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Accessibility statement
Deloitte UK is committed to making this report accessible to as many people as possible. If you need support accessing the report, would like it in an alternative format, or have any questions or feedback regarding its accessibility please email inclusion@deloitte.co.uk or call +44 (0)20 7936 3000 and ask to be connected to Laura Fullstone, Inclusion Manager.

Scope and verification statement
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 2026. 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, socio-economic background and sexual orientation 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.

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Foreword

At Deloitte UK we are constantly striving to build a workplace that is reflective of society, where inclusion isn't just a concept, but a lived experience for everyone. We know our collective strength comes from the unique perspectives and talents of each of our colleagues, which is why we are creating a culture where we celebrate diverse backgrounds and where everyone feels seen, heard and valued.

This, our sixth Pay & Inclusion Report, details Deloitte UK's statutory gender pay gap reporting, voluntary disclosures for ethnicity, disability, socio-economic background and sexual orientation, and our CEO-to-employee pay ratio. Our reporting demonstrates continued progress in closing our pay gaps, our approach to reward and our commitment to increasing minority representation at senior levels.

While challenges remain, our latest data reflects meaningful progress over time. Since 2021, our gender pay gap has narrowed considerably, supported by increased female representation in senior higher-paid roles.

A note on language

Throughout this report, when we talk about 'gender' in the context of pay gap reporting we mean 'sex'. Our data collection follows government and HMRC reporting requirements where the sex field is binary (male and female). To enable our people to express their gender, we also collect gender identity data as part of our diversity monitoring.

We have also seen encouraging improvements in ethnic minority representation across the upper and upper-middle pay quartiles. These trends reinforce the importance of sustained action, transparency and continued investment in building diverse leadership pipelines.

While progress is steady, we recognise there is always more to achieve. Our [2030 partner targets](#), published a year ago, remain an important measure of accountability and focus, and I am encouraged by the progress we are making. In June 2026, we also welcomed our new [UK Board and UK Executive](#), achieving our strongest gender and ethnic diversity in these teams to date. This reflects our continued commitment to broadening representation and bringing diverse perspectives to decision-making at the highest levels of our firm.

Equally important are our targeted interventions to build a more inclusive culture, and our enhanced support for working families remains a significant priority. Earlier this year, we proudly marked 18 months of our [enhanced Family Leave policy](#), offering equal paid leave for all new parents. Strengthening our ongoing commitment, we also improved support for our working parents and their People Leaders by developing a new resources hub and a more structured return to work experience. Recognising that caring responsibilities take many forms, we have also become members of [Carers UK](#).

Embedding AI across our firm is a key strategic priority. By making AI accessible to all, we are equipping our people with practical tools that help them do what they do best. It enables them to create greater value for our clients while ensuring everyone has the opportunity to learn, contribute and succeed.

Another highlight for me has been marking the fourth year of our [Future Leaders Programme](#), which continues to empower talented women and colleagues from ethnic minority backgrounds to become the leaders of tomorrow. You can read more about these, and other initiatives, in this report.

Sustainable change is only possible thanks to the dedication and commitment of everyone at the firm, guided by our [Shared Values](#). When our people feel like they belong, they are better able to thrive, delivering outstanding impact for our clients and contributing positively to wider society.



Jackie Henry
UK Managing Partner
for People & Purpose
September 2026

Sharing our success: rewarding our people

We remain committed to rewarding our people in a way that is fair, transparent and competitive. This year, we continued to invest in our people - strengthening our market positioning, recognising performance and supporting career progression across our firm.

- **Base pay:** We continue to invest in our people through fair, market-aligned base pay, maintaining a competitive position within the markets in which we operate. This year, we invested significantly in both our salary ranges and individual salary increases, including those for our Early Careers populations, reinforcing our commitment to building a strong talent pipeline. 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.
- **Variable pay:** This is the first year all eligible employees have participated in our discretionary on-target bonus model, providing a clear and transparent link between bonus outcomes, firm and business performance, and individual contribution. This year, due to above-target growth, and reflecting our philosophy of ‘sharing the upside’, we announced an increase in our bonus pool across the firm, which was distributed in line with our high-performance culture.
- **Promotions:** In June this year, we promoted approximately 28% of our people (6,000 individuals). This is a 3% increase on 2025 and demonstrates our continued commitment to career progression and developing talent at all levels.
- **Recognition:** Our recognition model enables colleagues and leaders to celebrate exceptional contributions in the moment, aligned to our [Shared Values](#). Last year, more than 23,000 recognition awards were made – nearly 22,000 of these peer-to-peer – with over £1.4m invested in recognising our people.

Flexible benefits

Our flexible benefits continue to provide meaningful support tailored to individual needs.

- Our award-winning pension scheme remains a key element of our total reward offering, with 92% of our people now enrolled, and a further 3% opting to take the employer’s contribution as a cash allowance. We continue to listen to our people’s feedback, and this year further enhanced our fund offering by introducing new ethical, inclusive and sustainable investment options, including a Shariah-compliant investment choice.
- This year, we introduced a pension bonus waiver, giving our people the option to sacrifice up to 100% of their annual discretionary bonus directly into their pension. Totals contributed were over £9.8m (58% male and 42% female) alongside an additional £0.5m invested by the firm through shared National Insurance savings.
- Wellbeing is integral to our [Shared Values](#) of taking care of each other. Our private medical cover continues to support our people, with over 82% enrolled in our firm-funded single cover, of whom 26% opt to self-fund coverage for family members. Our enhanced plan aims to support people through their whole life and in addition to the core cover, we provide access to a popular menopause plan, as well as assisted fertility and gender dysphoria add-ons.

Flexible working

Hybrid working remains a core part of how we work, complemented by a range of formal and informal flexible working options. Our hybrid working policy provides clarity on our approach and remains a key part of our firm fundamentals, a set of clear commitments made to our people, balanced with what is expected of them in return.

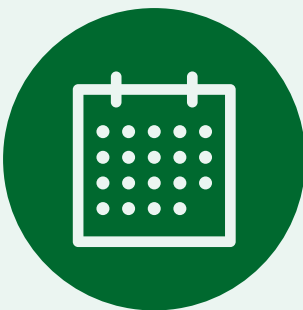
We also offer a range of flexible leave options to support personal priorities and ambitions. This includes our four-week time out, career breaks, equalised Family Leave, flexible public holidays and overseas remote working – allowing colleagues with the right to work in another country the opportunity to do so for up to four weeks a year.

Our digital 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 by encouraging conversations about individual needs, working styles, inclusion and wellbeing.

The tool consists of two parts; My Manual enables individuals to share their strengths, preferences and wellbeing needs, while My Team brings these insights together through Team Charter sessions. These are used to agree inclusive and effective ways of working, provide clarity and encourage collaboration and psychological safety.

In FY26

- 84% of our people experience survey respondents feel their choices around flexibility are respected
- 9,000+ My Manuals created
- 49% of our people flexed at least one of their public holidays
- 355 individuals took a four-week time out and a further 461 took a longer career break



Employee Benefit Awards
2025 winner for
‘Best Pension Strategy’



5.6%

(1,265 employees) chose to waive part, or all, of their discretionary bonus into our pension scheme



Gender pay gap

Gender pay figures for Deloitte UK¹

	April 25		April 26		Percentage point difference
Pay gap	Mean 11.9%	Median 10.4%	Mean 10.8%	Median 8.8%	Mean -1.1% Median -1.6%
Bonus gap	Mean 41.7%	Median 26.0%	Mean 36.3%	Median 25.9%	Mean -5.4% Median -0.1%
Proportion who received a bonus	Male 86.0%	Female 87.7%	Male 85.1%	Female 88.5%	
Pay quartiles	April 25		April 26		
	Male	Female	Male	Female	
	Upper	60.3%	39.7%	60.1%	39.9%
	Upper middle	54.2%	45.8%	54.6%	45.4%
	Lower middle	48.0%	52.0%	48.3%	51.7%
	Lower	50.9%	49.1%	51.8%	48.2%
	April 25		April 26		Percentage point difference
Total earnings gap ²	Mean 27.5%	Median 10.8%	Mean 27.2%	Median 10.1%	Mean -0.3% Median -0.7%

Key headlines

- Our **mean pay gap** has reduced by 1.1% to 10.8% and our **median pay gap** by 1.6% to 8.8%, reflecting a strengthening pipeline of female talent in more senior roles. This trend can also be seen in the small but positive movement in the upper, lower-middle and lower pay quartiles.
- Our gender pay and bonus gaps continue to be driven primarily by under-representation of women in senior roles, where pay and bonuses are typically higher. This year, we have made progress in reducing both gaps, reflecting improvements in female representation across senior and middle-management populations, alongside our structured approach to pay progression. Representation is most balanced at more junior grades and, as these colleagues progress through the firm, we expect our pay gaps to reduce further.
- Geographic distribution also contributes to our pay and bonus gaps. A higher proportion of our more senior roles are based in London, and of this population, females have lower representation. As pay is typically higher in both more senior roles and in London, these factors combine to influence our overall pay and bonus gaps.
- Our **mean bonus gap** has reduced by 5.4% to 36.3% and our **median bonus gap** by 0.1% to 25.9%. This is supported by our firmwide on-target bonus model which provides a structured approach to bonus calculation in line with firm and business performance, as well as individual contribution.
- Bonus gaps are also influenced by working patterns. At Deloitte, the number of women working part-time is more than six times higher than that of men, influencing average bonus values as these are calculated as a percentage of base salary.
- Our **Family Leave policy** is expected to help reduce bonus gaps over time. While it is too early to see an impact in this year's results, we expect differences in bonus outcomes linked to family leave to reduce as leave patterns become more balanced between birth and non-birth parents.
- Our **total earnings gap²**, which takes into account our whole firm including equity partners, shows a decrease of 0.3% in our mean gap and 0.7% in our median gap.
- This year's improvement builds on a sustained longer-term trend. Since 2021, our mean gender pay gap has reduced from 16.2% to 10.8%, and our median gap from 13.6% to 8.8%. Over the same period, female representation in the upper pay quartile has increased from 34.7% to 39.9%, reflecting our focus on strengthening our female talent pipeline and increasing representation in senior higher-paid roles.
- The gender pay gap is an important underlying factor in understanding the other pay gaps we report. This is because women make up a significant proportion of our workforce and gender often intersects with other diversity characteristics. As a result, factors such as representation at senior levels, working patterns and geographic location contributes to differences seen in other demographic groups.

Read more about our [gender balance action plan](#) and the actions we are taking to close our pay gaps.

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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 disclosures](#).

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 firm, 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](#).

