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Deloitte UK: Pay & Inclusion Report 2025

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Accessibility statement

1. Deloitte is committed to enabling as many people as possible to access this report. If you have any questions or comments, or you are experiencing problems accessing any part of the report please email inclusion@deloitte.co.uk (hyperlink) or call +44 (0)20 7936 3000 and ask to be connected to Laura Fullstone, Inclusion Manager.

Scope and verification statement

2. This report covers progress against Deloitte UK's inclusion agenda and actions taken to reward and recognise our people. The pay and bonus gap data is taken from the snapshot date of 5 April 2025. Deloitte's Sustainability Assurance team have been engaged to perform a specific set of review procedures of the pay-related metrics, including mandatory gender pay gap; voluntary ethnicity, disability, sexual orientation and socio-economic background pay gaps; voluntary total earnings pay gaps for gender, ethnicity, disability, socio-economic background and sexual orientation; and information on the CEO-to-employee pay ratio.

Foreword

Building an inclusive culture in our UK firm remains an unwavering business priority for me and our UK Executive. It enables us to create a workplace that is reflective of society and helps all our people reach their full potential through brilliant career opportunities, flexible ways of working and progressive policies.

This is Deloitte UK's fifth Pay & Inclusion Report covering our statutory gender pay gap reporting, our voluntary ethnicity pay gap disclosures, and our voluntary CEO-to-employee pay ratio. Last year we also voluntarily reported our disability and socio-economic background pay gaps for the first time, and this year we are expanding our reporting even further to include our sexual orientation pay gap.

Overall, our reporting shows that we are gradually closing our pay gaps, and many of our bonus gaps are reducing too. This reflects our structured and transparent approach to reward, coupled with our commitment to increasing the number of people from underrepresented demographic groups at senior levels.

While we are making progress, there is always more to do. Having met both our 2025 gender and ethnicity partner targets a year early, we have now set [targets for 2030](#) (hyperlink) to help guide our progress, address inequity and stay transparent about the progress we are making.

Targets are helpful, but equally important are our targeted interventions to support an inclusive culture for everyone at our firm. Over the past 12 months, we have focused on embedding initiatives that we know are having an impact. This includes our newly [enhanced support for families](#) (hyperlink), which offers, among other features, equalised family leave (26 weeks fully paid leave for all new parents) and up to 5 days of paid leave per year for those with long-term caregiving responsibilities. I'm delighted with how these enhancements have been received by our people. I'm also proud that this, and our wider [support for working families](#) (hyperlink), has seen us being officially certified as one of the UK's first [Family Friendly Workplaces™](#) (hyperlink) as introduced by [Working Families](#) (hyperlink), the UK's national charity for working parents and carers.

Other highlights for me this year include celebrating 15 years of our [Women on Boards Programme](#) (hyperlink), running a second cohort of our popular Personal Development Retreat for Black heritage colleagues as part of the [Deloitte Black Experience](#) (hyperlink), launching our new [Social Mobility Community](#) (hyperlink), and the ongoing success of our Future Leaders Programme for women and those from an ethnic minority background. You can read more about each of these, alongside many other initiatives, in this report.

Sustained, meaningful change not only takes time – it takes the dedication and commitment of everyone across our firm, underpinned by our [Shared Values](#) (hyperlink). Building a diverse, equitable and inclusive workplace benefits everyone. Because when our people feel like they

belong, they are better able to thrive – and deliver amazing impact for our clients and wider society.



Jackie Henry

UK Managing Partner for People & Purpose

September 2025

A note on language

Throughout this report, when we talk about ‘gender’ in the context of pay gap reporting we mean ‘sex’, which is binary, male and female, because the regulations focus on the pay gap between women and men. To enable our people to express their gender, we also collect gender identity data as part of our diversity monitoring. However, at this stage the data is not sufficiently complete to be used for reporting purposes.

Sharing our success: rewarding our people

Our reward strategy is underpinned by fairness and transparency. This ensures we offer our people a compelling, market-aligned reward proposition.

- **Base pay:** Our pay ranges are reviewed annually and remain competitive with the market. Despite a challenging and turbulent economic environment this year, we have continued to invest in our salaries to maintain our competitive position. We continue to be a Living Wage employer - accredited by the Living Wage Foundation - meaning all our people, including apprentices, are paid at least the [Real Living Wage](#) (hyperlink). From June 2025 we have also aligned the firm to consistent locational pay zones, ensuring a fair and robust approach to salary that reflects the market data for all locations.
- **Variable pay:** This is the third year of our on-target bonus model, which we are pleased to confirm has now been extended to all businesses within the firm. The structured approach allows our people to understand the link between firm and business performance, individual contribution, and bonus payment, differentiating our highest performers.
- **Promotions:** Approximately 25% of our people were promoted in June 2025, in line with the needs of each business and reflecting our commitment to career progression within our firm.
- **Recognition:** Our Values Heroes recognition scheme continues to enable colleagues and leaders to recognise extra discretionary effort in the moment, in line with our Shared Values. Last year, we awarded £1.31m across over 22,500 awards.

Flexible benefits

- In 2023, we launched our new award-winning digital My Benefits platform, bringing together our flexible benefits choices and supporting information in one online portal. In November 2024, we added our pension choices to the platform too. This allows our people to view and adjust their pension contribution levels alongside their other benefit selections. Immediately following the transition to My Benefits, we saw a five-fold increase in people engaging with their pension, with 45% now contributing at least 8% of their salary to their pension pot, which is matched by the firm.
- We know from listening to our people's feedback that pensions can be a daunting subject, so we wanted to make it easier for everyone to understand and engage with their pension options. In October 2024, we launched a series of webinars designed to cater for different levels of pension understanding, alongside personalised AI-generated videos tailored to their life stage. These were well received with over 72% of people accessing their personal video and over 1,500 attending a webinar.

Infographic: 5,500+ pension changes were made during our annual My Benefits window, following the addition of pensions to the My Benefits platform. This is five times more than the

previous year and was funded by an additional £2.2m investment in employees' pensions by the firm.

Hybrid working

Hybrid working remains business as usual for us and is complemented by a variety of informal and formal agile working options.

To support our people, we have a hybrid working policy and guidance that provides clarity on our approach and how to make it work for everyone. This is an important part of our 'firm fundamentals' – a set of clear commitments on what we will provide our people, balanced with what is expected in return.

Our newly digitalised Ways of Working tool supports open, honest conversations about working preferences to foster inclusive, healthy work. It helps teams proactively shape how they work together, promotes personalised support, and encourages dialogue around individual and team needs. The tool accelerates team connection, creating clarity and alignment that boosts efficiency, collaboration and psychological safety.

Read more about [how our people are embracing hybrid working](#) (hyperlink) in our latest Yearbook story.

Infographic: 84% of respondents (in response to our April 2025 people experience survey) feel their choices around flexibility are respected.

Gender pay gap

Gender pay figures for Deloitte UK¹

Pay gap April 2024

Mean: 13.7%

Median: 14.7%

Pay gap April 2025

Mean: 11.9%

Median: 10.4%

Pay gap difference between April 2024 and April 2025

Mean: -1.8%

Median: -4.3%

Bonus gap April 2024

Mean: 45.6%

Median: 22.6%

Bonus gap April 2025

Mean: 41.7%

Median: 26.0%

Bonus gap difference between April 2024 and April 2025

Mean: -3.9%

Median: 3.4%

Proportion who received a bonus April 2024

Male: 86.9%

Female: 86.6%

Proportion who received a bonus April 2025

Male: 86.0%

Female: 87.7%

Pay quartiles April 2024

Upper: Male 62.0%, Female 38.0%

Upper middle: Male 54.6%, Female 45.4%

Lower middle: Male 48.8%, Female 51.2%

Lower: Male 49.5%, Female 50.5%

Pay quartiles April 2025

Upper: Male 60.3%, Female 39.7%

Upper middle: Male 54.2%, Female 45.8%

Lower middle: Male 48.0%, Female 52.0%

Lower: Male 50.9%, Female 49.1%

Total earnings gap April 2024

Mean: 28.8%

Median: 15.2%

Total earnings gap April 2025

Mean: 27.5%

Median: 10.8%

Total earnings gap difference between April 2024 and April 2025

Mean: -1.3%

Median: -4.4%

Key headlines

Our gender pay gap exists because we have fewer women in senior positions than men. As we work towards more equal representation at all levels, we expect our pay gaps to continue to close. We can see the increased representation at more senior levels by the move in pay quartiles as shown.

