written in gender-neutral language and show our commitment to agile working (our term for flexible working).

## 2. Developing people to succeed and thrive

- Becoming a parent can be a life-changing experience, so we are continually evolving the support we offer to parents and their team leaders. In 2021 this included refreshing our Working Parents Transition Programme (externally facilitated coaching for all new parents and their team leader) and introducing a series of curated resources and tools to improve point of need support.

- In autumn 2021 we will be piloting a series of group coaching sessions for carers, designed to help them successfully manage conflicting priorities while focusing on their career development and wellbeing.
- In 2020 we introduced additional sponsor support for female director candidates to help accelerate their development.
- Refreshed in 2020, our reverse mentoring programme gives leaders a valuable insight into the day-to-day experiences of our women (and other under-represented groups), helping them to better understand the challenges they face.
- We participate in a number of external mentoring programmes that provide targeted development support for women (and other under-represented groups).

## 3. Driving and evolving our culture and behaviours

- Deloitte has long been a champion of agile working, with extended flexible working in place since 2014. In June 2021 we launched **Deloitte Works** – a transformation journey we are taking to redefine the future of work. With a focus on inclusion and wellbeing, our flexible approach to hybrid working will create opportunities for our people to thrive and reach their full potential.
- Earlier this year we launched a firmwide allies toolkit to help our people support colleagues and better understand their experiences. We recognise that male and leader allyship is crucial to improving gender balance so, in autumn 2021, we will be supplementing the toolkit with additional targeted resources, including facilitated in-person discussions, to accelerate the ally movement across the firm.
- We have been delivering our firmwide mandatory **respect & inclusion** training, which focuses on ensuring the right culture and behaviours, since 2015. Our 2020 training, among other elements, covered inclusive language and communication.

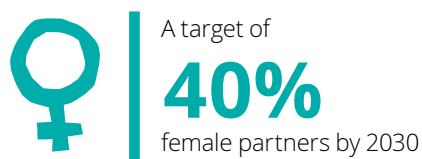
#### 4. Leveraging the Deloitte brand and platform

- We have been a Times Top 50 employer for women since 2016 and won the Business in the Community Gender Equality Award in 2019.
- Since 2018, we have been 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 2019 we joined the Parental Leave Corporate Task Force, which aims to champion access to parental leave for all.



#### 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 2021, 25% of our partners are women, up from 13% in 2013.



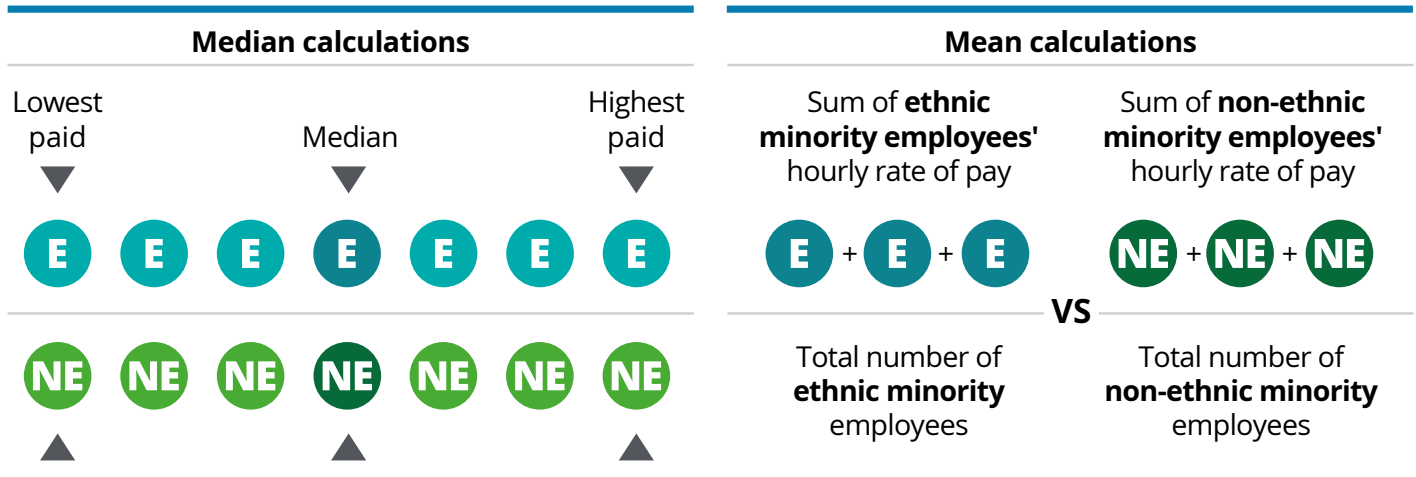
- More women are returning after maternity leave – 91% during 2021 (to date) compared with 68% in 2012.
- You can view our full 2021 people metrics [here](#)

