





Since reporting our gender pay gap last year, we have continued to focus on driving greater gender balance within our organisation as well as being vocal about this externally. We have collaborated with flexible working experts Timewise to produce '[A Manifesto for Change: A Modern Workplace for a Flexible Workforce](#)', which sets out changes required to better embed agile/flexible working, and sponsored the Institute of Public Policy Research's report '[Demystifying the gender pay gap](#)', which outlines drivers for the gender pay gap at both an organisation and economy-wide level.

Earlier this year, to further increase transparency, we also published our total gender earnings gap, which includes the earnings of both equity partners and employees. We felt this was an important additional calculation and have committed to publishing this each year. We are pleased to see a reduction in this gap from both a mean and median perspective.

We know that our gender pay gap (and indeed our total gender earnings gap) is driven by a lack of women in senior positions and we've worked hard in recent years to address this imbalance. We have been clear that programmes alone aren't enough and we have thus focussed on ensuring that we always provide an inclusive working environment that is underpinned by respect at all times – one where everyone can thrive, develop and succeed – and that all our people are able to balance a successful career with commitments outside work.

Comparing our statutory figures with last year shows a mixed picture, with – for example – a decrease in our mean pay gap and an increase in our median pay gap. This was not unexpected as we had anticipated that some of the actions we have been taking may have a temporary adverse impact on some of our gender pay gap metrics. However, we are confident that continuing with these and other actions (as set out in our gender balance action plan, which we have been delivering against since 2014) will bring about the meaningful and sustained change required to increase the number of women at the most senior levels of our business and thus close our gender pay gap. Indeed, progress is already being seen through various clear data points – including a decline in female attrition at levels where it was previously elevated, an increase in the number of women joining our firm at student and experienced hire levels, and increased engagement of our women.

We are clear that, while we still have much to do, meaningful progress is being made.

Emma Codd, Managing Partner Talent

Gender pay gap reporting explained

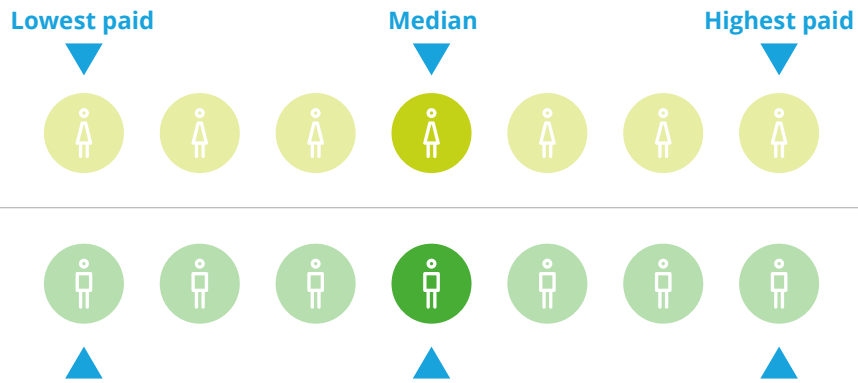
The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of females in senior positions.

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

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

Distinguishing between median and mean

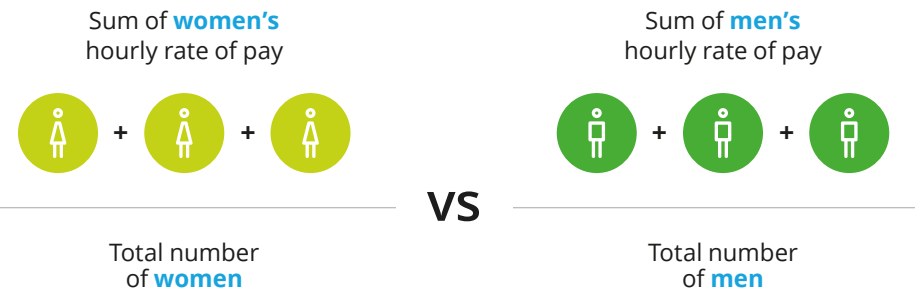
Median calculation



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 gender pay gap is calculated based on the difference between the middle employee in the range of male wages and the middle employee in the range of female wages.

Mean calculation



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.

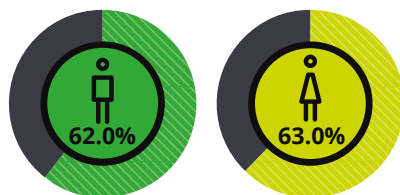
At a glance

Headline gender pay figures for Deloitte UK

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2018, and bonuses paid in the year to 5 April 2018.