- Our median pay gap has reduced by 4.3% to 10.4%, and our mean pay gap by 1.8% to 11.9%. This reflects our stronger pipeline of female talent, as well as a continued structured approach to pay progression and alignment to our pay bands.
- Our median bonus gap has increased by 3.4% this year to 26.0%, while the mean bonus gap has fallen by 3.9% to 41.7%. This is driven by the gender imbalance at our most senior levels. We remain committed to achieving pay parity so going forward have extended our on-target bonus model to the full UK firm. This will ensure greater alignment of compensation levels, as well as a robust peering approach to performance management.
- The proportion of men and women receiving a bonus remains close to parity (men 86.0% and women 87.7%). This is a result of our consistent alignment of bonus percentage to grade and business area, as well as our structured, transparent and calibrated approach to performance management, assessing individual contribution in a fair and equitable way.

- Our total earnings gap², which takes into account the earnings of our whole firm including equity partners, shows a reduction of 4.4% in our median gap and 1.3% in our mean gap. As identified above, this is down to greater female representation at senior levels, alongside a structured framework for pay progression and bonus alignment.

Read more about our [gender balance action plan](#) (hyperlink).

Learn more about our [pay gap reporting methodology](#) (hyperlink).

Footnotes:

1. We are required statutorily to report our gender pay gap data for each separate legal entity that has at least 250 employees so have reported data for Deloitte LLP and Deloitte MCS Ltd. As we believe it is important to consider the picture for all employees, for the purposes of this overview we have 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. Review our [statutory disclosure](#) (hyperlink).
2. Since the Government Equalities Office (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. Further details of our equity partner earnings can be found in our [Financial Statements](#) (hyperlink).

Ethnicity pay gap – all ethnic minorities

Ethnic minority pay figures for Deloitte UK³

Based on a disclosure rate of 80.6%⁴

Pay gap April 2024

Mean: 15.0%

Median: 9.8%

Pay gap April 2025

Mean: 14.1%

Median: 5.8%

Pay gap difference between April 2024 and April 2025

Mean: -0.9%

Median: -4.0%

Bonus gap April 2024

Mean: 49.1%

Median: 24.4%

Bonus gap April 2025

Mean: 46.5%

Median: 29.1%

Bonus gap difference between April 2024 and April 2025

Mean: -2.6%

Median: 4.7%

Proportion who received a bonus April 2024

White: 89.6%

Ethnic minority: 83.0%

Proportion who received a bonus April 2025

White: 92.7%

Ethnic minority: 87.5%

Pay quartiles April 2024

Upper: White 72.7%, Ethnic minority 27.3%

Upper middle: White 60.9%, Ethnic minority 39.1%

Lower middle: White 59.7%, Ethnic minority 40.3%

Lower: White 62.4%, Ethnic minority 37.6%

Pay quartiles April 2025

Upper: White 73.6%, Ethnic minority 26.4%

Upper middle: White 60.6%, Ethnic minority 39.4%

Lower middle: White 61.1%, Ethnic minority 38.9%

Lower: White 65.1%, Ethnic minority 34.9%

Total earnings gap April 2024

Mean: 39.2%

Median: 11.7%

Total earnings gap April 2025

Mean: 38.5%

Median: 8.6%

Total earnings gap difference between April 2024 and April 2025

Mean: -0.7%

Median: -3.1%

Key headlines

Our ethnicity pay gap exists because we have more White colleagues in senior positions than colleagues from an ethnic minority background. Targeted initiatives like our [Future Leaders Programme](#) (hyperlink) and the [Deloitte Black Experience](#) (hyperlink), as well as the ongoing development of individuals once promoted, will increase representation and experience at senior grades. Over time, this will continue to support reductions in both our pay and bonus gaps. Currently, we see increased representation in the upper middle quartile (mid-management) grades.

- Our median pay gap has reduced by 4.0% to 5.8% and our mean pay gap by 0.9% to 14.1%. This is a positive step, reflecting the growing representation of colleagues from an ethnic minority background at more senior grades.
- Our median bonus gap has increased by 4.7% to 29.1%, while our mean bonus gap has reduced by 2.6% to 46.5%. The bonus gap is largely driven by representation – we have more people from an ethnic minority background in lower paid, more junior grades than in higher paid, more senior

levels. In addition, the increase in median is impacted by the decrease in ethnic minority representation in the upper quartile. We continue to focus on this issue and are seeing greater representation in our most senior grades. As we aim for a firm that is more reflective of society, we expect to see these gaps close.

- The proportion of White colleagues and those from an ethnic minority background receiving a bonus this year has increased to 92.7% and 87.5% respectively. This reduces the gap between these groups by 1.4% on last year, and is a result of our on-target bonus model, as well as our structured, transparent and calibrated approach to performance management.
- Our total earnings gap⁵, which takes into account the earnings of our whole firm including equity partners, shows a reduction of 3.1% in our median gap and 0.7% in our mean gap. As identified above, this is due to having more colleagues from an ethnic minority background at senior levels.

Read more about our [ethnicity action plan](#) (hyperlink).

Footnotes:

3. We believe it is important to consider the picture for all our employees and 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 and have disclosed their characteristics.
4. As disclosure is voluntary, rates will vary from year to year and between role levels. This adds a potential volatility to our reporting and when comparing data year-on-year.
5. Since the Government Equalities Office (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. Further details of our equity partner earnings can be found in our [Financial Statements](#) (hyperlink).

Ethnicity pay gap continued

Black, Asian and other ethnic minority⁶ pay figures for Deloitte UK⁷

- Our data shows a reduction in our Black, Asian and other ethnic minority mean pay gaps, and in our Black and Asian median pay gaps.
- Our Black, Asian and other ethnic minority mean bonus gaps, and our Black median bonus gap, are also smaller this year. However, we see an increase in our Asian and other ethnic minority median bonus gap. This is driven by having fewer colleagues from an ethnic minority background at senior levels, as well as a lower average time in grade – as colleagues are promoted more quickly. This results in lower bonus awards due to people having less experience within grades.
- As we continue to focus on hiring and promoting more people from an ethnic minority background, aligned with our ambition for our workforce to reflect society, and they become more experienced in grade, we expect to see further reductions in both our pay and bonus gaps.

Read more about our [ethnicity action plan](#) (hyperlink).