# Ethnicity pay gap reporting explained

The ethnicity pay gap shows the difference in the average hourly rate of pay between ethnic minority and non-ethnic minority individuals in an organisation, expressed as a percentage of the average 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.

We have chosen to use the same calculation methodology set out by the Government Equalities Office for gender pay gap reporting, for our mean and median ethnicity pay gap, bonus gap and distribution across pay quartiles. However, unlike gender, our ethnicity disclosure rate is not at 100% (as of April 2021 it was 77%) 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.

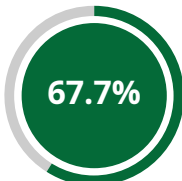

The mean ethnicity pay gap is calculated based on the difference between mean ethnic minority pay and mean non-ethnic minority pay.

# At a glance

## Headline ethnic minority pay figures for Deloitte UK

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 2021, and bonuses paid in the year to 5 April 2021.<sup>5</sup> All calculations are based on an ethnicity disclosure rate of 77%.

Deloitte UK	Median	Mean
Ethnic minority pay gap	7.6%	13.8%
Ethnic minority bonus pay gap	25.0%	42.8%

Deloitte UK	Non-ethnic minority	Ethnic minority
	FY21	FY21
The proportion of ethnic minority and non-ethnic minority employees receiving a bonus payment		
		

Deloitte UK	Non-ethnic minority	Ethnic minority
	FY21	FY21
Proportion of ethnic minority and non-ethnic minority employees in each quartile band		
Upper	80.6%	19.4%
Upper middle	69.8%	30.2%
Lower middle	66.9%	33.1%
Lower	73.5%	26.5%

Deloitte UK	Median	Mean
	FY21	FY21
Equity partners earnings gap	8.3%	11.9%
Total earnings gap	9.3%	37.9%

<sup>5</sup> 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 mean and one median calculation for the whole firm, including equity partner earnings which we refer to above as the total earnings gap. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the GEO methodology.

# Understanding the gap

We have evolved our ethnicity pay gap reporting from previous years to reflect our greater focus on equity for ethnic minorities at Deloitte, and our commitment to transparency. We have broken down ethnic minority figures to share pay gap analysis at a Black<sup>6</sup>, Asian and other ethnic minority level.

Analysis of our ethnicity pay gap figures tells us that we have made some progress. Overall ethnic minority representation in the firm has increased from 26% in April 2020 to 27% in April 2021 (of those individuals who have disclosed). We have also seen improvements within our senior grades during this period as ethnic minority partner grade representation rose from 6% to 7%, and there was a similar increase at director grade, with representation going from 11% to 12%

(June 2021). Although this is slow progress, it shows a positive step at grades that attract the highest levels of remuneration, which we expect in time will continue to improve pay equity.

We have also achieved similar improvements at middle management grades, and seen a 4% rise in our ethnic minority graduate intake this year (from 36% to 40%), including a 1.3% rise in Black graduates (from 2.7% to 4%).