	Median	Mean
Gender pay gap	16.1%	18.1%
Gender bonus pay gap	37.5%	52.3%

The proportion of males and females receiving a bonus payment



Proportion of females and males in each quartile band

Quartile	Female	Male
Upper	33.4%	66.6%
Upper middle	42.2%	57.8%
Lower middle	48.3%	51.7%
Lower	46.7%	53.3%

Under the Regulations, we are required to report our gender pay gap data for each separate legal entity that has at least 250 employees and therefore we have reported data for Deloitte LLP and Deloitte MCS Ltd. Because we consider it important to consider the picture for all employees, we have also looked at the information required by the Regulations for the Deloitte UK firm ("Deloitte UK") which combines those two entities together with other employees (e.g. those in the Channel Islands), who are managed by Deloitte UK but are not within the scope of the mandated disclosure.

Understanding the gap

- The analysis of our gender pay gap figures tell us that our gender pay gap as at April 2018 arises because women hold fewer senior positions within the firm than men. While women made up 43% of our overall workforce in April 2018, only 19% of our partners and 29% of our directors (the grades attracting the highest levels of remuneration) are female.
- Similarly, our bonus gap is impacted by fewer women in senior positions where higher bonuses are paid.
- While we are maintaining a relentless focus on increasing the number of women in senior positions in our firm, we will also be continuing to work hard to minimise any in-grade gaps. Our analysis shows that the average mean gender pay gap within grade pools is around 2.2%
- In order to provide additional transparency, in March we also published two additional calculations; our equity partner earnings gap and our total earnings gap, which takes into account the earnings of our whole firm, including equity partners. Our earnings gap, which now stands at 41.1% (mean) and 14.0% (median), accounts for the average difference in the total remuneration of men and women in our organisation and is not directly comparable to a gender pay gap figure; however, the underlying causes are the same.

Gender breakdown by grade

Partner



Director



Senior Manager and Manager



Below Manager



Our gender balance action plan

- In autumn 2014 our firm's CEO and leadership team agreed our gender balance action plan. This extensive and detailed plan – which was derived through analysis of our career lifecycle from a gender perspective and extensive consultation with our female employees – comprises a number of targeted interventions and, most critically, a focus on our culture.
- Our plan includes the following actions:
 - Steps to ensure that our recruitment processes are without bias;
 - An industry leading Return to Work programme;
 - A series of female sponsorship, mentoring and development programmes;
 - A range of support for our working parents;
 - Active monitoring of our female talent pipeline.

More about our gender balance aims and actions

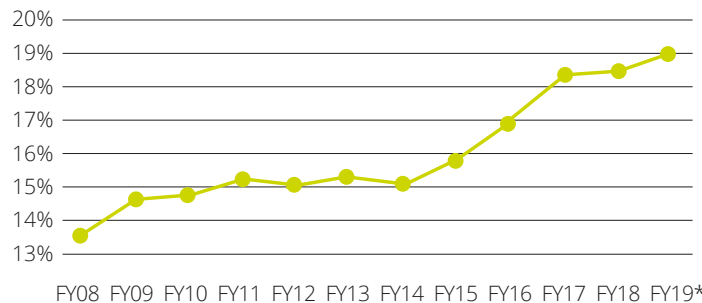
Targets are important, but meaningful change takes time and focus

- Meaningful change takes time, but our ultimate aim is to achieve gender parity across our organisation, at all levels. In 2012 we put in place a target that in 2020 25% of our partners would be female, and we have since committed to a longer term target of 40% by 2030. We set these milestone targets to accelerate the pace of change and we believe that they are helping us to do so. Today 19% of our partners are female, up from 13% in 2013. Looking at the pipeline to partner, the proportion of female directors currently stands at 29%, with 31% of those promoted to director in June 2018 being female. In order to make meaningful progress we need to ensure that this pipeline increases through retention of those who join our firm at more junior levels and through recruitment (and then retention) at more senior levels.
- We have also seen encouraging signs within our student recruitment. For our Autumn 2017 intake, 42% were female, up from 40% the year before (and up from 38% in 2014).
- We continue to focus on embedding agile working for all our people. We have found that formal agile working arrangements (such as reduced hours) are particularly