Ethnicity pay gap – all ethnic minorities

Ethnic minority pay figures for Deloitte UK³

Based on a disclosure rate of 84.9%⁴

	April 25		April 26		Percentage point difference
Pay gap	Mean14.1%	Median5.8%	Mean13.1%	Median5.4%	Mean-1.0% Median-0.4%
Bonus gap	Mean46.5%	Median29.1%	Mean44.1%	Median24.1%	Mean-2.4% Median-5.0%
Proportion who received a bonus	White92.7%	Ethnic minority87.5%	White89.1%	Ethnic minority82.4%	
Pay quartiles	April 25		April 26		
	White	Ethnic minority	White	Ethnic minority	
Upper	73.6%	26.4%	73.1%	26.9%	
Upper middle	60.6%	39.4%	58.8%	41.2%	
Lower middle	61.1%	38.9%	60.7%	39.3%	
Lower	65.1%	34.9%	63.4%	36.6%	
	April 25		April 26		Percentage point difference
Total earnings gap ⁵	Mean38.5%	Median8.6%	Mean39.2%	Median8.1%	Mean0.7% Median-0.5%

Key headlines

- This year, we have seen positive progress, in closing both our ethnicity pay and bonus gaps, reflective of increased ethnic minority representation across the firm.
- Our pay gaps are still driven by having fewer ethnic minority colleagues in senior roles compared to White colleagues. Encouragingly, representation has increased at all levels including our most senior roles, which can be seen in positive quartile movements. Our pipeline is most balanced at more junior levels, and we see a stronger pipeline emerging within middle management. As these colleagues progress, we expect to continue closing our pay gaps.
- Disclosure rates are important and this year we have seen an increase in disclosed data at most levels, particularly within our more junior populations. Increased disclosure strengthens the reliability of our data and provides a clearer view of our workforce.
- Our **mean pay gap** has reduced by 1.0% to 13.1% and our **median pay gap** by 0.4% to 5.4%. As with gender, this positive movement is reflective of changes in headcount, grade mix and structured pay progression.
- We are making good progress in narrowing our bonus gaps. Our **mean bonus gap** has reduced by 2.4% to 44.1% and our **median bonus gap** by 5.0% to 24.1%, supported by our structured on-target bonus model. As bonus outcomes are closely linked to pay, increased representation is visible within the positive movement in our upper and upper-middle pay quartiles and this should support further narrowing over time.
- Our **total earnings gap⁵**, which takes into account our whole firm including equity partners, shows an increase of 0.7% in our mean gap and a decrease of 0.5% in our median gap.
- Since 2021, the median ethnic minority hourly pay gap has reduced from 7.6% to 5.4%, and ethnic minority representation has increased in both the upper and upper-middle pay quartiles. This reflects our continued focus on progression, senior representation and targeted interventions, while recognising that progress varies across ethnic groups and bonus gaps remain more persistent.

Read more about our [ethnicity action plan](#) and the actions we are taking to close our pay gaps.

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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 when comparing data year on year, due to the impact on the composition of the population included. This is particularly relevant where disclosure changes are concentrated in specific levels or where population sizes are smaller.

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 firm, 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](#).

Ethnicity pay gap continued

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

Key headlines

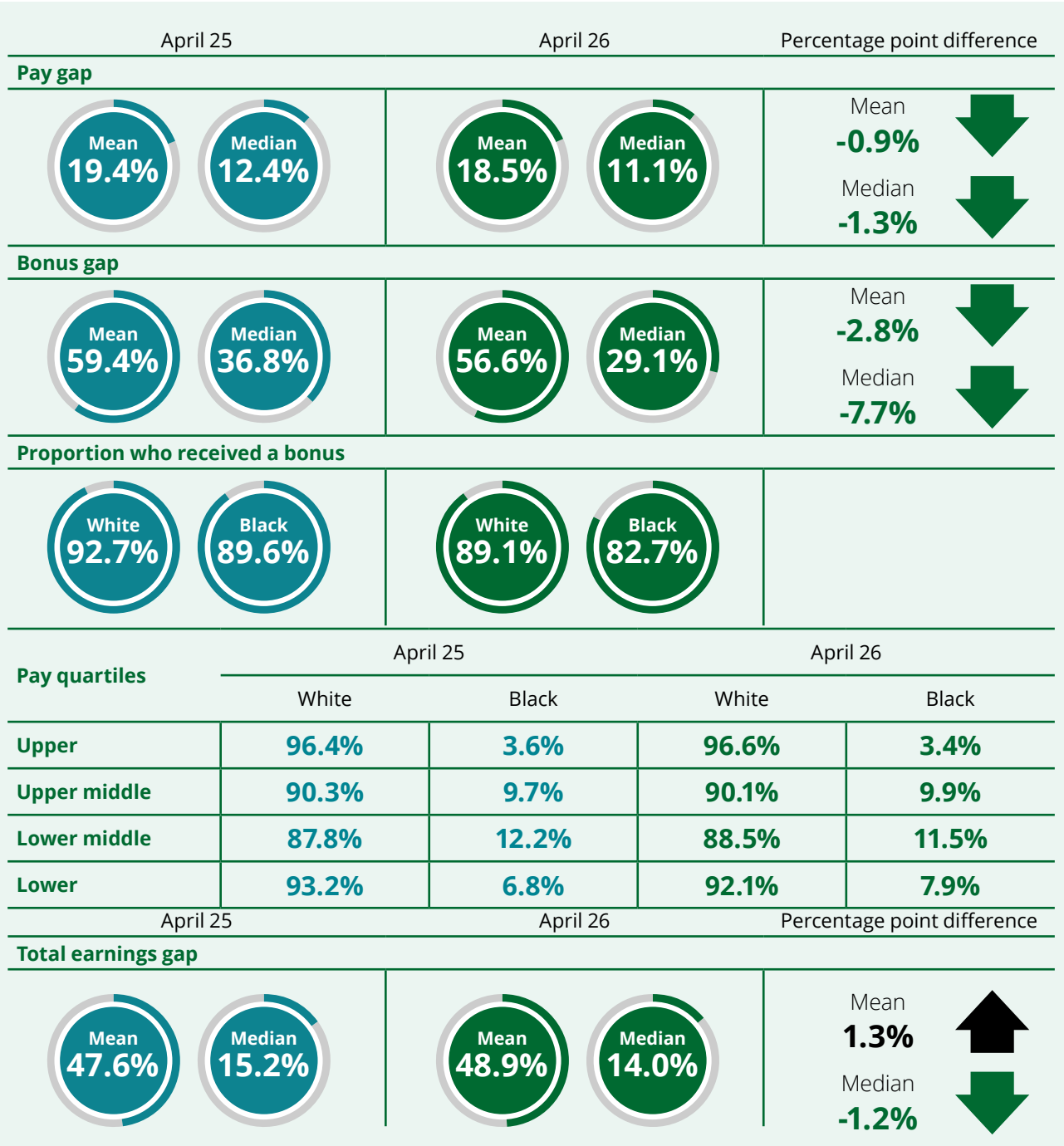
Our data shows our Black and Asian pay and bonus gaps have narrowed this year in line with our broader ethnic minority pay gap data. These gaps exist because we have more White colleagues in senior positions than colleagues from an ethnic minority background.

We see positive movement in most upper and upper-middle pay quartiles and also at the lower quartile, where we have seen an increase in disclosure rates at junior levels.

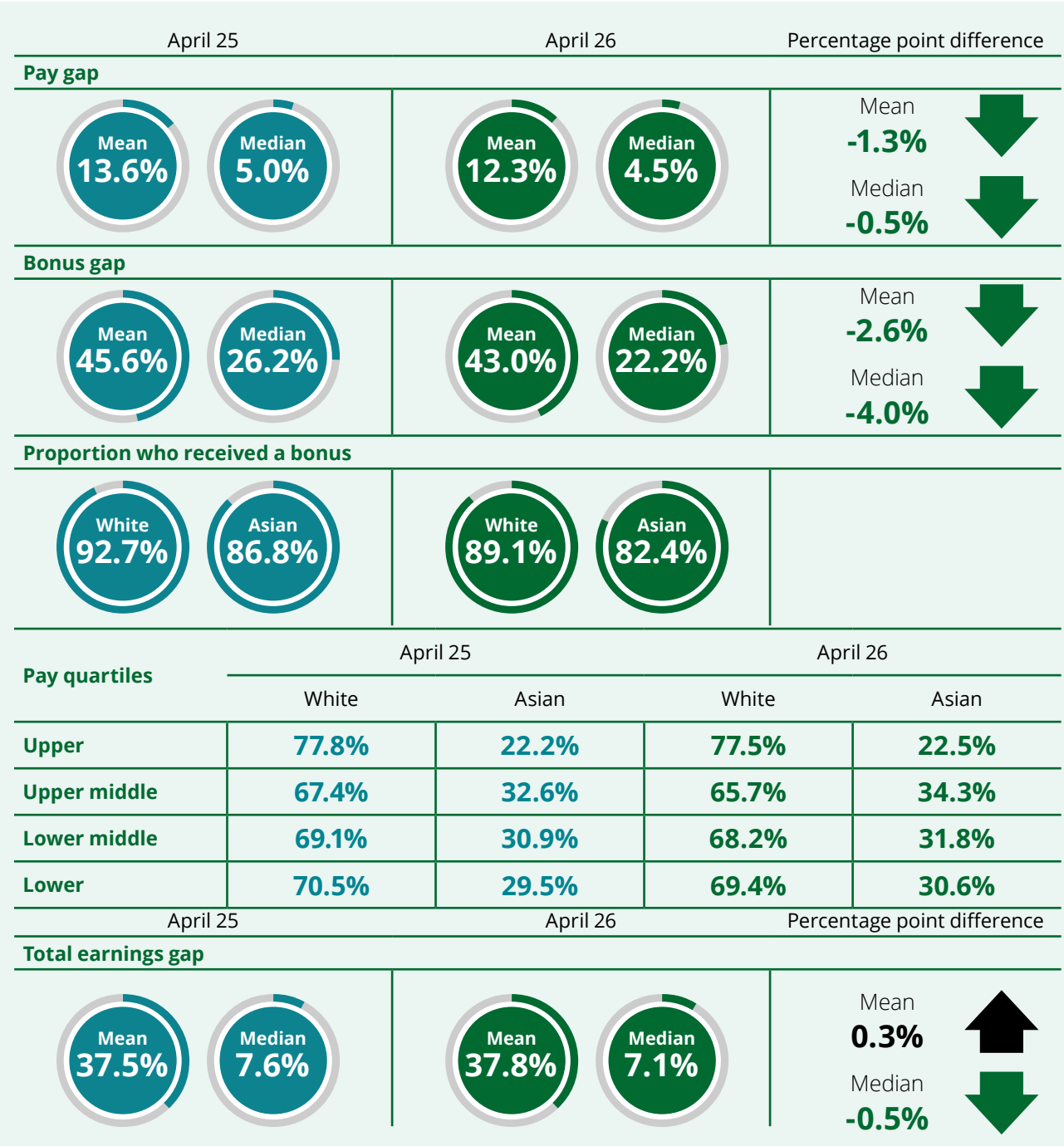
Our other ethnic minority data shows some widening gaps. However, this population is smaller and therefore more sensitive to changes such as headcount mix and disclosure rates, which can lead to greater year-on-year fluctuations.