## 4%

increase in ethnic minority graduate intake year-on-year

### Key headlines from the April 2021 pay gap data

- Our figures show a small improvement of 0.8% in the mean hourly pay gap, taking it from 14.6% to 13.8%. This is due to better ethnic minority representation at senior manager and director grades, pulling up the average hourly pay and reducing the mean pay gap. However, we have seen a slight rise in the median hourly pay gap (which effectively compares two individuals, of whom the more senior is non-ethnic minority), taking this from 7.3% to 7.6%.
- We have seen more considerable improvements in both the mean bonus gap (reduction of 1.6% from 44.4% to 42.8%) and the median bonus gap (reduction of 8.9% from 33.9% to 25%). The firm has worked hard to implement conscious inclusion practices to improve some of our core people processes to support under-represented groups. Examples include ensuring leaders have visibility of our targets and how we are tracking against them, and having more diverse representation on decision-making panels.
- Between April 2020 and April 2021, we have continued to see improved alignment of salaries paid within bands under the firm's current grade structure for ethnic minority employees.
- While we have continued to focus on increasing the number of ethnic minority employees in senior positions, we are also working hard to minimise any in-grade gaps.
- We have also seen improved parity in our total earnings gap. Both the mean and median total earnings gaps have reduced by 2.2% to 37.9% and 9.3% respectively.
- We are pleased that our total earnings gap has fallen year-on-year as a result of the activities outlined in this report. However, we also recognise that these reductions are, in part, because of the unprecedented actions we took during the pandemic to support the resilience of the firm, one of which was to reduce the size of our bonus pool. The impact of this was rightly borne most heavily by our partners and employees at more senior levels, where ethnic minority colleagues hold fewer positions.
- Since April 2019, our disclosure rate has dropped from 85% to 77%. This means that we cannot accurately compare data year-on-year and we therefore need to understand why there has been a decrease in participation. This can be partly explained by the fact that since March 2020, our new joiners have had a very different, virtual onboarding and induction experience. Improving diversity data disclosure and the use of data to support our inclusion ambitions is a priority for the firm this year.

### Black, Asian and other ethnic minority pay gap

- For the first time we have looked at our ethnic minority pay gap analysis in greater detail, examining the pay gap for Black and Asian colleagues, as well as for other ethnic minorities (full details on pages 26-28). Although we are unable to see comparisons from previous years, we now have a starting point for future pay gap analysis. The data shows a greater equity in both mean and median pay, when compared to non-ethnic minority individuals, for Asian employees (12% and 3.5%) and other ethnic minority individuals (12.1% and 2.7%), than Black individuals (23% and 15.8%). This suggests that the actions we have taken to improve the experience and opportunities for Black colleagues through our Black Action Plan are the right ones, but an ongoing focus is needed to support Black talent.

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

# Ethnicity at Deloitte

Since 2017, we have had specific targets and actions to support ethnic minority talent at Deloitte, with a more recent focus on Black talent. We continue to work with our Multicultural Network, Ethnicity Council, Black Steering Committee and Black Network, to deliver against **five focus areas to support our people**, our clients and society. We are now starting to see the impact of some of these actions, but we expect to see more over the long term to help achieve our 2025 ethnicity targets.

## 1. Providing equal opportunities

- We reviewed our promotions processes for partners and directors to ensure equity. This supported an increased number of ethnic minority partner promotions. This year in June, 11 new partners were from ethnic minority backgrounds, equating to 14% of the promotions and this included one new Black partner, bringing our total number of Black partners to seven.



**14%**  
of partner promotes  
in 2021 were from  
an ethnic minority  
background

- We removed the final-stage presentation element of our Early Careers Recruitment (ECR) for our 2020/21 programmes. By doing so we helped level the playing field for candidates regardless of background or education. This has proven to have a positive impact on candidate success rates from Black and ethnic minority groups, as well as those from lower socio-economic backgrounds. We have also made a commitment to supporting the **10,000 Black interns** initiative from summer 2022.
- We launched **guidance** to help final-stage ECR applicants prepare for their assessments, so everyone has an equal opportunity to be at their best.
- Also we refreshed training for hiring managers, helping them to identify, acknowledge and challenge racial bias in candidate selection.

## 2. Developing people to succeed and thrive

- We launched our **Emerging Leaders Programme** for Black and ethnic minority colleagues to our first cohort of 166 participants. The programme supports participants in their development and leadership journey at the firm. As we review the success of the programme we will be looking to increase the scope and access to the programme for future cohorts.
- Over the past 12 months, nearly 300 Black and ethnic minority colleagues have been paired with partners and directors on our reverse mentoring programme. The objective is to help leaders better understand the lived experiences of colleagues from minority ethnic backgrounds, in and out of the workplace.