Black pay figures

Pay gap April 2024

Mean: 21.4%

Median: 16.4%

Pay gap April 2025

Mean: 19.4%

Median: 12.4%

Pay gap difference between April 2024 and April 2025

Mean: -2.0%

Median: -4.0%

Bonus gap April 2024

Mean: 62.7%

Median: 41.5%

Bonus gap April 2025

Mean: 59.4%

Median: 36.8%

Bonus gap difference between April 2024 and April 2025

Mean: -3.3%

Median: -4.7%

Proportion who received a bonus April 2024

White: 89.6%

Black: 84.6%

Proportion who received a bonus April 2025

White: 92.7%

Black: 89.6%

Pay quartiles April 2024

Upper: White 96.2%, Black 3.8%

Upper middle: White 90.7%, Black 9.3%

Lower middle: White 86.2%, Black 13.8%

Lower: White 92.4%, Black 7.6%

Pay quartiles April 2025

Upper: White 96.4%, Black 3.6%

Upper middle: White 90.3%, Black 9.7%

Lower middle: White 87.8%, Black 12.2%

Lower: White 93.2%, Black 6.8%

Total earnings gap April 2024

Mean: 48.2%

Median: 18.4%

Total earnings gap April 2025

Mean: 47.6%

Median: 15.2%

Total earnings gap difference between April 2024 and April 2025

Mean: -0.6%

Median: -3.2%

Asian pay figures

Pay gap April 2024

Mean: 14.2%

Median: 8.3%

Pay gap April 2025

Mean: 13.6%

Median: 5.0%

Pay gap difference between April 2024 and April 2025

Mean: -0.6%

Median: -3.3%

Bonus gap April 2024

Mean: 48.1%

Median: 21.6%

Bonus gap April 2025

Mean: 45.6%

Median: 26.2%

Bonus gap difference between April 2024 and April 2025

Mean: -2.5%

Median: 4.6%

Proportion who received a bonus April 2024

White: 89.6%

Asian: 82.3%

Proportion who received a bonus April 2025

White: 92.7%

Asian: 86.8%

Pay quartiles April 2024

Upper: White 77.1%, Asian 22.9%

Upper middle: White 67.8%, Asian 32.2%

Lower middle: White 68.3%, Asian 31.7%

Lower: White 67.8%, Asian 32.2%

Pay quartiles April 2025

Upper: White 77.8%, Asian 22.2%

Upper middle: White 67.4%, Asian 32.6%

Lower middle: White 69.1%, Asian 30.9%

Lower: White 70.5%, Asian 29.5%

Total earnings gap April 2024

Mean: 37.9%

Median: 9.7%

Total earnings gap April 2025

Mean: 37.5%

Median: 7.6%

Total earnings gap difference between April 2024 and April 2025

Mean: -0.4%

Median: -2.1%

Other ethnic minority pay figures

Pay gap April 2024

Mean: 9.3%

Median: 1.5%

Pay gap April 2025

Mean: 8.6%

Median: 2.3%

Pay gap difference between April 2024 and April 2025

Mean: -0.7%

Median: 0.8%

Bonus gap April 2024

Mean: 31.9%

Median: 19.9%

Bonus gap April 2025

Mean: 29.7%

Median: 22.8%

Bonus gap difference between April 2024 and April 2025

Mean: -2.2%

Median: 2.9%

Proportion who received a bonus April 2024

White: 89.6%

Other ethnic minority: 85.6%

Proportion who received a bonus April 2025

White: 92.7%

Other ethnic minority: 89.7%

Pay quartiles April 2024

Upper: White 96.4%, Other ethnic minority 3.6%

Upper middle: White 93.9%, Other ethnic minority 6.1%

Lower middle: White 95.1%, Other ethnic minority 4.9%

Lower: White 95.6%, Other ethnic minority 4.4%

Pay quartiles April 2025

Upper: White 96.6%, Other ethnic minority 3.4%

Upper middle: White 94.4%, Other ethnic minority 5.6%

Lower middle: White 95.2%, Other ethnic minority 4.8%

Lower: White 95.7%, Other ethnic minority 4.3%

Total earnings gap April 2024

Mean: 34.0%

Median: 3.9%

Total earnings gap April 2025

Mean: 31.0%

Median: 4.4%

Total earnings gap difference between April 2024 and April 2025

Mean: -3.0%

Median: 0.5%

Footnotes:

6. We have included 'Mixed' ethnicities within the above groupings as appropriate, e.g. 'Black' includes those who identify as 'Mixed Black'.
7. We believe it is important to consider the picture for all our employees and 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 and have disclosed their characteristics.

Disability pay gap

Pay figures for Deloitte UK⁸

Based on a disclosure rate of 74.0%⁹

The difference in the average pay and bonus payments between those with disabilities or a long-term health condition and those without.

Pay gap April 2024

Mean: 6.3%

Median: 12.3%

Pay gap April 2025

Mean: 6.2%

Median: 10.8%

Pay gap difference between April 2024 and April 2025

Mean: -0.1%

Median: -1.5%

Bonus gap April 2024

Mean: 11.9%

Median: 15.0%

Bonus gap April 2025

Mean: 8.7%

Median: 17.3%

Bonus gap difference between April 2024 and April 2025

Mean: -3.2%

Median: 2.3%

Proportion who received a bonus April 2024

Non-disabled: 87.0%

Disabled: 86.4%

Proportion who received a bonus April 2025

Non-disabled: 90.9%

Disabled: 88.9%

Pay quartiles April 2024

Upper: Non-disabled 93.6%, Disabled 6.4%

Upper middle: Non-disabled 93.6%, Disabled 6.4%

Lower middle: Non-disabled 92.9%, Disabled 7.1%

Lower: Non-disabled 90.7%, Disabled 9.3%

Pay quartiles April 2025

Upper: Non-disabled 94.1%, Disabled 5.9%

Upper middle: Non-disabled 93.7%, Disabled 6.3%

Lower middle: Non-disabled 92.6%, Disabled 7.4%

Lower: Non-disabled 90.4%, Disabled 9.6%

Total earnings gap April 2024

Mean: 21.0%

Median: 12.5%

Total earnings gap April 2025

Mean: 21.0%

Median: 11.6%

Total earnings gap difference between April 2024 and April 2025

Mean: 0.0%

Median: -0.9%

Key headlines

- Our median pay gap has reduced by 1.5% to 10.8% and our mean pay gap by 0.1% to 6.2%. Although marginal, this is a positive step reflecting greater representation of those with a disability or long-term health condition across more senior grades, and an increase in length of service across all grades.
- Our median bonus gap has increased by 2.3% to 17.3%, whilst our mean bonus gap has reduced by 3.2% to 8.7%. The mean has decreased as we have seen an increase in representation at our more senior levels. Conversely, the median has increased, which reflects that colleagues with a disability or long-term health condition have higher representation at more junior grades, which relates to lower bonus awards.
- The proportion of colleagues with and without a disability receiving a bonus has increased this year to 88.9% and 90.9% respectively. While there is still a gap, it is marginal and reflects our on-target bonus model as well as our structured, transparent, and calibrated approach to performance management.

- Our total earnings gap¹⁰, which takes into account the earnings of our whole firm including equity partners, shows a decrease of 0.9% in our median gap and no change in our mean gap. As identified above, this is because our colleagues with a disability or long-term health condition have higher representation at more junior grades.

Read more about some of the [actions we are taking to support disability inclusion](#) (hyperlink).

Footnotes:

8. We believe it is important to consider the picture for all our employees and have therefore provided our disability pay gap data for the Deloitte UK firm ("Deloitte UK"), which covers all employees who are managed by Deloitte UK and have disclosed their characteristics.
9. As disclosure is voluntary, rates will vary from year to year and between role levels. Disabilities and long-term health conditions are also not static and may change or be acquired over time. These factors add a potential volatility to our reporting and when comparing data year-on-year.
10. Since the Government Equalities Office (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. Further details of our equity partner earnings can be found in our [Financial Statements](#) (hyperlink).

Socio-economic background pay gap

Pay figures for Deloitte UK¹¹

Based on a disclosure rate of 59.5%¹²

The difference in average pay and bonus payments between those from a lower socio-economic background (SEB) and those from a professional or intermediate SEB (based on main household earner's occupation at aged 14).