Read more about our [ethnicity action plan](#) and the actions we are taking to close our pay gaps.

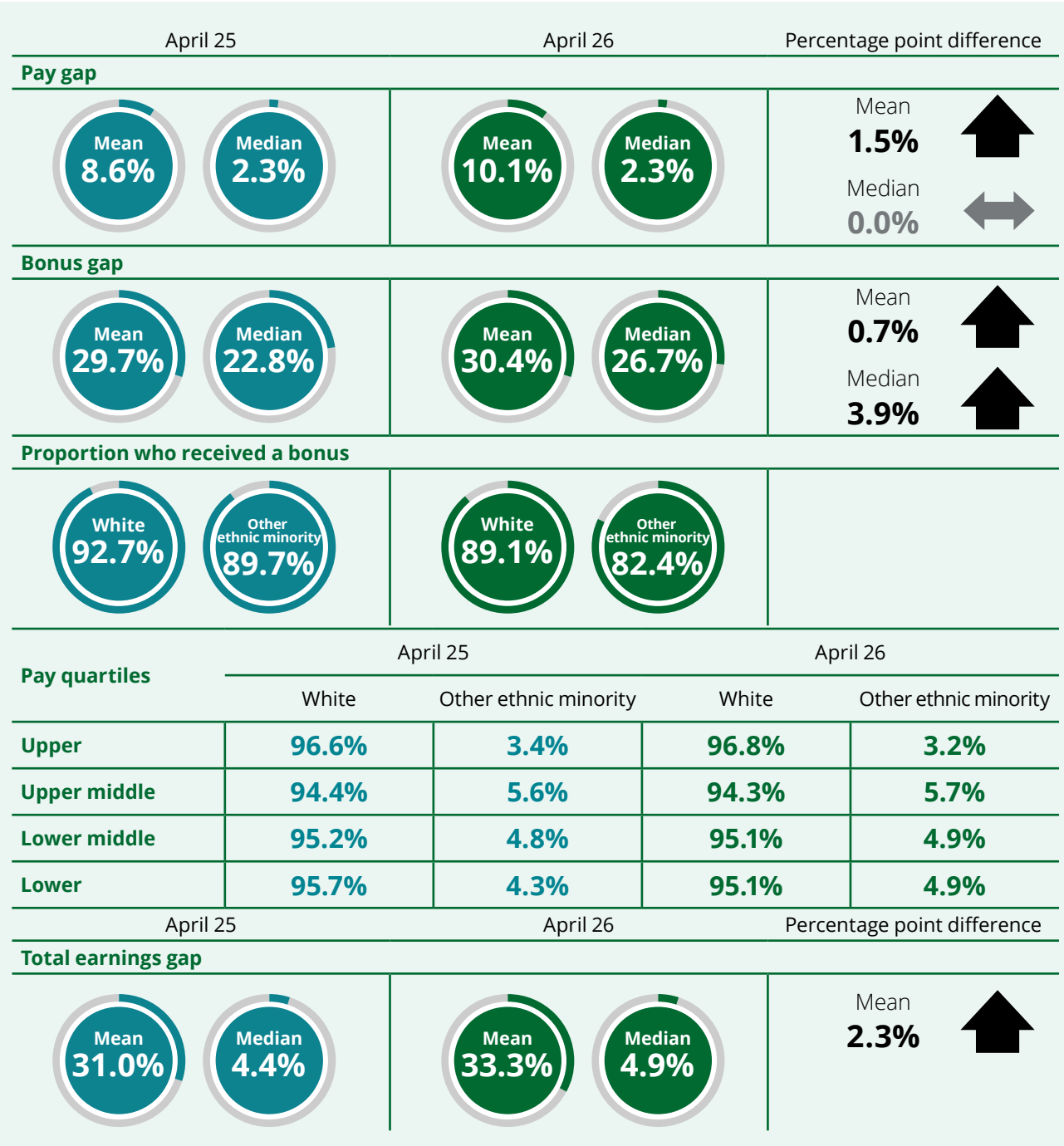
Black pay figures



Asian pay figures



Other ethnic minority pay figures



6. We have included ‘Mixed’ ethnicities within the above groupings as appropriate, e.g. ‘Black’ includes those who identify as ‘Mixed Black’.

Disability pay gap

Pay figures for Deloitte UK⁷

Based on a disclosure rate of 80.6%⁸

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

	April 25		April 26		Percentage point difference
	Mean	Median	Mean	Median	
Pay gap	6.2%	10.8%	4.6%	9.1%	Mean -1.6% Median -1.7%
Bonus gap	8.7%	17.3%	7.0%	15.2%	Mean -1.7% Median -2.1%
Proportion who received a bonus	Non-disabled 90.9%	Disabled 88.9%	Non-disabled 86.5%	Disabled 84.8%	
Pay quartiles	April 25		April 26		
	Non-disabled	Disabled	Non-disabled	Disabled	
Upper	94.1%	5.9%	94.1%	5.9%	
Upper middle	93.7%	6.3%	93.5%	6.5%	
Lower middle	92.6%	7.4%	92.6%	7.4%	
Lower	90.4%	9.6%	91.9%	8.1%	
	April 25		April 26		Percentage point difference
	Mean	Median	Mean	Median	
Total earnings gap ⁹	21.0%	11.6%	17.7%	9.2%	Mean -3.3% Median -2.4%

Key headlines

- Our disability pay and bonus gaps are among the smallest across all characteristics we report. This year, our **mean pay gap** has reduced by 1.6% to 4.6% and our **median pay gap** by 1.7% to 9.1%.
- Our **mean bonus gap** has reduced by 1.7% to 7.0% and our **median bonus gap** by 2.1% to 15.2%. These reductions are supported by increasing representation of colleagues with disabilities and long-term health conditions across most levels, including senior roles. This progress can also be seen in small but positive redistribution across the upper-middle and lower pay quartiles.
- The **proportion of colleagues with and without a disability** receiving a bonus have both reduced this year. However, the gap between them has narrowed and brings us closer to parity, reflecting our performance management approach and structured calculation of bonus awards.
- Our **total earnings gap⁹**, which takes into account our whole firm including equity partners, shows a decrease of 3.3% in our mean gap and 2.4% in our median gap.

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

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7. 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.

8. 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. This adds a potential volatility to our reporting when comparing data year on year, due to the impact on the composition of the population included. This is particularly relevant where disclosure changes are concentrated in specific levels or where population sizes are smaller.

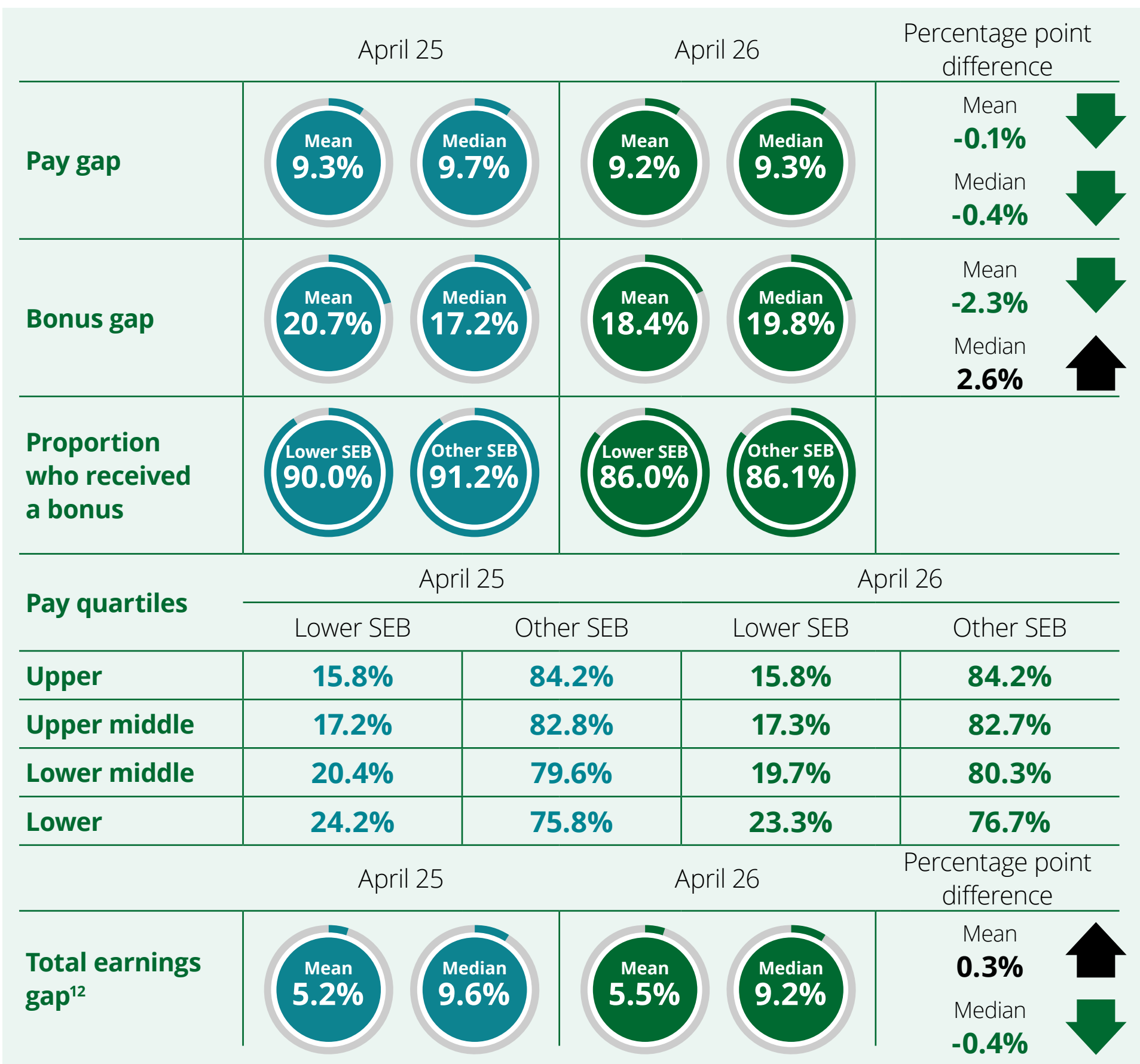
9. Since the Government Equalities Office (GEO) methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the firm, do not receive either a salary or bonus), we have instead sought to provide one median and one mean calculation for the whole firm, including 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](#).