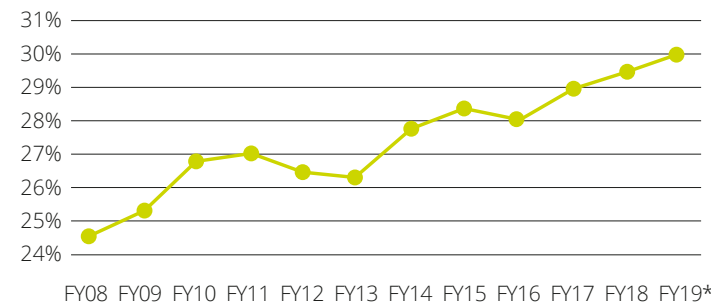
attractive to our people at senior manager grade and above – 11% of whom overall have a formal agile working arrangement (with 27% of women at or above senior manager having such an arrangement). We are also continuing to introduce new formal agile working arrangements and to ensure that we live our agile working principles of trust and respect, open and honest communication and judging only on output.

- We continually measure progress from a gender diversity perspective; all Executive reporting on talent is analysed and reported by gender, and gender diversity is a regular agenda item at our Executive and our Board meetings.
- While our data shows that we have identified – and are focussing on – the correct actions, it also shows that meaningful and sustained change will take time and consistent focus by our most senior leaders. We also know that some of the actions we are taking to improve the gap over the longer-term may have short-term distorting effects – for example, increasing the number of females at student entry may have an initial negative impact on our gap.

Proportion of female partners



Proportion of female directors



*FY19 figures reflect position at the start of the financial year (1 June). FY08-FY18 figures reflect the position at the end of each financial year



Agile working

Since 2014, we have focussed on embedding agile working – ensuring that all of our people are able to work in a way that enables them to balance a successful career with commitments outside of work. This includes formal arrangements such as new annualised days contracts to allow people to work a reduced number of days each year and Time Out, our award-winning programme which enables our people to take a four-week block of unpaid leave each year. It also covers informal arrangements such as working from home or flexing working hours – the key is that we trust and empower our people to work in a way that suits both them and the business.

Since we introduced agile working, the number of formal agile workers has risen by over a third – from around 850 people in 2014 to over 1,100 today. And our recent firm-wide survey showed that 70% of respondents are taking advantage of informal working arrangements. 93% of our people have also told us that they feel trusted to choose when, where and how they work.



Recruitment

In 2015-16, following a review from a gender perspective, we adapted all of our recruiting processes, marketing and targeting activities and agreed a plan to move towards an equal intake of men and women at entry level. We have also ensured that all job specifications include a clear statement of our support for agile working and are written in gender neutral language.

We focus on providing an inclusive culture, underpinned by respect

Our culture and working environment

- We recognise that none of our gender balance actions will succeed without the right culture and working environment. To this end, we have relentlessly focused on agile working and on providing a working environment that is truly inclusive, underpinned by respect at all times.
- Through our award-winning 'Ask Yourself...' film we have sent a clear message to our people and others that we will judge every person only on the value they can – or could – bring.



- Diversity – across all dimensions – is an outcome of an inclusive culture. All of our people have a part to play in ensuring we always provide an inclusive environment.

Respect and Inclusion

It is not only gender where we have taken action to improve the diversity of thought in our firm. Our focus on respect and inclusion is about creating an environment where everyone can be themselves at work and is able to thrive, develop and succeed.

This includes:

- Putting 6,000 of our senior leaders through mandatory inclusive leadership workshops since 2015. We have evolved this approach in 2018 and designed refreshed workshops which are currently being rolled out to all partners.
- A focus on the representation of people from Black, Asian and Minority Ethnic (BAME) backgrounds in our firm, with a target that by 2021 10% of our partners will be BAME, our Executive group will have at least one BAME member, and each of our business leadership teams will include at least one BAME member.
- A commitment to social mobility, including through: contextualisation; name – and academic institution-blind recruitment; and a strengths-based assessment approach, which enables us to identify potential as opposed to past experience. We were pleased to retain our position of 5th in the Social Mobility Employer Index 2018.
- An increased focus on supporting our LGBT people, including identifying and training trans allies and changing some of our working practices in response to feedback from our trans community. We were proud to host events such as Beyond the Binary and to see many of our GLOBE network members and allies participating in Pride celebrations and gaining external recognition in the prestigious FT OUTstanding and British LGBT lists.