## 3. Driving and evolving our culture and behaviours

- We introduced additional mandatory training for all employees covering race bias, micro-behaviours and inclusive language and communication.
- During 2021, we are delivering 'Talking About Race' sessions for our 2,600 partners and directors. These sessions support our leaders to develop their 'race fluency', helping them become more comfortable, confident and competent talking about race, acting as allies and behaving in an inclusive way
- Our Multicultural Network launched an allies community that supports our people and their experience. And a new allyship toolkit was introduced this summer to provide guidance and practical tips on allyship and advocacy that can be applied to support all under-represented groups.
- We reviewed our Mental Health Champion and Respect & Inclusion Advisor communities, to ensure the groups reflects the diversity of our firm. We have also increased awareness of and confidence in our Speak Up line as an alternative channel for our people to raise concerns.

#### 4. Leveraging the Deloitte brand and platform

- Through our 5 Million Futures partnership with **Blueprint for All**, we have made a commitment of £75,000 worth of pro bono work for the year and have helped raise £20,000 to support the charity's efforts.
- We are a Founding Business Partner of **Change the Race Ratio**. Initiated by the CBI, the campaign calls for organisations to publish clear targets for greater racial and ethnic diversity amongst senior leaders and create more inclusive workplaces.
- We joined forces with other professional services firms to launch the **Black Professional Services Collective**, a new industry-wide network aiming to support and develop Black talent working, or wanting to work in, the professional services industry.



#### 5. Measuring and reporting on progress

- Our targets are 12% ethnic minority and 3% Black partners by 2025.
- As stated previously, those identifying as ethnic minority now represent 7% of Deloitte's total partners and 13% of directors. However, we still have much more to do to improve representation, particularly for Black partners, which remains at 0.6%.
- 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 2021 people metrics **here**



# 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)<sup>7</sup> and Deloitte's UK employees.

The ratio compares the total remuneration of the CEO to the total remuneration of the median UK employee, and those who sit at the 25th and 75th percentiles by total earnings.<sup>8</sup>

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

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.

<sup>7</sup> Richard Houston is Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE. Deloitte UK has approximately 22,000 people and £4.49bn revenue (2021). Revenues of Deloitte NSE approximated £7.5bn in 2020.

<sup>8</sup> In line with the pay ratio regulations, the employee total remuneration figures include salary, taxable benefits, annual or other incentive plans and pension benefits. Our CEO, as a partner in the firm, does not receive either a salary or a bonus so, instead, we have included equity partner earnings for the year based on our distributable operating profit, which excludes distributable capital profits. His earnings for the current year are £2.9m. More detail on our equity partner appraisal and pay can be found in our [Statutory Accounts](#).



# Sharing our success: rewarding our people

At the start of the pandemic there was a huge amount of uncertainty around what it could mean for the firm and the potential impact on trading performance.

As a result, we took a number of actions early to protect the firm's resilience. This included offering a voluntary reduced working week, reducing the FY20 bonus pot, pausing annual salary reviews, deferring the salary increases associated with FY21 promotions for 6 months and reducing pension contributions throughout FY21.

The decision to take these actions was not an easy one, nor one we made lightly. We do however believe that it was the right decision to build the firm's resilience and ensure the firm's long-term stability.

We remain incredibly proud of the role each and every one of our people has had in the firm's strong performance through this period - and are very grateful for everyone's continued commitment and hard work.

When we announced our actions to protect the firm, we promised that if we got through the crisis in better shape than expected, our people would share in that success. We therefore announced the following exceptional actions in a firmwide webinar in March 2021:

## Thank you payment

To thank everyone for their hard work during this challenging time, we issued a one-off thank you payment at the end of April 2021. The amount was dependent on grade and consistent across all service lines.

## Promotions

We backdated all salary increases for people who were promoted last year to the original date of their promotions.

## Pensions

Our employer pension contributions reverted to their pre-COVID rates from 1 June (one month earlier than planned).



# Recognition

MyRecognition is our platform for recognising our people. Launched in 2020 to replace our Limelight platform, it allows our people to say thank you to each other for bringing our shared values to life, whether through standout achievements or everyday moments.