Socio-economic background pay gap

Pay figures for Deloitte UK¹⁰

Based on a disclosure rate of 63.7%¹¹

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 the main household earner's occupation when the employee was aged 14).



Key headlines

- We have seen incremental reductions of 0.1% and 0.4% in our **mean and median pay gaps**, bringing these to 9.2% and 9.3% respectively. These are small but positive steps and are supported by increased representation of those from a lower SEB across a number of levels, particularly within more junior roles where pay and bonuses are lower.
- Disclosure rates have increased this year; however, they remain lower than in other areas, reflecting the relatively recent introduction of data collection for this characteristic. As a result, the data is likely to show greater year-on-year fluctuations.
- Our **mean bonus gap** has reduced by 2.3% to 18.4%, aligned with increased representation at junior and middle management levels. However, our **median bonus gap** has widened by 2.6% to 19.8%. This reflects differences in representation across grades, with colleagues from a lower SEB more concentrated in junior roles, where bonus values are lower.
- The **proportion of colleagues from a lower or other SEB** receiving a bonus have reduced this year to 86.0% and 86.1% respectively and are now close to parity, demonstrating our consistent performance management processes and on-target bonus calculation model.
- Our **total earnings gap¹²**, which takes into account the earnings of our whole firm including equity partners, shows a marginal increase of 0.3% in our mean gap and a small decrease in our median gap of 0.4%.

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

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10. 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.

11. As disclosure is voluntary, rates will vary from year to year and between role levels. This adds a potential volatility to our reporting when comparing data year on year, due to the impact on the composition of the population included. This is particularly relevant where disclosure changes are concentrated in specific levels or where population sizes are smaller.

12. 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 firm, 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](#).

Sexual orientation pay gap

Pay figures for Deloitte UK¹³

Based on a disclosure rate of 76.1%¹⁴

The difference in average pay and bonus payments between colleagues who identify as heterosexual and those who identify as lesbian, gay, bisexual, queer or other sexualities (LGBQ+).

	April 25		April 26		Percentage point difference
	Mean	Median	Mean	Median	
Pay gap	17.5%	20.3%	16.5%	21.5%	Mean -1.0% Median 1.2%
Bonus gap	41.5%	31.1%	34.6%	25.5%	Mean -6.9% Median -5.6%
Proportion who received a bonus	Heterosexual 91.6%	LGBQ+ 90.3%	Heterosexual 86.7%	LGBQ+ 84.7%	
Pay quartiles	April 25		April 26		
	Heterosexual	LGBQ+	Heterosexual	LGBQ+	
Upper	95.4%	4.6%	95.1%	4.9%	
Upper middle	94.4%	5.6%	94.4%	5.6%	
Lower middle	92.3%	7.7%	91.8%	8.2%	
Lower	88.5%	11.5%	89.3%	10.7%	
	April 25		April 26		Percentage point difference
	Mean	Median	Mean	Median	
Total earnings gap ¹⁵	29.1%	21.2%	29.3%	22.3%	Mean 0.2% Median 1.1%

Key headlines

- This is the second year of publishing our sexual orientation pay gaps and the data shows we are making progress.
- Our **mean pay gap** has reduced by 1.0% to 16.5% and reflects an increase in LGBQ+ representation across all grades, which is supported by positive quartile movements with fewer LGBQ+ colleagues in the lower quartile and an increase in the upper quartile. Our **median pay gap** has widened slightly by 1.2% to 21.5%. This is because, while disclosure and representation of LGBQ+ colleagues has increased across the firm, the largest increase has been in junior roles, where pay is lower.
- Our **mean and median bonus gaps** have reduced by 6.9% and 5.6% respectively. While progress has been made, gaps remain because we have more heterosexual colleagues than LGBQ+ colleagues in our most senior roles, where bonus values are higher.
- Changes in headcount, grade mix and disclosure rates can cause larger year on year fluctuations. However, improving disclosure and growing LGBQ+ representation at all levels are strengthening the talent pipeline, which we expect to help narrow the gaps as colleagues progress through the firm.
- The **proportion of colleagues receiving a bonus across both our LGBQ+ and heterosexual populations** have reduced this year but remain fairly consistent, reflective of our on-target bonus approach.
- Our **total earnings gap¹⁵**, which takes into account the earnings of our whole firm including equity partners, shows a slight increase of 0.2% in our mean gap and an increase of 1.1% in our median gap.

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

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13. 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.

14. As disclosure is voluntary, rates will vary from year to year and between role levels. This adds a potential volatility to our reporting when comparing data year on year, due to the impact on the composition of the population included. This is particularly relevant where disclosure changes are concentrated in specific levels or where population sizes are smaller.

15. 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 firm, 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](#).

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 led Deloitte UK and Deloitte North and South Europe (NSE)¹⁶ and Deloitte’s UK employees for the financial year this report relates to.

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.

Year	2025	2026
25th percentile pay ratio	106:1	144:1
Median pay ratio	65:1	93:1
75th percentile pay ratio	44:1	63:1

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

16. Richard Houston was Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE during the period this report relates to. Deloitte UK recorded revenue of £5.8bn (FY26) and Deloitte NSE recorded revenue of £12.2bn (FY26). In line with the pay ratio regulations, the employee total remuneration figures include salary, taxable benefits, annual or other incentive plans and pension benefits. As a partner in the firm, Richard Houston does not receive a salary but a share in the profits of the UK firm. We have also included a one-off award given to Richard Houston under a long-term incentive plan from Deloitte NSE which had a number of strategic and financial performance metrics focused on Deloitte NSE and Deloitte EMEA. Deloitte UK paid this amount as a fixed profit share but was reimbursed by Deloitte NSE. His total pay (which comprised of £5.8m allocated UK profit share as well as £1.3m NSE long-term incentive plan) for FY26 was £7.1m. More detail on our equity partner appraisal and pay can be found in our [Financial Statements](#).

Inclusion at Deloitte UK

We want all our people to feel able to be their authentic selves and realise their full potential. When our people feel they belong, they are better able to thrive.

Our strategy

Diversity, equity and inclusion are integral to our business strategy. We are committed to building a truly inclusive firm through a balanced approach of continuous improvement and bold action.

We are working hard to remove barriers to inclusion, embed inclusive thinking into our policies and processes, and increase diversity in leadership. We also want everyone to understand the role they play in fostering an inclusive culture and to feel safe speaking up if their experience falls short of our aspirations.

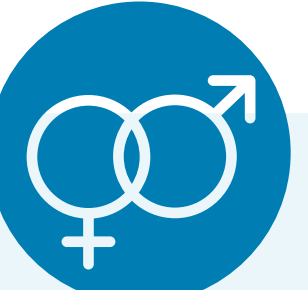
Our actions are focused on:



Disability



Ethnicity



Gender



LGBTQ+



Neurodiversity



Social mobility

Targets

Our UK leadership is committed to building a diverse firm at every level. We believe that a workplace that reflects the diversity of our clients and wider society is stronger, more innovative and better equipped for the future. To help guide our progress and address inequity, we have set aspirational partner targets that enable us to hold ourselves accountable and be transparent about the progress we are making. Our targets for 2030 are:

-  **37% female partners**
-  **16% ethnic minority partners**
-  **Increase the number of Black partners to 25¹⁷**

We are committed to driving the change needed to achieve our targets. Our strategy focuses on attracting diverse talent, creating development and progression opportunities, and ensuring colleagues from underrepresented groups feel supported and want to build their careers with us. We will continue to report on our progress each year.

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

17. 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 percentage will remain at 1%.

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](#), which include to ‘foster inclusion’ and ‘take care of each other’.



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.



Understanding and acting on what matters most to our people

Our firmwide people experience survey, Engage for Change, and our Ethics Survey help us understand how our people experience our culture and what matters most to them. We also invite feedback from every new joiner and leaver, giving us a clearer view of sentiment at important moments in the employee journey. These insights are reviewed and acted on at every level of leadership, from People Leaders through to our most senior Executive and Board members. Through what’s known as our Big Readout, we provide a transparent view of what our people have told us, helping our leaders and colleagues understand the key themes and priorities across the firm.

Over the past year, we have held regular Ask the CEO and Executive-led town hall sessions, encouraging open and honest questions from our people. This two-way dialogue has helped to build transparency and trust, while also giving us a clearer understanding of what matters most to our people. Our Managing Partner for People & Purpose also meets regularly with our 12 diversity networks and [Inclusion Council](#) to ensure underrepresented groups have a strong voice.

“Listening is essential to building the right culture. It helps us understand how our people are feeling, reinforce our values, and make informed choices that strengthen trust and improve everyone’s experience of working here.”

Anita Aul, UK Ethics Partner

10.3%

Our standard voluntary attrition rate for FY26

84%

of our people experience survey respondents feel their work environment is respectful, supportive and inclusive



Enhancing diversity visibility through MatchD

Our MatchD platform, which is designed to connect our people with internal mentors and coaches, has been updated to further support our diversity and inclusion goals. An additional and optional diversity information section within user profiles has been introduced, allowing colleagues to share further information about themselves, such as their ethnicity and sexual orientation. This information is available for display and searchability. Furthermore, the platform now features an expanded diversity filter, enabling users to search for mentors and coaches using these diversity characteristics, helping to foster closer connections among colleagues.

Inclusive Leadership

Embedding inclusive leadership at every level of our firm remains a core priority. We believe leaders who actively champion diverse perspectives and foster inclusion are essential to our long-term success.

Our Inclusive Leadership programmes equip leaders with practical tools to reduce bias, build belonging and challenge systemic barriers. Inclusive Leadership 1.0, launched in 2025, has so far engaged more than 500 managers and explores themes including meritocracy and code-switching. A total of 95% of participants found the programme relevant, while 86% said the content positively challenged them. Building on this, Inclusive Leadership 2.0 launched in January 2026 for senior managers, offering a tailored experience focused on deepening awareness of personal impact through data and neuroscience. The programme has achieved a satisfaction score of 8.8 out of 10, with 100% of participants saying they feel confident applying what they learned.



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Inclusive, healthy work

We believe wellbeing is an outcome of how we work, support, lead and connect - creating inclusive, healthy work and driving sustainable high performance. At Deloitte UK, wellbeing is everyone’s responsibility; it is supported by leaders and teams, enabled by the firm, and owned by each of us. Through our [Shared Values](#) and firm fundamentals, we are committed to embedding wellbeing into the fabric of how we work, enabling our people to make an impact that matters for our colleagues, our clients and society.