Supporting our working parents and carers

We are committed to supporting our working parents and carers to effectively balance their work and home life. In addition to our focus on agile working, this year we have extended our Working Parents Transitions programme to all grades, enabling us to support even more working parents and their line managers through bespoke coaching sessions. We also offer childcare vouchers, emergency back-up care and continue to encourage greater uptake of Shared Parental Leave.



Ensuring our women can thrive

We continue to focus on ensuring there are no potential barriers to female progression. Our Female Manager Development Programme has been enhanced this year, alongside piloting an Executive sponsorship programme – pairing each member of our UK Executive committee with a female senior manager – and a reverse mentoring programme which pairs junior BAME and female employees with senior partners.



Re-launching careers

In September 2015 we launched our industry first Return to Work programme, open to anyone who's taken a voluntary career break of two years or more. Through this programme we provide talented returners with a 25 week paid placement and support them to relaunch their careers. To date, we have enabled 37 women to re-enter the workplace following a career break, including converting 86% of the 2017 cohort to ongoing roles. The programme is being further expanded in 2018 to offer two intakes, providing even more opportunities for talented individuals to restart their careers.

Case studies: Empowering women and embedding an inclusive culture



Anastasia McGill

Apprentice, Shared Services Organisation, Milton Keynes

Anastasia took part in Deloitte's TMT Predictions challenge in 2015 – a practical business challenge which forms part of our school outreach programme.

In September 2015, on her first day of sixth form, Anastasia discovered her course was cancelled – “I felt like a failure because I wasn't going to complete my studies”.

Two weeks later, she was invited to attend a school careers fair where she met colleagues from Deloitte's Milton Keynes office who were speaking about the apprentice programme. She applied and was successful.

Now 19, Anastasia is midway through her apprenticeship programme and has completed a Customer Services qualification and working towards a Business Administrator qualification. She's proud of what she's achieved so far, “I've been able to develop my interpersonal skills and feel proud that I can confidently present to any audience – whether that's to partners or an assembly full of students.”

She now regularly makes the time to share her experiences with others in similar situations, including running workshops on employability skills. “I want to show others that it doesn't matter what your background is – there are opportunities to work for a company like Deloitte. I speak at school career fairs and job shows; I feel that I can connect with students as I've seen it from their point of view”.



Nina Ledlie

Manager, Financial Advisory Transaction Services, Aberdeen

Nina re-joined Deloitte in September 2017 as part of our Return to Work Programme, following an eight-year career break where she travelled the world and raised her young family.

“After a few years away from work, I felt that I still had a lot to offer. I'm a qualified Chartered Accountant and have previously worked in our Edinburgh and Glasgow offices, both in Audit and Transaction Services within Financial Advisory.

I wanted to find a way to balance my work and my family life. The Return to Work Programme is a great way for people like me, who have taken a career break, to brush up skills and find the confidence to reconnect with fellow professionals.”

“I loved being back in the workplace, and once the programme had finished, I was keen to look at what other opportunities were out there.

My sponsoring partner and I saw that Deloitte had introduced Annualised Days at the beginning of the year – so we had a few conversations about how we could make it work for both me and the business. I still work four days a week, but I now take my time off in blocks.

It's great for projects that need support for a particular period of time or if there's a peak in volume. It also means I will always be with my family during the holidays.



Catherine Stewart,

Senior Manager, IT Services, London

Catherine is passionate about gender equality. She has been volunteering to talk to girls in Deloitte Access schools about careers in STEM (science, technology, engineering and maths) as part of Deloitte's One Million Futures social impact initiative. So far, she has spoken to nearly 500 girls to help change their futures.

In September 2016, Catherine read an article in City AM in which our Managing Partner for Talent was quoted as saying “STEM holds the key to addressing the gender pay gap” which sparked her interest. She says, “The gender pay gap will still not be closed at the rate we are going when my then 11 year-old daughter goes into the workplace. This wasn't going to happen on my watch and I was going to do something about it.”

Catherine had worked in technology for 25 years and women were still under-represented. Her curiosity led to her attending the WISE (Women in Science & Engineering) conference in November 2016 and from there she was inspired to train as an ambassador to deliver WISE's 'People Like Me' workshops. 16 members of Deloitte's Women in Technology network have also since become PLM ambassadors.

The feedback from the girls and the schools have been overwhelming. A handwritten note was given to Catherine by one girl, which said, “you build my confidence and inspire me to be an engineer”.