Pay gap April 2024

Mean: 10.7%

Median: 13.2%

Pay gap April 2025

Mean: 9.3%

Median: 9.7%

Pay gap difference between April 2024 and April 2025

Mean: -1.4%

Median: -3.5%

Bonus gap April 2024

Mean: 3.9%

Median: 18.1%

Bonus gap April 2025

Mean: 20.7%

Median: 17.2%

Bonus gap difference between April 2024 and April 2025

Mean: 16.8%

Median: -0.9%

Proportion who received a bonus April 2024

Lower SEB: 87.8%

Other SEB: 88.9%

Proportion who received a bonus April 2025

Lower SEB: 90.0%

Other SEB: 91.2%

Pay quartiles April 2024

Upper: Lower SEB 15.9%, Other SEB 84.1%

Upper middle: Lower SEB 17.6%, Other SEB 82.4%

Lower middle: Lower SEB 19.9%, Other SEB 80.1%

Lower: Lower SEB 23.9%, Other SEB 76.1%

Pay quartiles April 2025

Upper: Lower SEB 15.8%, Other SEB 84.2%

Upper middle: Lower SEB 17.2%, Other SEB 82.8%

Lower middle: Lower SEB 20.4%, Other SEB 79.6%

Lower: Lower SEB 24.2%, Other SEB 75.8%

Total earnings gap April 2024

Mean: 5.5%

Median: 12.1%

Total earnings gap April 2025

Mean: 5.2%

Median: 9.6%

Total earnings gap difference between April 2024 and April 2025

Mean: -0.3%

Median: -2.5%

Key headlines

- Our median pay gap has reduced by 3.5% to 9.7% and our mean pay gap by 1.4% to 9.3%. This is a positive step and reflects growing representation across more senior grades as colleagues from a lower SEB progress within their careers.
- Our median bonus gap has reduced by 0.9% to 17.2%, whilst our mean bonus gap has increased by 16.8% to 20.7%. Although we see fairly stable representation across the pay quartiles since last year, resulting in a slight positive movement in our median bonus gap, the increase in our mean bonus gap is driven by the fact that our largest bonus receivers are not from a lower SEB.
- The proportion of colleagues from a lower or other SEB receiving a bonus has increased this year to 90.0% and 91.2% respectively. Whilst there remains a gap, it is marginal and reflects our on-target bonus model as well as our structured, transparent and calibrated approach to performance management.
- Our total earnings gap¹³, which takes into account the earnings of our whole firm including equity partners, shows a marginal change to the mean gap, while the median gap has decreased by 2.5%.

Read more about some of the [actions we are taking to support social mobility](#) (hyperlink).

Footnotes:

11. We believe it is important to consider the picture for all our employees and have therefore provided SEB pay gap data for the Deloitte UK firm ("Deloitte UK"), which covers all employees who are managed by Deloitte UK and have disclosed their characteristics.
12. As disclosure is voluntary, rates will vary from year to year and between role levels. This adds a potential volatility to our reporting and when comparing data year-on-year.
13. Since the Government Equalities Office (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. Further details of our equity partner earnings can be found in our [Financial Statements](#) (hyperlink).

Sexual orientation pay gap

Pay figures for Deloitte UK¹⁴

Based on a disclosure rate of 69.7%¹⁵

As part of our commitment to transparency, this year, for the first time, we are also voluntarily publishing our pay and bonus gaps for sexual orientation. This shows the difference in average pay and bonus payments between colleagues who identify as heterosexual and those who identify as lesbian, gay, bisexual, queer and other sexualities (LGBQ+). The data will serve as a baseline for measuring progress to ensure we hold ourselves accountable and will help us to refine our inclusion plans.

Please note that we are including our 2024 data as a comparator to show progress. The data was not published in our 2024 Pay & Inclusion Report.

Pay gap April 2024

Mean: 18.8%

Median: 23.4%

Pay gap April 2025

Mean: 17.5%

Median: 20.3%

Pay gap difference between April 2024 and April 2025

Mean: -1.3%

Median: -3.1%

Bonus gap April 2024

Mean: 45.1%

Median: 37.7%

Bonus gap April 2025

Mean: 41.5%

Median: 31.1%

Bonus gap difference between April 2024 and April 2025

Mean: -3.6%

Median: -6.6%

Proportion who received a bonus April 2024

Heterosexual: 89.5%

LGBQ+: 82.0%

Proportion who received a bonus April 2025

Heterosexual: 91.6%

LGBQ+: 90.3%

Pay quartiles April 2024

Upper: Heterosexual 95.3%, LGBQ+ 4.7%

Upper middle: Heterosexual 94.5%, LGBQ+ 5.5%

Lower middle: Heterosexual 92.8%, LGBQ+ 7.2%

Lower: Heterosexual 87.8%, LGBQ+ 12.2%

Pay quartiles April 2025

Upper: Heterosexual 95.4%, LGBQ+ 4.6%

Upper middle: Heterosexual 94.4%, LGBQ+ 5.6%

Lower middle: Heterosexual 92.3%, LGBQ+ 7.7%

Lower: Heterosexual 88.5%, LGBQ+ 11.5%

Total earnings gap April 2024

Mean: 10.0%

Median: 10.3%

Total earnings gap April 2025

Mean: 29.1%

Median: 21.2%

Total earnings gap difference between April 2024 and April 2025

Mean: 19.1%

Median: 10.9%

Key headlines

- Our median pay gap has reduced by 3.1% to 20.3% and our mean pay gap by 1.3% to 17.5%. This is a positive step, reflecting increased LGBQ+ representation across more senior grades.
- Our median bonus gap has reduced by 6.6% to 31.1% and our mean bonus gap by 3.6% to 41.5%. Although the gap remains relatively high due to representation – we have more people who have disclosed that they are LGBQ+ in lower grades – this is a positive shift.
- The proportion of LGBQ+ and heterosexual colleagues receiving a bonus has increased this year to 90.3% and 91.6% respectively. While there remains a gap, it is marginal and reflects our on-target

bonus model as well as our structured, transparent and calibrated approach to performance management.

- Our total earnings gap¹⁶, which takes into account the earnings of our whole firm including equity partners, shows an increase of 10.9% in our median gap and 19.1% in the mean gap. This reflects the higher representation of LGBTQ+ colleagues at more junior grades.

Read more about some of the [actions we are taking to support LGBTQ+ inclusion](#) (hyperlink).

Footnotes:

14. We believe it is important to consider the picture for all our employees and have therefore provided our sexual orientation pay gap data for the Deloitte UK firm ("Deloitte UK"), which covers all employees who are managed by Deloitte UK and have disclosed their characteristics.

15. As disclosure is voluntary, rates will vary from year to year, and between role levels. This adds a potential volatility to our reporting and when comparing data year-on-year.

16. Since the Government Equalities Office (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. Further details of our equity partner earnings can be found in our [Financial Statements](#) (hyperlink).

CEO-to-employee pay ratio

As part of our commitment to pay transparency, we voluntarily publish details of our CEO-to-employee pay ratio although, as a partnership, we are not covered by the pay ratio regulations.

The ratio shows a comparison between the pay of the CEO who leads Deloitte UK and Deloitte North and South Europe (NSE)¹⁷ and Deloitte's UK employees. It 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.

CEO to employee pay ratio:

Year: 2024

25th percentile pay ratio: 95:1

Median pay ratio: 58:1

75th percentile pay ratio: 39:1

Year: 2025

25th percentile pay ratio: 106:1

Median pay ratio: 65:1

75th percentile pay ratio: 44:1

The median and quartile figures above have been determined based on the population used for our pay gap calculations, including partners.

Footnotes:

17. Richard Houston is Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE. Deloitte UK has more than 24,000 people and revenue of £5.7bn (FY25). Revenues of Deloitte NSE approximated £12.1bn in FY24. 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 £4.9m. More detail on our equity partner appraisal and pay can be found in our [Financial Statements](#) (hyperlink).

Inclusion at Deloitte UK

We want our people to be their authentic selves and reach their full potential. Because when our people feel like they belong, they are better able to thrive.

Our inclusion strategy

This is based on gradual change alongside bold moves designed to accelerate us towards our inclusion ambition.