We take a holistic approach to wellbeing across four interconnected pillars - Mind, Body, Work and Life. This is aided by our firmwide My Wellbeing platform, which brings together tools, guidance, policies, learning and specialist services in one place, helping our people access the right support at the right time. The platform offers practical assistance across areas including mental, physical and financial wellbeing, healthy ways of working and crisis support. It also signposts to services such as our external 24/7 Advice Line.

Wellbeing Skill Boosters

Quarterly Wellbeing Skill Booster sessions for People Leaders focus on managing stress, spotting signs of concern and supporting others. These sessions also highlight the connection between performance and wellbeing, helping people stay energised, engaged and resilient, while equipping leaders to support sustainable performance and healthy team balance.



Mental Health Champions

Our 250 Mental Health Champions are trained to listen and signpost colleagues to appropriate support, with ongoing training and development provided throughout the year.



Tailored wellbeing resources

In 2025, we designed and launched a series of tailored wellbeing support pages on our My Wellbeing platform for families, LGBTQ+ colleagues, Black heritage colleagues and those affected by domestic abuse. The pages provide comprehensive, centralised access to both internal and external support, alongside practical guidance. They reflect our broader approach to wellbeing, recognising that it is shaped by how we work, lead, support one another and stay connected.

The content is designed to empower our people to support their own wellbeing, while also building awareness and understanding so they can support others. It helps equip People Leaders and allies to foster a more inclusive, healthy and supportive environment, with wellbeing seen as a shared responsibility between individuals, leaders, teams and the firm.



Amplifying underrepresented voices

Making sure the voices of colleagues from underrepresented groups are heard is central to the success of our inclusion strategy. Key initiatives that support this include:



Supporting our diversity networks to thrive

Our 12 employee-led diversity networks, each sponsored by at least one partner, play a vital role in building a truly diverse and inclusive firm with authentic and visible leadership. They also foster a strong sense of community and peer connection. Supporting their growth remains a priority and our Thriving Networks initiative, launched in 2024, has been instrumental in strengthening our networks' structure and impact.

This year, focus has been on providing our networks with consistent, meaningful support, across all our UK places, so they can help deliver a positive and lasting impact. As part of this commitment, each network has been empowered to select a charity partner that has an affinity to their members. These partnerships are creating valuable opportunities for fundraising, volunteering and community engagement, extending our impact beyond our own workplace.

We have also introduced dedicated Cancer Support and Single Parent communities. These provide peer support, as well as a safe space for colleagues with shared experiences to connect and access relevant resources.

Looking ahead, we are focused on developing more connected UK-wide networks to increase awareness, participation and collaboration across all our UK places. Through targeted campaigns and greater cross-network engagement, we want to help colleagues find the communities that best support them, while maximising the collective impact of our networks across the UK.

"Creating a consistent and inclusive experience for our people across the UK is fundamental to how we succeed as a firm, because inclusion is ultimately defined by the everyday experiences of our people. I'm particularly proud of the role our networks play in bringing this to life — connecting colleagues across the UK, amplifying diverse voices and driving meaningful, local impact."

Juliet Halfhead, Practice Senior Partner for the Midlands



Inclusion Council

Our Inclusion Council brings together a representative from each of our 12 diversity networks and is chaired by our Managing Partner for People & Purpose. It provides a central forum for shaping bold ideas and advancing inclusion across the firm.

The council meets monthly, with membership refreshed each year. It aims to:

- Listen to the voices 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 key firm priorities.

The council plays an important role in shaping our initiatives. Over the past year, this has included our UK AI transformation, our [Healthy Work Plan](#) and further strengthening our [support for working families](#). It has also been instrumental in helping us review and respond to feedback from our [Engage for Change](#) people experience survey.

"Representing the Proud at Deloitte network on the UK Inclusion Council for the last year and having the opportunity to influence and advise on the firm's inclusion strategy, has been a truly rewarding experience. The firm's commitment to creating an open and transparent forum for its diversity networks to meet with our senior leaders is a powerful statement of solidarity."

Daniel Shocklidge, Manager and Proud at Deloitte Inclusion Council representative

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Demographic representation

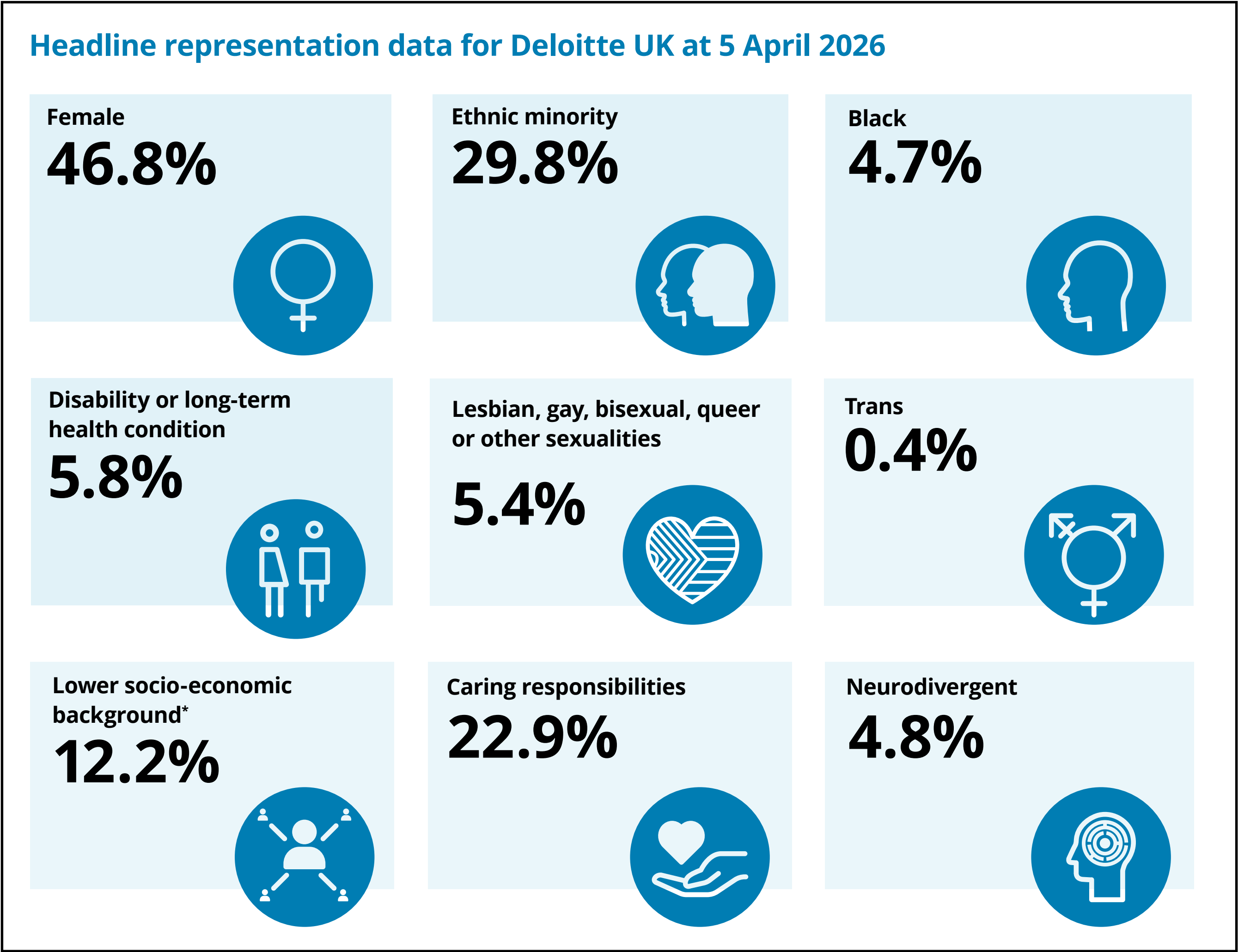
We are committed to ensuring our people feel safe sharing their personal characteristics.

Through storytelling, we show how demographic data helps us better understand who we are as a firm and informs our efforts to create a workplace where everyone feels they belong.

Recognising that people and situations change, we encourage our colleagues to update their demographic data on an annual basis to help us maintain a full and accurate picture of diversity across our firm. This continually improving data set helps us focus our efforts where they will have the greatest impact and make the biggest positive difference for our people.

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.

Ethnic group	5 April 2026
White	55.1%
Asian	22.5%
Black	4.7%
Other ethnic minority background	2.6%
Prefer not to say	1.8%
Undisclosed	13.3%



*Based on the main household earner’s occupation when the employee was aged 14.

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Gender balance

Gender balance has been a UK Executive-led priority since 2014, when we developed our first gender balance action plan. While we have made steady progress, we know that achieving true equality requires continued focus and sustained action. We remain committed to taking bold steps, such as introducing equalised family leave, and holding ourselves accountable for lasting, meaningful change.

Headline metrics

- In June 2026, 27% of our newly promoted partners were female, taking our total representation of female partners to 32% (an increase of 1% on the previous year). Our target is 37% female partners by 2030.

Our current position
32%
female partners



2030 target
37%
female partners



- We voluntarily report progress against our targets as a signatory of the [Women in Finance Charter](#) and [FTSE Women Leaders Review](#).
- While targets help maintain our focus and hold us to account, our [gender balance action plan](#) is just as important. It brings together targeted interventions to foster an inclusive culture where all our people feel they belong.

In FY26


44.0%
of our 1,954 Early Careers hires were female

42.9%
of our 1,554 Experienced Hires were female

FTSE Women Leaders Review

Since 2022, Deloitte UK has been one of the Top 50 private companies invited to participate in the [FTSE Women Leaders Review](#). In February 2026, we were proud to be listed joint seventh among companies with the highest representation of women on boards. Our representation is 44.4% - above the FTSE target of 40%.



A Times Top 50 Employer for Gender Equality

In June 2026, we were named a [Times Top 50 Employer for Gender Equality](#) for the eleventh consecutive year. The list, which is published in partnership with [Business in the Community](#), 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 continued recognition is a powerful testament to our unwavering dedication to creating a truly inclusive workplace where everyone can thrive."

Jackie Henry,
Managing Partner People & Purpose

Gender balance action plan

Our gender balance action plan is informed by our analysis of the career lifecycle through a gender lens, alongside ongoing listening and consultation with our people, our Gender Balance Network and our [Inclusion Council](#). Recent highlights include:



Empowering futures

We are committed to building a diverse talent pipeline from an early age, encouraging girls and young women to explore the rewarding career opportunities available at professional services firms like Deloitte UK. To support this, we run dedicated programmes and build strategic partnerships designed to inspire, inform and empower.