In addition to our bonus programmes, this allows in-the-moment management and peer-to-peer feedback that reinforces our workplace culture.

In the financial year to 31 May 2021, 17,000 Values Heroes awards were given to our people. With no possibility of celebrating the year-end in person, we used our platform to thank everyone for their contributions to Deloitte during 2020.

# Inclusion

## Equal opportunities, 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 we make and the actions we take to enable the people around us to be at their best. Inclusion comes from our individual behaviours being positive, proactive and sustained.

When we talk about diversity, we mean everything that makes us unique. We are taking a much broader approach than ever before - moving beyond focusing on individual characteristics such as gender or ethnicity – and considering everything that makes us who we are. We therefore also focus on:

### Social mobility

Our aim at Deloitte is to be a leading employer in providing access to our firm and ensuring we have the support in place for individuals from lower socio-economic backgrounds to successfully progress their careers with us. Much of our **social mobility** activity is outlined **here**. In addition, over the past 12 months we have:

- Continued to practice contextualised recruitment, resulting in us **hiring 330 students (since 2015) who would not otherwise have passed the initial screening**, and school and university-blind recruitment.
- Increased our commitment to support access to the industry through our partnership with **Access Accountancy**. This included **delivering more than 250 virtual work experiences to students from lower socio-economic backgrounds**.
- Launched a bursary programme with **Blueprint for All** and five universities offering financial support, as well as mentoring, skills workshops, and opportunities to apply for our early careers programmes. **40 students will be granted bursaries (50% are female)**.
- Grown our **business internship programme** for students at Hazelwood Integrated College in Belfast. This is a six-month placement with leading local businesses in finance, construction, hospitality, professional services and social enterprise.

- Expanded 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.

### LGBTQ+

- We continue to support our LGBTQ+ colleagues to feel safe and be themselves via our established GLOBE Network and allies community.
- Our Global Pride theme for this year, 'Can you see me, do you hear me,' highlighted the importance of listening and giving a platform to our LGBTQ+ colleagues, challenging misconceptions and encouraging allyship. Our month-long events calendar included global leadership panels, lunch and learns, storytelling and our first Deloitte Global virtual Pride parade.
- As part of Pride month, we launched our first ever LGBTQ+ focused charity partnership with **Just Like Us**, which concentrates on LGBTQ+ education in schools and empowering young LGBTQ+ people.
- Earlier this year we launched two new digital learning modules to ensure everyone in our firm has a better foundational understanding of LGBTQ+ issues. There's one on sexual orientation and one on trans awareness.

### Disability

- In line with our **Valuable 500 commitments**, we are striving to ensure our working environment is accessible, inclusive and welcoming for all.
- In May 2021 it was announced that we are one of the 13 iconic **global business leaders** that will be fundamental in co-creating solutions for phase 2 of the Valuable 500 change programme.
- To ensure our post-COVID return to the office is as inclusive as possible, we engaged the **Business Disability Forum** (of whom we are partners) to conduct a review of our plans, policies and guidance.
- We continue to scale our approach to recruiting and retaining neurodiverse talent, working with our charity and social enterprise partners. To share our learnings and help other organisations improve their own skill sets and confidence when engaging with neurodiverse candidates, we will publish our Neurodiversity Learning Guide for Recruiters in autumn 2021.
- Storytelling through our Workability Network and firmwide training are helping to break down the stigma and lack of understanding around disability and neurodiversity.

# Wellbeing

## Mental wellbeing

Providing support to our people has always been a priority for Deloitte. We signed up to the **Mental Health at Work** commitment in 2018, and while our focus on mental health began long before the pandemic, since March 2020 we have been paying closer attention to the changing needs of our people.

We have a well-established network of senior mental health champions, and we have recently doubled the size of this network, training an additional 50 senior people to become champions.

We have also encouraged all our leaders to take our mental health first aid digital learning so they can spot the signs that someone may be struggling and know where they can go for help.

Read more about our charity partnership with Mind [here](#).

## Communicating and listening

‘Take care of each other’ is one of our shared values and serves as the basis for the decisions we make and the actions we take on wellbeing. We know the pandemic is affecting each and every one of our people differently and in response, we have built on our established continuous listening approach, surveying our people even more regularly and giving them lots of opportunity to tell us how they have been feeling. We have used that feedback to help us shape our support.