Catherine was one of the individual winners in the Deloitte North West Europe 2018 Impact Awards.

Catherine is now driving plans to increase the number of ambassadors trained to deliver the sessions and creating a network of role models from Deloitte women across North West Europe.

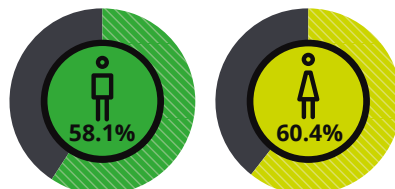
Statutory disclosures

Deloitte UK has two legal entities with at least 250 employees: MSC Limited (for employees of our Consulting business) and Deloitte LLP (for employees of our Audit & Risk Advisory, Financial Advisory, Tax, and Internal Clients Services businesses). Under the regulations we are required to report our gender pay gap data for each of these entities, as set out below.

Deloitte LLP

	Median	Mean
Gender pay gap	12.3%	16.4%
Gender bonus pay gap	45.5%	52.4%

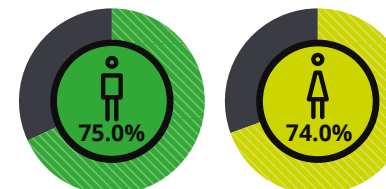
The proportion of males and females receiving a bonus payment



Deloitte MCS

	Median	Mean
Gender pay gap	19.0%	21.5%
Gender bonus pay gap	30.0%	57.2%

The proportion of males and females receiving a bonus payment



Proportion of males and females in each quartile band

Quartile	Female	Male
Upper	36.3%	63.7%
Upper middle	43.1%	56.9%
Lower middle	49.3%	50.7%
Lower	48.1%	51.9%

Proportion of males and females in each quartile band

Quartile	Female	Male
Upper	24.8%	75.2%
Upper middle	37.2%	62.8%
Lower middle	43.6%	56.4%
Lower	47.4%	52.6%

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

Declaration

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

David Sproul
Senior Partner and Chief Executive

Emma Codd
Managing Partner Talent

Year-on-year comparisons

Deloitte UK	Median		Mean	
	FY17	FY18	FY17	FY18
Gender pay gap	15.3%	16.1%	18.2%	18.1%
Gender bonus pay gap	39.1%	37.5%	50.9%	52.3%

Deloitte UK	Males		Females	
	FY17	FY18	FY17	FY18
Proportion of males and females receiving a bonus payment	61.3%	62.0%	62.4%	63.0%

Proportion of males and females in each quartile band				
Upper	67.4%	66.6%	32.6%	33.4%
Upper middle	57.6%	57.8%	42.4%	42.2%
Lower middle	53.6%	51.7%	46.4%	48.3%
Lower	51.4%	53.3%	48.6%	46.7%

Deloitte UK	Median		Mean	
	FY17	FY18	FY17	FY18
Equity partner earnings gap	0%	8.3%	13.8%	11.8%
Total earnings gap	15.2%	14.0%	43.2%	41.1%

Deloitte LLP	Median		Mean	
	FY17	FY18	FY17	FY18
Gender pay gap	12.1%	12.3%	17.0%	16.4%
Gender bonus pay gap	41.2%	45.5%	52.2%	52.4%

Deloitte LLP	Males		Females	
	FY17	FY18	FY17	FY18
Proportion of males and females receiving a bonus payment	59.4%	58.1%	60.7%	60.4%

Proportion of males and females in each quartile band				
Upper	64.0%	63.7%	36.0%	36.3%
Upper middle	56.3%	56.9%	43.7%	43.1%
Lower middle	51.3%	50.7%	48.7%	49.3%
Lower	50.9%	51.9%	49.1%	48.1%

Deloitte MCS	Median		Mean	
	FY17	FY18	FY17	FY18
Gender pay gap	17.8%	19.0%	20.4%	21.5%
Gender bonus pay gap	38.7%	30.0%	50.3%	57.2%

Deloitte MCS	Males		Females	
	FY17	FY18	FY17	FY18
Proportion of males and females receiving a bonus payment	68.2%	75.0%	69.6%	74.0%

Proportion of males and females in each quartile band				
Upper	75.6%	75.2%	24.4%	24.8%
Upper middle	63.3%	62.8%	36.7%	37.2%
Lower middle	56.9%	56.4%	43.1%	43.6%
Lower	54.5%	52.6%	45.5%	47.4%



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