- ‘Girls in Schools’ focuses on engaging female students before they make A-level and university subject choices. Through in-person and virtual workshops, we help broaden awareness of career opportunities in professional services, addressing gender imbalances in subject and career preferences while building confidence and aspirations. This year, 312 students participated, generating 841 Talent Community sign-ups which support sustained engagement and long-term pipeline development into our Early Careers roles.
- Our collaboration with [Uptree](#) delivers targeted events designed to increase female applications to our [Early Careers programmes](#). Across two events this year, 244 female students attended, with 39% going on to apply for one of our Early Careers programmes.
- Our [Career Shapers](#) programme continues to drive early engagement with female and Black heritage students. It provides accessible, insight-led exposure to careers in professional services through a three-day virtual insight programme for Year 12 students (Year 13 in Northern Ireland / S5 in Scotland). This year, 128 students took part in a dedicated Inspiring Women programme.

Building diverse boards

This year, we celebrated 16 years of the [Deloitte Academy Women on Boards Programme](#), which has empowered over 400 aspiring Non-Executive Directors (NED’s) from diverse industries and senior leadership roles. Almost 50% of programme alumni have since taken up NED positions and 80% of the first cohort are now in a portfolio NED career.



Thriving as a woman partner

Our SheLEADS initiative is designed to support women partners as they navigate the demands of today’s dynamic business environment. It helps them balance ambition with the realities of partnership through strategic planning and effective self-advocacy.

A powerful one-day experience, SheLEADS equips participants with the tools, insights and support to thrive and lead with authenticity and confidence. It includes:

- Insightful presentations from inspiring speakers.
- Practical workshops focused on communication, influence and resilience.
- Valuable networking opportunities to build connections and support.

A total of 95% of attendees said they would recommend SheLEADS to their peers.

Menopause support

Our firm-funded private medical insurance, available to all our people, includes a tailored menopause plan. More broadly, we continue to support menopause in the workplace through our policy, guidance, and employee-led Menopause Community.



Through our membership of [Menopause in the Workplace](#), we have developed new learning modules for all leaders and our people, covering the facts about menopause and how we can support one another. The modules will be formally launched to our people during World Menopause Day in October, helping to build understanding and create an environment where people feel supported and menopause can be discussed openly.



Our gender pay gap

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

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Championing families — supporting our parents and carers

To support our people through important life moments, including raising and caring for their family and loved ones, we offer:

- 26 weeks of fully paid Family Leave for all new parents.
- Up to 12 weeks of additional paid leave for parents whose child requires neonatal care.
- Up to five days of paid leave each year for those with long-term caring responsibilities.
- Paid time off for fertility treatment.

Since being introduced in 2025:



894

non-birth parents have taken Family Leave, taking an average of 25 weeks leave

1,991

colleagues with caring responsibilities have taken Carers Leave, taking an average of 3 days leave

The Green Room: Good for families, good for business?

In March, [Mother Pukka founder Anna Whitehouse](#) joined Jackie Henry, Managing Partner People & Purpose, for [The Green Room](#) podcast. They discussed how today's workforce is navigating parenthood, caregiving and complex family lives alongside their careers and why it is so critical that we design workplaces that are good for both families and businesses.

Investing in carer wellbeing and support

This year, we have enhanced support for our people — both those with caring responsibilities and those working alongside them — through our new membership with [Carers UK](#). This includes access to their Employers for Carers digital platform, which provides practical advice, guidance and tools for carers, colleagues and People Leaders.

Our people also have free access to the Jointly app, a tool that helps coordinate care with family and friends through features such as shared to-do lists, messaging, medication tracking and appointment scheduling.

"Alongside other initiatives that the firm has introduced such as Carers Leave, by becoming members of Carers UK, Deloitte UK is taking active and forward-thinking steps to better understand and support the carers in our workplace."

Muhammad Sarwar, Deloitte Carers Community Lead

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Celebrating equal parenting



Earlier this year, we [celebrated 18 months since our enhanced Family Leave policy came into effect](#) by welcoming [Anna Whitehouse \(Mother Pukka\)](#) to help us mark this milestone.

The event featured several of our non-birth parents sharing their experiences of taking equal paid parental leave. Anna spoke about her campaigning for parents, offering her perspective on shifting workplace culture and championing women.

Earlier, in April, we were proud to host the launch event for [Equal Parenting Week](#), a national UK awareness and action campaign. It was fantastic to be part of the week's events alongside [Parenting Out Loud](#), which champions a more balanced and inclusive approach to parenting at work and at home.



Integrated support to help navigate parenthood

To further strengthen our provision for our working parents, this year we have introduced a more integrated support experience. A new digital hub now brings together guidance, checklists, frequently asked questions and bite-sized explainer videos, making support easier to access.

Our parental coaching has also been enhanced with internal materials and targeted support from [Motherkind](#), which has provided guidance on parental mentorship to empower our colleagues to feel more confident, resilient and supported in their peer mentorship relationship.

Alongside this, a more structured return-to-work experience has been introduced providing clearer expectations, practical tools, peer support and ongoing check-ins to support colleagues' transition back into the firm. We have also given People Leaders improved practical guidance and resources to help them support their team members.

Supporting people through baby loss

We recognise that experiences of pregnancy, fertility and parenthood can include loss, grief and uncertainty. This year, we have improved the support available to our people through enhanced resources and guidance from [Tommy's](#). These provide expert information and practical help for those affected by pregnancy loss, baby loss and related experiences. Alongside this, our Baby Loss Community plays an important role in offering connection, understanding and peer support, as well as a safe space for colleagues.

This year, we were proud to win 'Employer of the Year' at the [Saying Goodbye, Mariposa Ball & Awards 2026](#). These awards recognise medical professionals and others making a real difference in the lives of people who have experienced baby loss.

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 2026, 15% of our newly promoted partners were from an ethnic minority background, taking our overall partner representation to 13% (an increase of 1% on the previous year).
- We voluntarily report our targets and the progress we are making as a signatory of the [Parker Review](#) and [Race at Work Charter](#).



Ethnic minority partners
13% Current position
16% 2030 target



Black partners
13 Current position
25* 2030 target

*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 percentage will remain at 1%.

Ethnicity action plan

While targets help maintain our focus and hold us to account, our ethnicity action plan and [Deloitte Black Experience](#) plan are just as important. Together, they deliver targeted interventions to support an inclusive culture where all our people feel they belong.

Ethnicity Council

Our firm's Ethnicity Council, made up of senior representatives from across the firm, plays a vital role in our inclusion strategy. The council provides challenge and insight to senior leadership on the experience and progression of our colleagues from an ethnic minority background, as well as the actions we should take to accelerate progress and impact. Its members also bring together the views of our people and act as role models, driving change alongside allies to advocate for equity.

Future Leaders Programme

Since 2022, our Future Leaders Programme has been instrumental in supporting the progression and development of women and colleagues from an ethnic minority background. By providing tailored support, it cultivates a sustainable and diverse talent pipeline for senior roles. Targeted at manager and senior manager grades, the programme supported over 580 participants this year, delivering over 4,900 hours of live learning.



Won silver for Internal Learning Solution of the Year at the [Learning and Performance Institute Awards 2026](#)

"Leadership is a journey not a milestone. The Future Leaders Programme challenged me in many different ways."

Taran Gulati, Future Leaders Programme alumni

In FY26



30.7%
36.2%

of our 1,954 Early Careers hires were from an ethnic minority background

of our 1,554 Experienced Hires were from an ethnic minority background

Jackie Henry named #1 Empower Advocate

The global [Empower Role Model Lists](#) showcase leaders who are breaking down barriers and smashing the ceiling for ethnic minorities within global business. The 2025 lists saw our Managing Partner for People & Purpose, [Jackie Henry, named the #1 Empower Advocate](#), paving the way when it comes to increasing representation and driving inclusion for others within the workplace.

"It was truly humbling and an honour to be recognised as the #1 Empower Advocate alongside so many inspiring leaders representing organisations globally. My career at Deloitte UK championing the importance of inclusion has taught me a lot about the impact of belonging and the power of diverse perspectives."

Jackie Henry, Managing Partner People & Purpose

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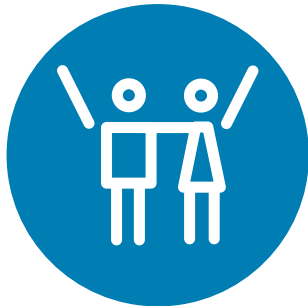


The Deloitte Black Experience

Our ongoing commitment – the [Deloitte Black Experience](#) – focuses on four key areas: people experience, promotion, sponsorship and partner experience. We regularly refine our approach to ensure it is effective and impactful. 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 listening channels. Highlights this year include:

Empowering futures

We are committed to building a diverse talent pipeline from an early age, encouraging young people of Black heritage to explore the rewarding career opportunities available at professional services firms like Deloitte UK. To support this, we develop strategic partnerships designed to inspire, inform and empower young people. Highlights this year include:



- Our partnerships with [Bright Network](#) and the [Black Apprentice Network](#) (BAN) are now in their second year and continue to provide early careers guidance to help young people take their first step on the employment ladder. This year, we hosted coaching and insight events virtually and across Manchester, Birmingham and London for Black heritage students and their parents/caregivers. Partnering with BAN, we also ran an eight-week academic support programme to help students with their A-levels. Together, we have supported over 2,500 young people and their parents/caregivers to understand the options available to them.
- We continue to work with [SEO London](#) to attract students and prepare them to apply for our graduate scheme. During 2025, we collaborated with them to deliver three university-focused events, which resulted in 135 applications, 60% of which came from students of Black heritage.
- Our ongoing partnership with the [10,000 Interns Foundation](#) supports underrepresented students into paid internship opportunities and provides longer-term career support. Following more than 2,000 applications across our [Early Careers pathways](#), 83% of accepted offers were made to students of Black heritage, of whom 46% were female and 67% were from a lower socio-economic background.
- Our Parents & Carers Webinar Series for [BrightStart Apprenticeships](#) helps demystify apprenticeships for those who influence students' decisions, building confidence in alternative routes into professional services careers. This year, we delivered four sessions to approximately 1,250 parents/carers.