Our CEO set the tone from the start by encouraging everyone to put their own wellbeing and the needs of their families first. He continued to promote good wellbeing practice through regular communications, launching guidelines to help line managers understand the different scenarios that people may be experiencing, how to respond and where people can find support. The importance of really listening, and sharing a dialogue with colleagues also became ever more important.

We established a Coffee Club and a Buddy network – to ensure that our colleagues could connect informally with others, for personal support and to help combat loneliness or isolation.

Alongside these, we launched ‘tone from the top’ communications where all leaders showcased how they were taking care of their own wellbeing, encouraging colleagues to do the same.

Our people have been consistently and regularly reminded that they should work at the times that suit them and that the firm recognises and supports them in managing their work/life balance and home commitments. Agility in working patterns has been actively encouraged and role modelled by our leaders.

## Resources and tools

To support our people working remotely, we put several measures in place including providing everyone with an individual allowance for home office equipment.

We have also launched digital tools to provide key information and simplify processes. These include our own wellbeing app so that our people can access all of our wellbeing tools, resources and support no matter where they’re working.

We also recently launched a corporate subscription to **Headspace** to help our people take time out of their working day to focus on their wellbeing. Our CEO has also made it clear that everyone can exercise their own choice about where they work as we come out of lockdown, with no one expected to return to the office if they don’t feel comfortable doing so.

Going forward, we anticipate a **hybrid working model** to allow our people to work where, when and how they wish to support their wellbeing. The physical environments in which we work were evolving pre-pandemic, particularly with the opening of our new head office in 2018. Recognised for its environmental design, the building demonstrates that we put people at the heart of our design and operations, and this will continue to be the case as our approach to wellbeing and the future of work evolves.



# 11,000

Coffee Club  
meetings between  
April 2020 and  
April 2021

# Looking ahead

We are proud of the work we have done to build a progressive and inclusive culture at Deloitte but we need to take this further, creating a firm that's fit for the future. Our inclusion priorities for the year ahead include delivering against our Black Action Plan, supporting the development and progression of women and ethnic minority colleagues, and working with our diversity networks to champion allyship and advocacy. We must be visibly bold and courageous to create a fairer, inclusive environment for everyone.



## 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 2020 to 31 May 2021. The gender and ethnicity pay and bonus gap data is taken from the snapshot date of 5 April 2021.

We have reported our gender pay gap since 2015 (mandatory since 2017) and our ethnicity pay gap since 2017. This year, we have gone a step further, evolving our reporting to reflect our continued commitment to best practice and transparency. We have broken down our ethnic minority figures, to share pay gap analysis at a Black, Asian and other ethnic minority level and have also published our CEO to employee pay ratio. And additional to our disclosures on pay gaps and ratios, this report includes detail of how we shared our success with our people, how we recognise the contributions they make, progress against our inclusion agenda and how we support the wellbeing of our people.

All pay gap disclosures are reviewed by the **Deloitte Climate Change and Sustainability Team**. These include mandatory gender pay gap, voluntary ethnicity pay gap, voluntary equity partner pay gap and information on the CEO pay ratio.

# Appendices

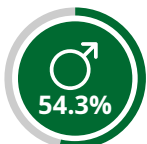
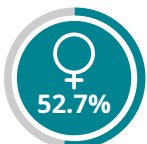
## Gender pay gap

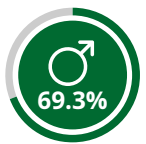
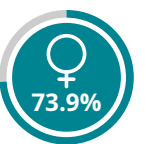
## Statutory disclosures

Data as at 5 April 2021

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
	FY21	FY21
Gender pay gap	12.1%	14.4%
Gender bonus pay gap	38.0%	53.9%
The proportion of males and females receiving a bonus payment		

Deloitte MCS	Median	Mean
	FY21	FY21
Gender pay gap	21.9%	18.9%
Gender bonus pay gap	40.0%	49.7%
The proportion of males and females receiving a bonus payment		