We are committed to continually identifying and removing barriers to inclusion, ensuring it is embedded in our policies and processes, as well as improving leadership representation. We also aim to ensure all our people understand their role in fostering an inclusive environment and feel safe to speak up if this is not their experience.

Our actions are focused on:

- Disability
- Ethnicity
- Gender
- LGBTQ+
- Neurodiversity
- Social mobility

Targets

Improving diversity at all levels of our UK firm continues to be a key priority for our UK Executive, and we are committed to being a workplace that reflects the diversity of our clients and our society.

To help guide our progress and address inequity, we set aspirational partner targets that provide a measurable way to hold ourselves accountable and stay transparent about the progress we are making.

We are pleased to have exceeded our 2025 targets for female partners (30%) and met our target for partners from an ethnic minority background (12%). However, we have not met our target for Black partners (3%). While this is not the outcome we wanted, it shows that we must continue to reflect and take action.

Based on comprehensive modelling of both internal and external talent pipelines, we have now set revised partner targets for 2030. We believe these targets are ambitious, yet achievable, and are based on what we have learnt over the past few years and from working with our Managing Partners, People & Purpose Partners, Black Advisory Group and Ethnicity Council.

Our targets for 2030 are:

- 37% female partners
- 16% ethnic minority partners
- Increase the number of Black partners to 25

Note: We have made the decision to add a target number for greater visibility of our Black partner representation. Due to the size of our partnership, the overall % will remain at 1%.

You can read more about these targets in the [gender](#) (hyperlink) and [ethnicity](#) (hyperlink) sections of this report.

We are fully committed to leading the change required to achieve our targets, for our people, our profession and our wider communities. This includes a continued focus on development opportunities and progression support, recruitment, and lowering attrition of underrepresented groups. This will be a collective effort across our firm, and we will continue to report annually on our progress.

Our Shared Values

Inclusion is woven into the fabric of our firm. We are committed, as part of our ‘firm fundamentals’, to offering an inclusive environment where our people can be their best and their true self, founded on mutual respect and inclusion. This commitment is supported by our global [Shared Values](#) (hyperlink), which include to ‘foster inclusion’ and ‘take care of each other’.

Understanding and acting on what matters most to our people

Engage for Change is our people experience survey. It helps us understand and act on what our people have to say about their experience of working at our firm. We also give every new joiner and leaver the opportunity to share their feedback, while our firmwide annual ethics survey provides an additional perspective on how our people view the ethical culture at our firm. This feedback is heard and acted upon by all levels of our leadership, from People Leaders through to our most senior Executives and Board members.

We hold regular ‘Ask the CEO’ and Executive-led town hall sessions, where we encourage open and honest questions from our people. This two-way dialogue has not only helped increase transparency and trust, it also lets us know what is most important to our people. Our Managing Partner for People & Purpose also meets regularly with our 12 diversity networks and our Inclusion Council to ensure our underrepresented groups have a strong voice.

Based on our people’s feedback, we continue to support our People Leaders – one of the most important roles in our firm – including through our award-winning People Leader Development Programme and via new skills boosters on topics such as investing in wellbeing for you and your team and tackling sensitive conversations.

We have also recently launched our digital Ways of Working tool. This supports open and honest conversations around our peoples' ways of working preferences.

It's designed to help teams and individuals discuss when being together in person is important, while also allowing for flexibility.

Equal opportunities

As an equal opportunities employer, we are committed to ensuring all our people receive fair and equitable treatment. This applies regardless of sex, 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.

Infographic: 84% of respondents (in response to our April 2025 people experience survey) feel their work environment is respectful, supportive and inclusive

Gold Diversity Mark

In May 2025, [Deloitte Northern Ireland was awarded the Gold Diversity Mark](#)

[accreditation](#) (hyperlink). This is the ultimate recognition for companies that demonstrate an exceptional commitment to diversity and inclusion. Those receiving the accreditation are leading lights in their sector and wider society, setting the standard for others to follow.

Assessed by an independent panel of experts and supported by a rigorous audit process, the Gold accreditation ensures that only organisations with proven, significant measurable progress and impact receive the award.

“We are incredibly proud to have been awarded the Gold Diversity Mark accreditation. This is a testament to the hard work and dedication of our people, who are passionate about creating a truly inclusive workplace. Diversity and inclusion is essential to delivering quality services to our clients and to creating a great place for our people to not just work, but to thrive.” Kerrie Irvine, Partner sponsor for Deloitte Northern Ireland’s diversity and inclusion initiatives

Amplifying underrepresented voices

Ensuring that the voices of our people from underrepresented groups are heard is pivotal to the success of our inclusion strategy. Initiatives that support this include:

Thriving Networks

Our 12 employee-led diversity networks – with each having senior sponsorship from at least one partner – are vital to building a truly diverse and inclusive firm with authentic, visible leaders. They also create a strong sense of community and peer connection. Supporting their growth is a priority, and our Thriving Networks initiative, launched last year, has been

instrumental in driving their success. Over the past 12 months, we have focused on strengthening our network structure and support channels, streamlining internal processes, fostering collaboration and amplifying network voices through enhanced internal and external communications.

Looking ahead, we are focusing on increasing network representation across the firm: further amplifying their voices and boosting membership to enable a greater sense of belonging. We are also expanding our network presence across our local offices and deepening collaboration with our charity partners to maximise societal impact.

“The support given to our diversity networks by the firm benefits both network volunteers and our wider community. This allows us to provide a supportive environment where members feel comfortable bringing their authentic selves to work, sharing experiences, and feeling supported by the firm. Sharing stories across networks has been especially impactful, highlighting how small actions can make a big difference. The Thriving Networks initiative has been instrumental in this success. I’m particularly excited about the upcoming activities to enhance our regional reach and engagement, further strengthening our impact and fostering a greater sense of belonging.” **Steve McMullen, Senior Manager and Deloitte Christian Fellowship Lead**

Inclusion Council

Made up of a representative from each of our 12 diversity networks and chaired by our Managing Partner for People & Purpose, our Inclusion Council provides a central space to create bold ideas for how we can become more inclusive as a firm. The council, which meets monthly and whose membership is refreshed on an annual basis, aims to:

- Listen to the voice of our people through representation from each of our diversity networks.
- Engage with our underrepresented groups to ensure inclusion is considered in our everyday actions.
- Influence and advise on some of our firm’s key priorities.

It is instrumental in helping to shape key initiatives, which over the past year have included our digital Ways of Working tool, a review of our performance experience through an inclusion lens, and our firmwide communications campaign encouraging our people to share their diversity data with us. The council is also critical in helping us review and act on feedback from our Engage for Change people experience survey.

“The Inclusion Council is an essential forum for our efforts to build a more inclusive workplace. It’s inspiring to see the dedication behind the scenes and the strong Executive support it receives. I’ve appreciated the opportunity to get

involved and shape the work happening to keep our people happy and thriving.”

Gregory Okanlawon, Associate Director and Inclusion Council representative for the Deloitte Black Network

Reverse mentoring

In February 2025 we launched the second cohort of our reverse mentoring programme, which pairs senior leaders from our UK Executive with colleagues from our 12 diversity networks.

The programme provides a platform for cross-generational and cross-cultural dialogue, with the aim of cultivating a more equitable and representative leadership pipeline, enriching our organisational culture, and driving better business outcomes. The open dialogue between participants helps foster better understanding, build relationships and drive inclusive leadership. The diverse perspectives shared during the programme are invaluable in informing our broader diversity, equity and inclusion strategies.

“Reverse mentoring has provided me with a unique opportunity to get to know a member of the UK Executive, and to understand how their experiences have shaped their career, while sharing my own experiences. We are a people business so getting to know different perspectives and understanding different experiences is vital in ensuring that the firm is market leading in its approach.”