Supporting wellbeing:

- We continue to strengthen wellbeing support for our Black heritage community through targeted resources and interventions. This includes dedicated support pages on our internal wellbeing platform that provide centralised access to internal and external resources, curated content and practical guidance for Black heritage colleagues, People Leaders and allies.
- We run quarterly wellbeing sessions focused on topics particularly relevant to Black heritage colleagues. This includes intergenerational trauma, career ownership, the experiences of Black heritage colleagues and women, and navigating corporate environments.
- In collaboration with the Deloitte Black Network's new charity partner, the [Sickle Cell Society](#), we have developed a session exploring physical wellbeing, the impact of sickle cell, and emotional wellbeing for carers and those balancing these experiences alongside work.



Supporting the wider Black heritage community:

Outside of our own firm we continue to support Black heritage talent and businesses by:

- Sponsoring the [Multicultural Business and Community Champion Awards](#) for the second year, reflecting our commitment to fostering inclusive growth and celebrating achievement within the Black community.
- Being a proud signatory of the [Black Talent Charter](#), whose mission is to build race equity for Black talent into the DNA of British business.
- Fostering inclusion through participation in industry events, such as the [ICAEW](#) Women in Finance Gala for International Women's Day. This saw 30 of our Black heritage female colleagues come together to share experiences and insights on leadership, fairness and building an equitable workplace culture.

Targeted development:

- Our commitment to fostering an inclusive environment includes actively removing barriers and creating pathways to success for our Black heritage talent at every level. A key initiative is our externally facilitated coaching programme, Be the First, which continues to provide tailored career support for our Black heritage directors. Following its pilot phases in 2024 and 2025, during which 10 directors benefited from targeted development and mentorship from an experienced transformational career coach, a further 7 directors joined the programme this year, supporting both individual growth and peer connection.
- In response to feedback and ongoing dialogue with women of Black heritage from across our firm, alongside broader engagement with our Black Experience team and Black Advisory Group, this year we delivered workshops to support the development and progression of Black heritage women at senior grades. Facilitated by [Sista's Inc](#), these sessions focused on building confidence, strengthening self-advocacy and enhancing personal leadership presence. Practical modules covered areas such as assertiveness and personal brand, and the workshops also created space for connection and shared learning.



Our ethnicity pay gap

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

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Disability, neurodiversity, LGBTQ+ and social mobility

Disability, neurodiversity, LGBTQ+ inclusion and social mobility remain integral to our inclusion strategy.

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, and those who are neurodivergent.



Disability Confident – renewing our commitment

We have successfully renewed our [Disability Confident](#) Level 2 status for a further three years, reaffirming our commitment to creating an accessible and inclusive environment. The renewal followed a rigorous review of our policies, practices and actions to support colleagues and candidates, and reflects our ongoing commitment to disability inclusion across our workplace and wider community.



Accessibility for all

Ensuring accessibility across our digital and physical environments remains a strategic priority. Following a cross-functional review of our current accessibility, we are working collaboratively across the firm to embed accessibility more deeply into our operations, policies and processes.

Recognising that accessibility is a shared responsibility, we are committed to building firmwide awareness, understanding and confidence. To support this, we have launched our Accessibility Hub, a comprehensive digital resource that helps our people understand accessibility, access available support and find practical guidance for creating more accessible experiences for colleagues, clients and visitors.

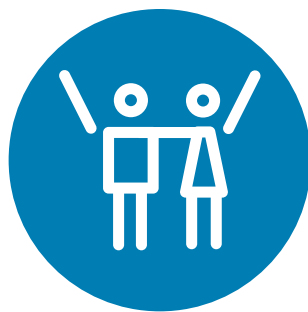
LGBTQ+ inclusion

Creating an inclusive environment where LGBTQ+ colleagues feel valued, supported and able to be themselves at work remains a key priority. By working closely with our Proud at Deloitte Network, we continue to strengthen visibility, foster a greater sense of belonging, and create opportunities for LGBTQ+ colleagues to connect, share experiences and thrive across the firm.



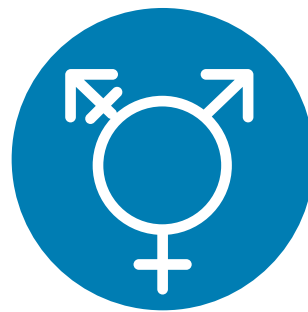
Celebrating Pride

Our Proud at Deloitte employee network plays a key role in shaping our Pride celebrations, with colleagues participating in 14 Pride events across the UK this year. Alongside this, our firmwide campaign, *A Story Shared is a Person Seen*, encourages LGBTQ+ colleagues to share their experiences, helping foster a culture where people feel seen, valued and empowered to be themselves at work.



National Student Pride

We have continued to support [National Student Pride](#), the UK's largest LGBTQ+ student festival, engaging with around 20,000 students each year. Through sponsorship, careers fair participation and upskilling sessions, we promoted LGBTQ+ inclusion, enhanced career readiness and strengthened access to opportunities for emerging LGBTQ+ talent.



Supporting Trans+ History Week

In May, we sponsored [Trans+ History Week](#), a global initiative celebrating trans, non-binary, intersex and gender-diverse communities. We hosted a London community event focused on representation, storytelling and visibility, reinforcing our commitment to inclusion.



Rainbow Honours

In March, our employee-led Proud at Deloitte Network was shortlisted for Outstanding LGBTQIA+ Network of the Year (Finance) at the [Rainbow Honours](#). This recognises the impact of our efforts to advance LGBTQ+ inclusion.

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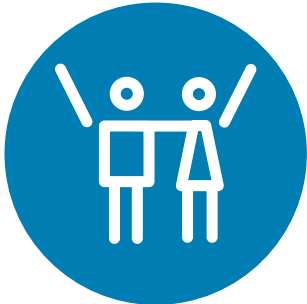
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Social Mobility

We are committed to widening access to our firm and ensuring that everyone, including those from lower socio-economic backgrounds, has the support they need to build and progress a successful career with us.

Empowering futures



- [ASPIRE](#) remains one of our cornerstone [Early Careers programmes](#), offering valuable insight into life at Deloitte UK for Year 12 students from lower socio-economic backgrounds. Now in its tenth year, the programme has supported over 200 students in the past two years alone, with a further 150 already offered places for the coming year. Delivered as part of our commitment to [Access Accountancy](#), ASPIRE provides mentoring, work insights and access to technology.
- [Spring into Deloitte](#) (SID) is our two-day insight programme for first-year university students exploring careers in professional services. Recognising barriers such as low awareness, limited confidence and lack of support, we continue to partner with [Bright Network](#) to broaden access to opportunity. Together, in 2025, we launched [Discover Your Deloitte](#), a targeted programme supporting students from lower socio-economic backgrounds to gain the skills, insight and confidence to pursue professional services careers. This year, 936 students engaged with the programme, while 258 applied to SID and 46 offers were made.
- Our ongoing work with [upReach](#) supports students facing structural barriers to professional careers. This year, over 130 students engaged across four events, with 94% from lower socio-economic backgrounds and 61% identifying as female.

Community matters



We launched our Social Mobility Community in 2025, creating an inclusive space for colleagues who are passionate about driving positive change. Open to everyone, it brings together individuals with lived experience, diverse perspectives and a shared commitment to learning, connection and advocacy.

Over the past year, the community has continued to grow and evolve, delivering a range of impactful events and initiatives. Highlights have included dedicated sessions on imposter syndrome and mentoring, as well as a networking event featuring an external guest speaker. Through our ongoing [#SocialMobilitySpotlights](#) series, we have also continued to elevate and celebrate the voices, experiences and perspectives of colleagues across the firm.

Understanding different experiences

Earlier this year, we launched our Introduction to Social Mobility digital learning to help colleagues better understand the experiences of people from lower socio-economic backgrounds, recognise the impact of bias, and appreciate its effect on workplace experience and workforce diversity. Through interactive challenges, practical insights, and scenario-based learning, the programme explores key social mobility concepts, challenges common misconceptions, highlights barriers that individuals may face, and equips colleagues with strategies to foster a more inclusive culture across our firm.



Social Mobility Employer Index

We are proud to be included in the annual [Social Mobility Employer Index](#), a benchmarking and assessment tool recognising organisations that lead the way in building more inclusive, representative and successful workplaces. This recognition reflects the progress we have made in advancing our social mobility agenda and reinforces our commitment to sustaining this momentum.



Our pay gaps

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

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Looking ahead

We remain committed to making an impact for our people, clients and wider society. While we are proud of the progress we have made, we recognise that building a truly inclusive workplace requires sustained focus, continual learning and long-term commitment.

Our newly appointed [UK Executive](#) — our most diverse yet — is determined to build on this momentum, working alongside leaders from across our EMEA firm to drive meaningful and lasting change. At the same time, we want everyone across our firm to play their part by bringing our [Shared Values](#) to life through their everyday actions and decisions.

Transparency and accountability will remain at the heart of our approach. We will continue to publish meaningful data, report openly on our progress and use evidence-based insights to guide our priorities. By combining robust data, colleague feedback and targeted interventions, we can better understand where barriers remain and concentrate our efforts where they can have the greatest impact.

Central to this is listening to our people. Through ongoing collaboration with our 12 diversity networks, [Inclusion Council](#), and Black Advisory Group, we will continue to listen, learn and respond. Together, these partnerships help ensure our actions are informed by lived experience, supported by evidence and focused on creating a workplace where everyone can thrive.

As we look ahead, we remain focused on creating a firm that is increasingly diverse, equitable and inclusive — one where all our people feel valued, supported and able to achieve their full potential.



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Understanding how we calculate our pay gaps

The gender pay gap shows the difference in average pay, bonus payments and representation across pay quartiles between male and female employees, with pay and bonus gaps expressed as a percentage of the average male’s earnings. Gender pay gaps can be driven by several factors, including a lack of females in senior positions. It is important to note that this is different to the issue of equal pay – the legal requirement to pay males and females the same for equal work – which is governed by the Equality Act 2010.