Proportion of males and females in each quartile band		
	Male	Female
	FY21	FY21
Upper	61.6%	38.4%
Upper middle	55.3%	44.7%
Lower middle	49.6%	50.4%
Lower	51.6%	48.4%

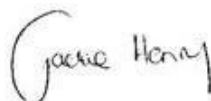
Proportion of males and females in each quartile band		
	Male	Female
	FY21	FY21
Upper	72.9%	27.1%
Upper middle	63.6%	36.4%
Lower middle	59.8%	40.2%
Lower	49.5%	50.5%

## 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 2021

Deloitte UK	Median		Mean	
	FY20	FY21	FY20	FY21
Gender pay gap	15.7%	13.6%	17.8%	16.2%
Gender bonus pay gap	38.6%	33.3%	51.6%	51.6%

Deloitte UK	Male		Female	
	FY20	FY21	FY20	FY21
Proportion of males and females receiving a bonus payment	60.6%	59.0%	61.2%	58.0%

Deloitte UK	Male		Female	
	FY20	FY21	FY20	FY21
Proportion of males and females in each quartile band				
Upper	65.4%	65.3%	34.6%	34.7%
Upper middle	57.2%	57.9%	42.8%	42.1%
Lower middle	49.9%	51.5%	50.1%	48.5%
Lower	51.9%	51.4%	48.1%	48.6%

Deloitte UK	Median		Mean	
	FY20	FY21	FY20	FY21
Equity partners earnings gap	8.3%	18.2%	12.2%	14.0%
Total earnings gap	13.2%	14.8%	34.8%	32.7%

# Gender pay gap

## Year-on-year comparisons

Data as at 5 April 2021

Deloitte LLP	Median		Mean	
	FY20	FY21	FY20	FY21
Gender pay gap	12.0%	12.1%	16.7%	14.4%
Gender bonus pay gap	42.9%	38.0%	51.7%	53.9%

Deloitte LLP	Male		Female	
	FY20	FY21	FY20	FY21
Proportion of males and females receiving a bonus payment	58.4%	54.3%	59.3%	52.7%

Deloitte LLP	Male		Female	
	FY20	FY21	FY20	FY21
Proportion of males and females in each quartile band				
Upper	62.0%	61.6%	38.0%	38.4%
Upper middle	54.9%	55.3%	45.1%	44.7%
Lower middle	49.3%	49.6%	50.7%	50.4%
Lower	51.0%	51.6%	49.0%	48.4%

Deloitte MCS	Median		Mean	
	FY20	FY21	FY20	FY21
Gender pay gap	18.6%	21.9%	20.3%	18.9%
Gender bonus pay gap	32.0%	40.0%	56.3%	49.7%

Deloitte MCS	Male		Female	
	FY20	FY21	FY20	FY21
Proportion of males and females receiving a bonus payment	67.6%	69.3%	69.1%	73.9%

Deloitte MCS	Male		Female	
	FY20	FY21	FY20	FY20
Proportion of males and females in each quartile band				
Upper	71.4%	72.9%	28.6%	27.1%
Upper middle	63.9%	63.6%	36.1%	36.4%
Lower middle	57.8%	59.8%	42.2%	40.2%
Lower	47.8%	49.5%	52.2%	50.5%

# Ethnicity pay gap

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

Data as at 5 April 2021

	Median		Mean	
	FY20	FY21	FY20	FY21
Ethnicity pay gap	7.3%	7.6%	14.6%	13.8%
Ethnicity bonus pay gap	33.9%	25.0%	44.4%	42.8%

	Non-ethnic minority		Ethnic minority	
	FY20	FY21	FY20	FY21
The proportion of ethnic minority and non-ethnic minority employees receiving a bonus payment	68.5%	67.7%	55.7%	55.7%

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

	Non-ethnic minority		Ethnic minority	
	FY20	FY21	FY20	FY21
Upper	80.4%	80.6%	19.6%	19.4%
Upper middle	69.9%	69.8%	30.1%	30.2%
Lower middle	68.8%	66.9%	31.2%	33.1%
Lower	74.6%	73.5%	25.4%	26.5%