Chanpreet Mangat, Senior Consultant and Sikh Network member

Demographic representation

Ensuring our people feel safe to share their personal characteristics with us is a priority. We continue to focus on helping them to recognise why their diversity data is so important in understanding the make-up of our firm, and how it directly informs our activities in building an inclusive workplace.

Our latest campaign, launched in July 2025, used storytelling to bring to life how the data is used, to encourage more of our people to share their information with us. Recognising that people and situations change, we will run the campaign every year to make sure we always have a full and accurate picture of diversity within our firm. This ever-improving data set will provide valuable insights to inform and refine our diversity and inclusion strategies, ensuring our initiatives are effectively targeted to maximise impact.

In line with the government's voluntary guidance on ethnicity pay gap reporting, we have also included a breakdown of the percentage of partners and employees in different ethnic groups.

Headline representation data for Deloitte UK at 5 April 2025

Female: 47.1%

Ethnic minority: 26.7%

Black: 4.3%

Disability or long-term health condition: 5.4%

Lesbian, gay, bisexual, queer or other sexualities; 4.8%

Trans: 0.4%

Lower socio-economic background (based on main household earner's occupation at age 14): 11.3%

Caring responsibilities: 22.4%

Neurodivergent: 4.3%

Ethnic group as at 5 April 2025

White: 52.1%

Asian: 20.1%

Black: 4.3%

Other ethnic minority background: 2.4%

Prefer not to say: 1.7%

Undisclosed: 19.4%

Gender balance

Gender balance has been an Executive-led priority since 2014, when we developed our first gender balance action plan. Although we have come a long way since then, we know the journey to true gender parity still needs focus. Not only must we continue to take bold actions, we must hold ourselves to account for sustaining meaningful progress.

Headline metrics

In June 2025, 33% of our partner promotes were female, taking our total representation of female partners to 31%.

Our UK Executive have carefully reviewed all our targets, taking into account our current headcount and representation. This review has resulted in a revised target of 37% female partners by 2030. Our previous target was 40%.

Infographic:

- Our current position: 31% female partners.
- 2030 target: 37% female partners.

We voluntarily report progress against our targets as a signatory of the [Women in Finance Charter](#) (hyperlink) and [FTSE Women Leaders Review](#) (hyperlink).

While targets help maintain our focus and hold us to account, equally as important is our [gender balance action plan](#) (hyperlink). This is made up of targeted interventions to support an inclusive culture where all our people can feel they belong.

Read more about our [targets](#) (hyperlink).

Infographic:

- 41.6% of early careers hires in FY25 were female
- 47.6% of experienced hires in FY25 were female

We have been named a [Times Top 50 Employer for Gender Equality](#) (hyperlink) for the tenth consecutive year. This is the UK's most established and highly profiled listing of employers taking action to ensure all their people, regardless of gender, can thrive.

“This isn’t just an award; it reflects our ongoing commitment to fostering an inclusive workplace where everyone can thrive and reach their full potential. We are proud of the progress we have made and remain dedicated to driving further positive change.” Vicky Gallagher Brown, Partner for HR

Gender balance action plan

Our gender balance action plan is based on analysis of our career lifecycle from a gender perspective, and ongoing listening and consultation with our people, Gender Balance Network and Inclusion Council. Recent highlights include:

Supporting our parents and carers

Last year we announced several enhancements to our policies to better support our people as they move through important times in their lives, including raising and caring for their family. A direct result of our listening approach and acting on the things that matter most to our people, we introduced:

- A new Family Leave policy that equalises paid leave for all new parents (26 weeks fully paid leave).
- Additional paid leave (up to 12 weeks) for parents whose child requires neonatal care.
- Up to 5 days of paid leave per year for those with long-term caregiving responsibilities.
- Paid time off for those having fertility treatment.

At the heart of these enhancements is our Shared Value of ‘taking care of each other’.

However, as well as supporting our people, over the longer term, we also want to help break down the outdated gender stereotypes that pervade caring responsibilities.

Sentiment and engagement from our people following the announcement of the new policies has been overwhelmingly positive. Since the Family Leave policy went live in January 2025, over 625 non-birthing parents have applied for the extended leave, with 360 already taking, on average, 23 weeks off. Nearly all of them (95%) are taking additional paid leave and 84% are taking or intending to take the full 26 weeks. You can read some of our colleagues’ experiences in our [latest Yearbook](#) (hyperlink).

We are proud to work with [Working Families](#) (hyperlink) as a founding partner of its new [Family Friendly Workplaces™ certification](#) (hyperlink). In March 2025 we were one of the first UK organisations to officially be certified as a [Family Inclusive Workplace](#) (hyperlink) which recognises our commitment to work-life wellbeing with leading policies and practices on flexible work, parental leave, family care and family wellbeing.

Tailored wellbeing resources

Earlier this year we designed and launched a series of tailored wellbeing support pages on our internal wellbeing platform. These include support for families and those affected by domestic abuse.

The resources offer comprehensive, centralised access to both internal and external support, alongside relevant information, and key takeaways. The pages are designed to empower not only individuals but also their People Leaders and allies, fostering a more inclusive and supportive environment for everyone.

Menopause support

We continue to support menopause in the workplace through our policy, guidance, and employee led Menopause Community which is open to all colleagues affected by menopause, as well as allies. Our firm-funded private medical insurance, which is available to all our people, includes a tailored ‘Menopause Plan’. We are also a member of [Menopause in the Workplace](#) (hyperlink).

The Deloitte Academy Women on Boards Programme

This year the [Deloitte Academy Women on Boards Programme](#) (hyperlink) celebrated its 15th anniversary. Aimed at senior women with the ability and ambition to be considered for a Non-Executive Director position in a UK listed company, the programme is designed to build on the knowledge and experience of each participant. It also provides networking opportunities with peers, senior board and city advisors.

To date, over 350 leaders have been supported with almost 50% going on to take a Non-Executive Director role. Many have also joined our parallel Race in the Boardroom Programme, which was launched in 2017 and reached a milestone of supporting almost 120 leaders this year. These initiatives demonstrate our long-term investment in building a diverse pipeline of talent in the wider business community.

“Taking on the role of Sponsoring Partner for the Women on Boards Programme in 2024 has been a welcome addition to my day job. I have the privilege of meeting a wide range of senior women leaders from many walks of life taking steps, along with allies, to ensure greater gender equity in Executive and Board positions of the UK’s largest organisations.”

Terri Fielding, Partner, Audit & Assurance

Our gender pay gap

You can read about our gender pay gap in the [pay section](#) (hyperlink) of this report.

Ethnicity

Since 2017, we have had specific targets and actions in place to support colleagues from an ethnic minority background, with a considerable focus on Black heritage colleagues since 2020.

Headline metrics

In June 2025 15% of our newly promoted partners were from an ethnic minority background, taking our overall partner representation to 12%.

Infographic:

- Current position: Ethnic Minority Partners 12%, Black partners 1%.

We did not previously have 2030 targets in place for ethnic minority and Black partners. These have now been set by our UK Executive, along with input from our Ethnicity Council and Black Advisory group.

Infographic:

- 2030 Target: Ethnic minority partners 16%
- 2030 Target: Black partners 25

We have made the decision to add a target number for greater visibility of our Black partner representation. Due to the size of our partnership, the overall % will remain at 1%.

We voluntarily report our targets and the progress we are making as signatory of the [Parker Review](#) (hyperlink) and [Race at Work Charter](#) (hyperlink).

Read more about our [targets](#) (hyperlink).

Infographic:

- 28.1% of early careers hires in FY25 were from an ethnic minority background
- 31.6% of experienced hires in FY25 were from an ethnic minority background

Ethnicity Council

The firm's Ethnicity Council, made up of senior representatives from across our business, is a vital part of our inclusion strategy. The council provides robust challenge and insight to senior leadership on the experience and progression of our colleagues from an ethnic minority background, and the actions our firm should take to accelerate progress and impact. Its members gather the views and thoughts of our people and also act as role models, driving change by working with allies to advocate for equity.