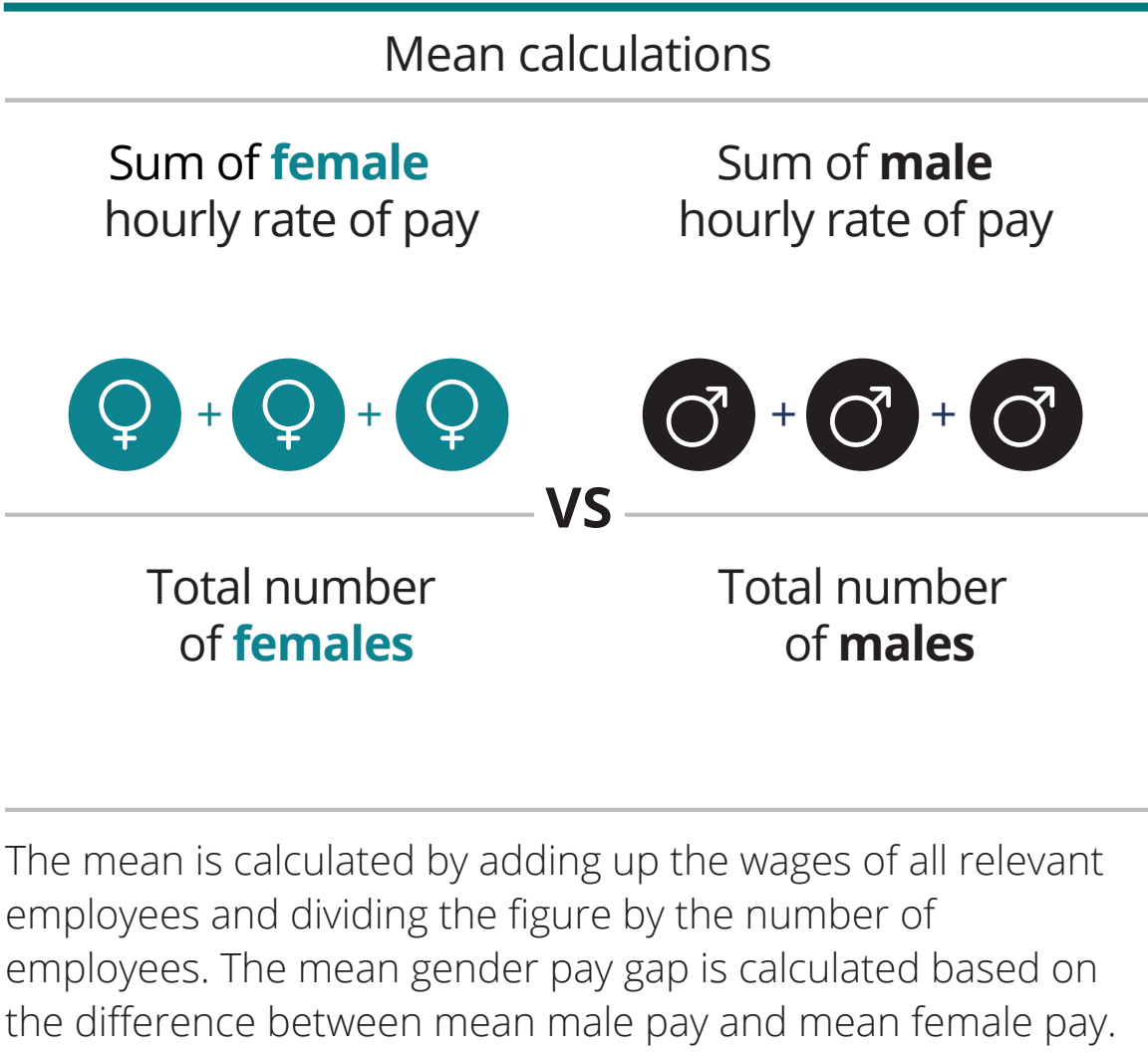
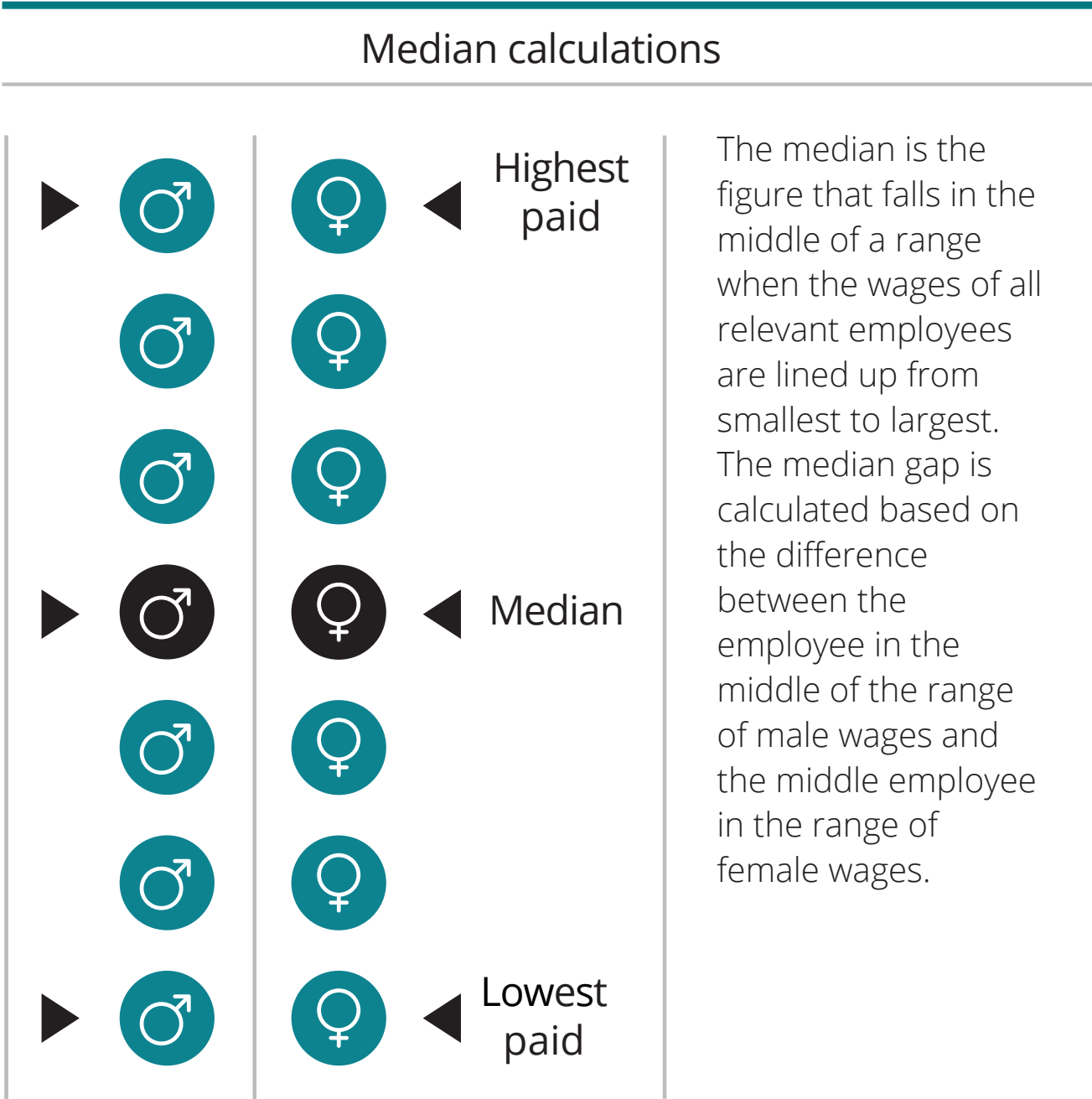
Organisations must follow the calculation methodology set out by the Government Equalities Office to report their median and mean gender pay gap, bonus gap and distribution across pay quartiles.

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 is 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 and review our approach over time, ensuring our reporting remains transparent, consistent and aligned with how we manage our data internally.

Distinguishing between median and mean



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Gender pay gap – statutory disclosures

Data as at 5 April 2026

Deloitte UK comprises five legal entities: Deloitte LLP, Deloitte MCS Ltd, Deloitte Guernsey Ltd, Deloitte Isle of Man Ltd and Deloitte Jersey Ltd. Under the Equality Act 2010 gender pay gap reporting regulations, only Deloitte LLP and Deloitte MCS Ltd meet the reporting threshold of 250 or more employees. Accordingly, Deloitte UK reports gender pay gap data separately for these two entities, as shown here.

Deloitte LLP	Apr 26
Gender pay gap using mean hourly pay	9.5%
Gender pay gap using median hourly pay	7.5%
Gender bonus gap using mean bonus	37.0%
Gender bonus gap using median bonus	25.5%
Proportion of males who received a bonus	83.4%
Proportion of females who received a bonus	87.9%

Proportion of males and females in each quartile band		
	Male	Female
	FY26	
Upper	56.6%	43.4%
Upper middle	50.3%	49.7%
Lower middle	45.6%	54.4%
Lower	53.1%	46.9%

Deloitte MCS	Apr 26
Gender pay gap using mean hourly pay	11.8%
Gender pay gap using median hourly pay	13.7%
Gender bonus gap using mean bonus	38.7%
Gender bonus gap using median bonus	34.9%
Proportion of males who received a bonus	88.0%
Proportion of females who received a bonus	89.9%

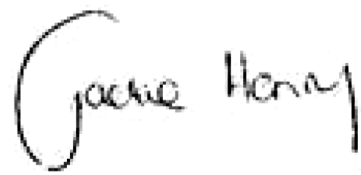
Proportion of males and females in each quartile band		
	Male	Female
	FY26	
Upper	67.6%	32.4%
Upper middle	61.6%	38.4%
Lower middle	54.1%	45.9%
Lower	49.3%	50.7%

Declaration

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



Philip Mills
UK Managing Partner¹⁸



Jackie Henry
UK Managing Partner People & Purpose

18. During the period this report relates to.

Gender pay gap – year-on-year comparisons

Data as at 5 April 2026

Deloitte LLP	Mean		Median	
	FY25	FY26	FY25	FY26
Gender pay gap	11.0%	9.5%	10.4%	7.5%
Gender bonus gap	40.8%	37.0%	25.4%	25.5%

Deloitte LLP	Male		Female	
	FY25	FY26	FY25	FY26
Proportion of males and females receiving a bonus payment	83.1%	83.4%	85.7%	87.9%

Deloitte LLP	Male		Female	
	FY25	FY26	FY25	FY26
Proportion of males and females in each quartile band				
Upper	57.2%	56.6%	42.8%	43.4%
Upper middle	51.0%	50.3%	49.0%	49.7%
Lower middle	44.5%	45.6%	55.5%	54.4%
Lower	52.3%	53.1%	47.7%	46.9%

Deloitte MCS	Mean		Median	
	FY25	FY26	FY25	FY26
Gender pay gap	12.4%	11.8%	12.2%	13.7%
Gender bonus pay gap	45.6%	38.7%	37.9%	34.9%

Deloitte MCS	Male		Female	
	FY25	FY26	FY25	FY26
Proportion of males and females receiving a bonus payment	93.0%	88.0%	93.3%	89.9%

Deloitte MCS	Male		Female	
	FY25	FY26	FY25	FY26
Proportion of males and females in each quartile band				
Upper	67.2%	67.6%	32.8%	32.4%
Upper middle	61.0%	61.6%	39.0%	38.4%
Lower middle	54.7%	54.1%	45.3%	45.9%
Lower	49.9%	49.3%	50.1%	50.7%

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