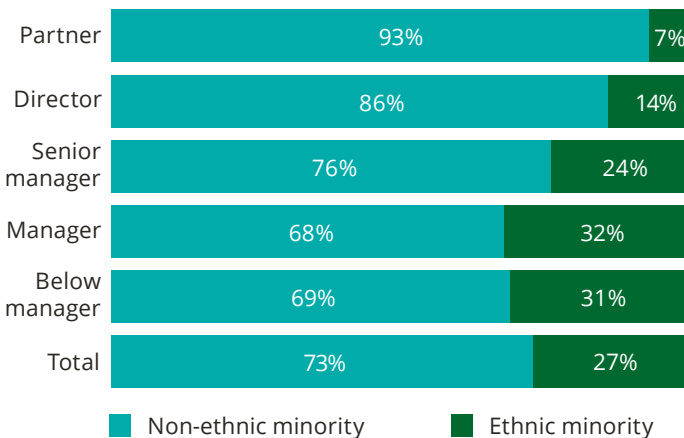
	Median		Mean	
	FY20	FY21	FY20	FY21
Equity partners earnings gap	8.3%	8.3%	10.2%	11.9%
Total earnings gap	11.5%	9.3%	40.1%	37.9%
	FY20		FY21	
Disclosure rates	81.1%		76.8%	



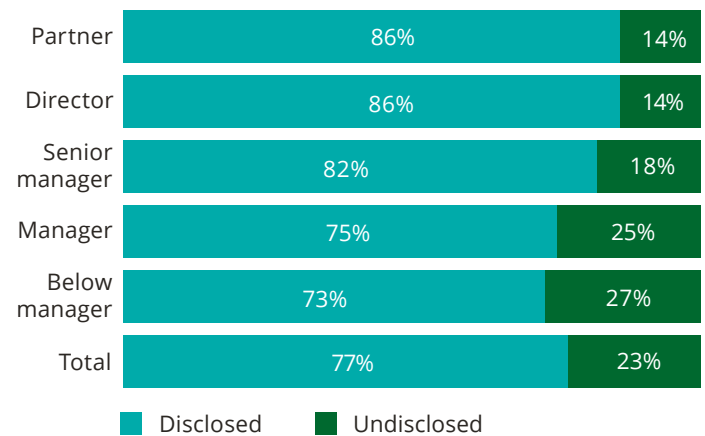
## Ethnic minority representation within Deloitte by region (excludes those that have not disclosed)



## 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 76.8%.

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

Data as at 5 April 2021

	Median	Mean
	FY21	FY21
Black pay gap	15.8%	23.0%
Black bonus pay gap	50.0%	58.7%

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

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

	Non-ethnic minority	Black
	FY21	FY21
Upper	97.9%	2.1%
Upper middle	95.0%	5.0%
Lower middle	90.0%	10.0%
Lower	94.5%	5.5%

	Median	Mean
	FY21	FY21
Equity partners earnings gap	41.7%	41.5%
Total earnings gap	18.5%	48.3%

# Asian pay gap

Data as at 5 April 2021

	Median	Mean
	FY21	FY21
Asian pay gap	3.5%	12.0%
Asian bonus pay gap	25.0%	40.4%

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

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

	Non-ethnic minority	Asian
	FY21	FY21
Upper	83.9%	16.1%
Upper middle	75.3%	24.7%
Lower middle	75.4%	24.6%
Lower	78.2%	21.8%

	Median	Mean
	FY21	FY21
Equity partners earnings gap	8.3%	6.9%
Total earnings gap	7.4%	35.5%

# Other ethnic minority pay gap

Data as at 5 April 2021

	Median	Mean
	FY21	FY21
Other ethnic minority pay gap	2.7%	12.1%
Other ethnic minority bonus pay gap	25.0%	37.6%

	Non-ethnic minority	Other ethnic minority
	FY21	FY21
Proportion of other ethnic minority and non-ethnic minorities receiving a bonus payment	67.7%	60.6%

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

	Non-ethnic minority	Other ethnic minority
	FY21	FY21
Upper	98.1%	1.9%
Upper middle	95.1%	4.9%
Lower middle	95.0%	5.0%
Lower	97.6%	2.4%

	Median	Mean
	FY21	FY21
Equity partners earnings gap	58.3%	47.0%
Total earnings gap	6.4%	39.3%





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