“When I became a partner in 2020, I received so many messages from people I’d never met, who said it meant a lot to have someone from their background progressing to that role. Since then, I’ve continued trying my best to be a role model for our people and now chair the UK firm’s Ethnicity Council, a group of senior individuals who represent our ethnic diversity objectives and support the UK Executive in directing and delivering our diversity and inclusion strategy. In this role I am able to drive positive change, as we build an ever more diverse and inclusive culture.” **Manmeet Kalsi, Partner and Chair of the Ethnicity Council.**

Ethnicity action plan

While targets help maintain our focus and hold us to account, equally important is our ethnicity action plan and specific [Deloitte Black Experience](#) (hyperlink) plan. These are made up of targeted interventions to support an inclusive culture where all our people can feel they belong.

Future Leaders Programme

Since 2022, our Future Leaders Programme has provided tailored support to our women and colleagues from an ethnic minority background, supporting their progression and development journey and providing a sustainable and diverse pipeline of talent for senior roles. Targeted at manager, senior manager and director grades, this year the programme has supported over 700 participants and delivered 5,500 hours of live learning.

Since the programme’s inception, an average 27% of programme participants have been promoted (compared to 14% of their non-programme peers), while attrition is as much as 9% lower. Plans are currently in place to launch our fourth cohort later this year.

Inclusive Leadership

Our new Inclusive Leadership course equips managers, senior managers and directors with strategies to combat bias, foster belonging and challenge systemic barriers to inclusion. It also focusses on practical actions like promoting authenticity and equitable opportunities. The course explores concepts such as the meritocracy myth, code-switching and biases – particularly through an ethnicity lens – and provides the tools to drive organisational change towards a more diverse and inclusive workplace.

Since its launch, over 400 of our people have completed the course with a further 100 currently enrolled. In total 95% of participants have found the concepts helpful and applicable to their roles, and 86% feel positively challenged by the content.

The Deloitte Black Experience

Our ongoing commitment – the [Deloitte Black Experience](#) (hyperlink) – focuses on four key areas: people experience, promotion, sponsorship and partner experience.

We regularly refine our approach to ensure we are providing effective and consistent support. This includes actively listening to feedback from our Black Network, Black Partner Advisory Group and Ethnicity Council, and incorporating insights from our Engage for Change people experience survey and other employee feedback channels.

Highlights this year include:

- **Supporting wellbeing:** We are committed to supporting the wellbeing of all our people, including Black heritage colleagues. Our new Black support pages on our internal wellbeing platform recognise that Black heritage colleagues may experience unique challenges and provide centralised access to both internal and external support, alongside curated information and key takeaways. They are designed to empower not only our Black community but also People Leaders and allies, fostering a more inclusive and supportive environment for everyone.
- **We also offer tailored support sessions for our Black community.** This recently included a session led by a Black male therapist that focussed on the unique challenges faced by Black men in the workplace. The session was well received with approximately 100 attendants.
- **Targeted development for Black directors:** We remain committed to removing barriers and creating pathways to success for our Black talent at all levels. This includes a new externally facilitated coaching programme focused on supporting the individual career development goals of our Black heritage directors. Run as a pilot across 2024/2025, the programme provided ten Black directors with targeted development opportunities and mentorship from an esteemed transformational career coach. It also helped to build valuable peer-to-peer connections among programme participants.
- **Personal Development Retreat:** In April 2025 we ran a second cohort of our hugely popular Personal Development Retreat facilitated by [Young Diverse World Changers](#) (hyperlink). This three-day residential brought together over 100 Black heritage colleagues (assistant manager to senior manager grade), providing a space to explore the nuanced experiences, ambitions and challenges faced by Black heritage professionals. The agenda featured knowledge-sharing workshops, rich discussions around social and cultural challenges, connections with diverse industry experts and team-building activities – all designed to encourage community and equip participants with the skills and tools to help them shape their career.
- **Supporting the wider Black community:** Outside of our own firm we continue to support Black talent and businesses. This includes [our partnerships with Bright Network and the Black Apprenticeship Network](#), which provide early careers guidance to make it easier for young people to take the first step on the employment ladder. This year we also sponsored the [Multicultural Business and Community Champion Awards](#) (hyperlink) and the [Black British Business Awards](#) (hyperlink). These sponsorships reflect our dedication to fostering inclusive growth and celebrating achievement within the Black community.

Our Ethnicity pay gap

You can read about our [ethnicity pay gap](#) (hyperlink) in the pay section of this report.

Disability, neurodiversity, LGBTQ+ and social mobility

Disability, neurodiversity, LGBTQ+, and social mobility are integral to our inclusion strategy. Key actions and progress over the past 12 months include:

Disability and neurodiversity

We want to ensure our culture, environment and working practices are as supportive and inclusive as possible for those with a disability or long-term health condition, or who are neurodivergent.

- Ensuring our firm is as accessible as possible remains a priority, with focus on both our digital and physical environments. Following a cross-function review of our current accessibility, we are working hard to ensure it is built into the fabric of our operations, processes and policies.

Recognising that all our people have a role to play in embedding and delivering an accessible experience for colleagues, clients and visitors, we are also looking to build firmwide awareness, understanding and confidence in supporting accessibility.

New tools will include an Accessibility Hub, where our people will be able to find resources, support and further information.

- It's critical that our people have the support and adjustments they need to be at their best. We have recently enhanced our workplace adjustments process by launching our comprehensive Workplace Adjustments – How To Guide. This provides a wealth of information and signposting to help our people and their People Leader better understand what workplace adjustments and support are available and how to access them.
- In May 2025, we hosted Sir Charlie Mayfield, who is leading the [Keep Britain Working review](#) (hyperlink), and Rt. Hon Liz Kendall MP, the then Secretary of State for Work and Pensions. They led a vital discussion on how businesses and the government can team up to create workplaces where people with disabilities can thrive. This will unlock benefits for all, including businesses and society. Our Workability Network were a key part of the conversation, and members shared their thoughts and experiences on how things like private medical insurance, wellbeing support, tailored plans and adjustments, and our firm's listening culture have helped them.

LGBTQ+

Creating an inclusive environment for LGBTQ+ colleagues across the firm is a priority. We work closely with our Proud at Deloitte Network to ensure we have the right support and structures in place so all our people can be themselves at work.

- Earlier this year, we designed and launched a series of tailored LGBTQ+ support pages on our internal wellbeing platform. The resources recognise that our LGBTQ+ colleagues may experience

unique challenges and help by centralising access to both internal and external support alongside curated information and key takeaways. They are designed to empower not only those within the LGBTQ+ community but also People Leaders and allies, fostering a more inclusive and supportive environment for everyone.

- We aim to create an inclusive and respectful workplace in which all our people, including LGBTQ+ colleagues, are empowered to be themselves and to thrive within our firm and the communities we serve, without fear of discrimination or harassment. Recognising that laws and attitudes towards the LGBTQ+ community vary around the world, we have created a new resource called Personal Considerations: Safety and Cultural Awareness. It includes a dedicated section for LGBTQ+ colleagues, to help minimise the likelihood of them encountering social, legal or physical risk.

Social Mobility

We are committed to increasing access to our firm and making sure that everyone, including those from lower socio-economic backgrounds, have the support they need to advance their careers successfully with us.

- For the past ten years, our [Aspire Insight Experience](#) (hyperlink) programme has provided invaluable insight into life at Deloitte for year 12 students from lower socio-economic backgrounds, benefiting over 400 students in the last four years alone. A further 150 people have already been offered a place in the coming year.
- [Spring into Deloitte](#) (hyperlink) (SID) is our two-day insight scheme for first-year university students exploring careers in professional services. Recognising barriers such as low awareness, limited confidence and lack of support, we have partnered with [Bright Network](#) (hyperlink) – a platform that supports diverse students to achieve their potential through coaching, upskilling and opportunity access. Together, we have launched [Discover Your Deloitte](#) (hyperlink) – a targeted programme supporting students from low socio-economic backgrounds with skills and insight into professional careers. The initiative builds confidence and boosts success in SID applications by demystifying our firm and its recruitment process. This year, over 500 students took part, 56% of whom declared multiple low social mobility indicators. In addition, 30% of overall SID participants came from low socio-economic backgrounds, double our usual 15%.
- In May 2025, we launched our new Social Mobility Community, which is open to all colleagues who are passionate about driving positive change around social mobility, whether they have personal experiences to share, innovative ideas, or simply want to learn more. The community's first event, 'A Class Act: Is it what you know or who you know?' explored whether social connections can provide more opportunity to 'get in or get on' in our careers. A panel of senior leaders and colleagues shared personal stories and experiences and discussed how collectively we can improve social mobility across our firm.

Following the community's launch, we have made available a range of resources and a series of videos featuring colleagues from lower socio-economic backgrounds in which they talk about their personal journey and experiences. We hope these resources and personal insights will further

boost knowledge, helping everyone to foster social mobility inclusion, both as a colleague and as a People Leader.

Our pay gaps:

You can read about our [disability](#) (hyperlink), [socio-economic background](#) (hyperlink), and [sexual orientation](#) (hyperlink) pay gaps in the pay section of this report.

Looking ahead

Sustained and meaningful change takes time. We are proud of our progress this year, but we also remain committed to striving for – and achieving – more.

Our diversity targets are ambitious, and we are confident that our plans for working towards these are comprehensive.

Our Executive is fully committed to sustaining the focus we have had to date to make sure we maintain momentum, and we will remain transparent on the progress we are making.

Everyone across our firm contributes to meaningful change through their ongoing dedication and commitment, as underpinned by our Shared Values.

We will continue to work closely with our diversity networks, Inclusion Council,

Black Advisory Group and Ethnicity Council to ensure our actions respond to our people's feedback and are supported by data.

Together, we look forward to making even more progress towards a diverse, equitable and inclusive workplace for everyone.

Appendices

Pay gap reporting

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 several factors, including a lack of women in senior positions.

It is important to note that this is different to the issue of equal pay – the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act 2010.

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

We have chosen to use the same calculation methodology for all other pay gaps we report. However, our disclosure rates for ethnicity, disability, socio-economic background and sexual orientation are not 100%. Anyone with undisclosed characteristics are excluded from our calculations.

We recognise that the government's voluntary guidance on ethnicity pay gap reporting recommends reporting 'Mixed' ethnicities separately from White, Black, Asian and other ethnic minorities. Since we began reporting our ethnicity pay gap in 2017, we have included 'Mixed' ethnicities within the above groupings as appropriate, e.g. 'Black' includes those who identify as 'Mixed Black', and this aligns with how we treat our data internally. We will continue to monitor government guidance, but for the time being we are deviating from it to ensure consistency with our established approach to reporting.

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 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.

Note: In previous years, the diversity metrics for recent hires were included in the pay gap data for our voluntary metrics. Due to a system change this year, it was not added until after the April payroll, and as such, there is a small number (c.4.3% of total pay gap headcount) who have been excluded from the dataset. For the avoidance of doubt, this does not impact gender pay gap data, which is based on 'sex' as per our earlier [footnote](#) (hyperlink) on page 3.

Gender pay gap – statutory disclosures

Data as at 5 April 2025

Deloitte UK has two legal entities with at least 250 employees: Deloitte MCS Ltd and Deloitte LLP. Under the regulations, we are required to report our gender pay gap data for each of these entities, as set out here.

Deloitte UK is made up of Deloitte LLP, Deloitte MCS Ltd, Deloitte Guernsey Ltd, Deloitte Isle of Man Ltd and Deloitte Jersey Ltd. Deloitte LLP and Deloitte MCS Ltd are the only UK entities that meet the criteria for mandatory reporting under the Equality Act 2010.

Deloitte LLP April 2025

Gender pay gap using mean hourly pay: 11.0%

Gender pay gap using median hourly pay: 10.4%

Gender bonus gap using mean bonus: 40.8%

Gender bonus gap using median bonus: 25.4%

Proportion of males who received a bonus: 83.1%

Proportion of females who received a bonus: 85.7%

Deloitte LLP

Proportion of males and females in each quartile band April 2025

Upper: Male 57.2%, Female 42.8%

Upper middle: Male 51.0%, Female 49.0%

Lower middle: Male 44.5%, Female 55.5%

Lower: Male 52.3%, Female 47.7%

Deloitte MCS April 2025

Gender pay gap using mean hourly pay: 12.4%

Gender pay gap using median hourly pay: 12.2%

Gender bonus gap using mean bonus: 45.6%

Gender bonus gap using median bonus: 37.9%

Proportion of males who received a bonus: 93.0%

Proportion of females who received a bonus: 93.3%

Deloitte MCS

Proportion of males and females in each quartile band April 2025

Upper: Male 67.2%, Female 32.8%

Upper middle: Male 61.0%, Female 39.0%

Lower middle: Male 54.7% Female 45.3%

Lower: Male 49.9%, Female 50.1%

Declaration

We confirm that Deloitte's gender pay gap calculations are accurate and meet the requirements of the regulations.

Signature:

Philip Mills, UK Managing Partner

Signature:

Jackie Henry, UK Managing Partner People & Purpose

Gender pay gap – year-on-year comparisons

Data as at 5 April 2025

Deloitte LLP

Gender pay gap

Mean: FY24 13.3%, FY25 11.0%

Median: FY24 12.1%, FY25 10.4%

Deloitte LLP

Gender bonus gap

Mean: FY24 44.4%, FY25 40.8%

Median: FY24 28.5%, FY25 25.4%

Deloitte LLP

Proportion of males and females receiving a bonus payment

Male: FY24 83.4%, FY25 83.1%

Female: FY24 84.2%, FY25 85.7%

Deloitte LLP

Proportion of males and females in each quartile band - Male

Upper: FY24 58.7%, FY25 57.2%

Upper middle: FY24 52.1%, FY25 51.0%

Lower middle: FY24 46.1%, FY25 44.5%

Lower: FY24 49.8%, FY25 52.3%

Proportion of males and females in each quartile band - Female

Upper: FY24, 41.3%, FY25 42.8%

Upper middle: FY24 47.9%, FY25 49.0%

Lower middle: FY24 53.9%, FY25 55.5%

Lower: FY24 50.2%, FY25 47.7%

Deloitte MCS

Gender pay gap

Mean: FY24 13.5%, FY25 12.4%

Median: FY24 14.7%, FY25 12.2%

Deloitte MCS

Gender bonus gap

Mean: FY24 50.2%, FY25 45.6%

Median: FY24 30.8%, FY25 37.9%

Deloitte MCS

Proportion of males and females receiving a bonus payment

Male: FY24 94.7%, FY25 93.0%

Female: FY24 93.4%, FY25 93.3%

Deloitte MCS

Proportion of males and females in each quartile band - Male

Upper: FY24 67.8%, FY25 67.2%

Upper middle: FY24 63.3%, FY25 61.0%

Lower middle: FY24 53.5%, FY25 54.7%

Lower: FY24, 49.0%, FY25 49.9%

Proportion of males and females in each quartile band - Female

Upper: FY24 32.2%, FY25 32.8%

Upper middle: FY24 36.7%, FY25 39.0%

Lower middle: FY24, 46.5%, FY25 45.3%

Lower: FY24 51.0%, FY25 50.1%

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