





At Deloitte, gender parity remains a key element of our executive-led focus on inclusion. We continue to make strides that not only create meaningful change for our people, but have been recognised externally too. Earlier this year we were awarded [\*\*BITC's Gender Equality Award\*\*](#) in acknowledgement of our actions and attitudes towards gender equality, particularly at a senior management level. We also supported Daddilife's research on [\*\*The Millennial Dad at Work\*\*](#) and we were delighted to host the HERoes Women Role Model List 2019 celebration event for INvolve.

We continue to be clear on the fact that programmes alone aren't enough to achieve our inclusion ambitions. We are working to create a more diverse workforce, bringing strong representation of society into the workplace and a diversity of thought, which will drive success. We want to ensure that every individual is comfortable being themselves, is respected, and can see how they will be successful within Deloitte.

In recognition that our gender pay gap (and indeed our total gender earnings gap\*) is driven by fewer women in senior positions, we are continuing to address this imbalance. This year, we can report a marked increase in the number of women in senior positions. This includes a threefold increase in the number of women promoted to Partner (41%) and our highest ever proportion of women promoted to our next level which is Director (34%). Overall, our female representation at partner and director grade now stands at 21% and 30% respectively. As a firm we have also grown; this year's calculations take into account nearly 1,500 additional people.

Comparing our figures with last year shows a positive picture with our mean and median bonus pay gaps reducing, our median salary pay gap remaining static, and a reduction in our total earnings gap. We remain confident that the actions we are taking (as set out in our gender balance action plan, and which we have been delivering against since 2014) will continue to bring about steady, relevant and sustained change, required to close our gender pay gap. For instance, more recently we have changed our promotion processes for senior grades and doubled our paternity leave offering. Indeed, progress is already being seen through various clear data points: in our female representation at senior levels, our increase in the number of women joining our firm at student and experienced hire levels, and increased engagement of our women.

Whilst we recognise that substantial change takes time, we are proud of the progress that we have and continue to make in our gender parity and wider inclusion efforts. A priority for this year is recruiting and retaining neurodiverse talent.

**Dimple Agarwal, Managing Partner People & Purpose**  
**September 2019**

\*As the gender pay gap methodology excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one mean and one median calculation for the whole firm, including equity partner earnings. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the gender pay gap calculation.

# Gender pay gap reporting explained

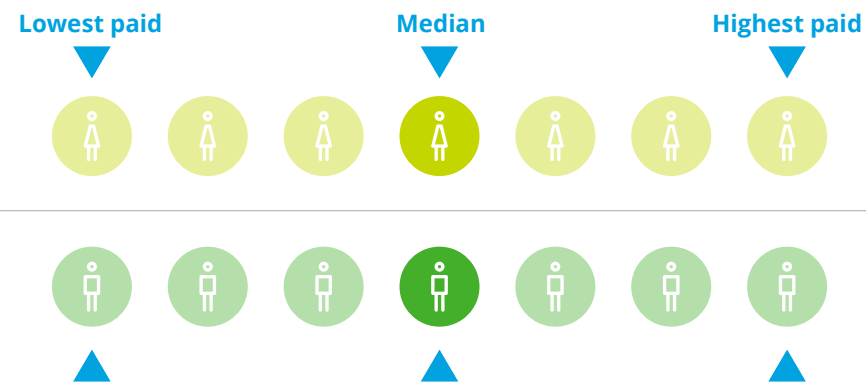
The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can be driven by a number of factors including, crucially, a lack of women in senior positions.

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

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

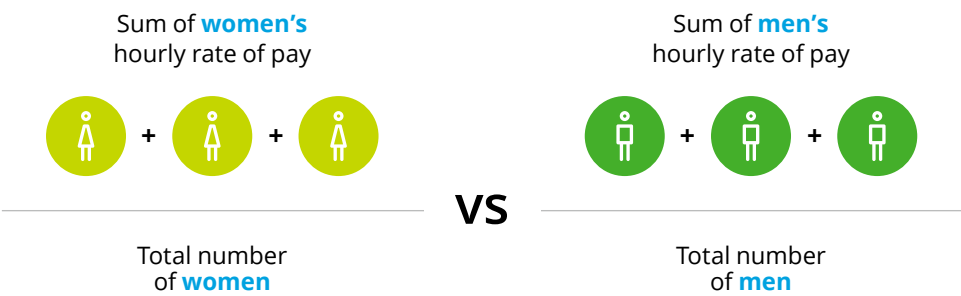
## Distinguishing between median and mean

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

### Mean calculation



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

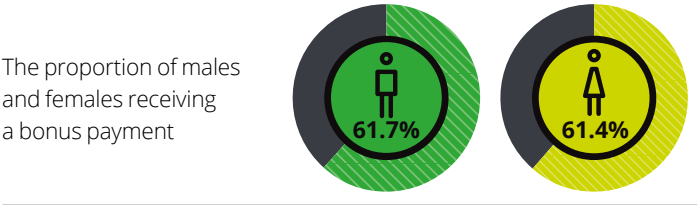
The mean gender pay gap is calculated based on the difference between mean male pay and mean female pay.

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 2019, and bonuses paid in the year to 5 April 2019.

	Median	Mean
Gender pay gap	16.1%	18.7%
Gender bonus pay gap	35.1%	51.1%



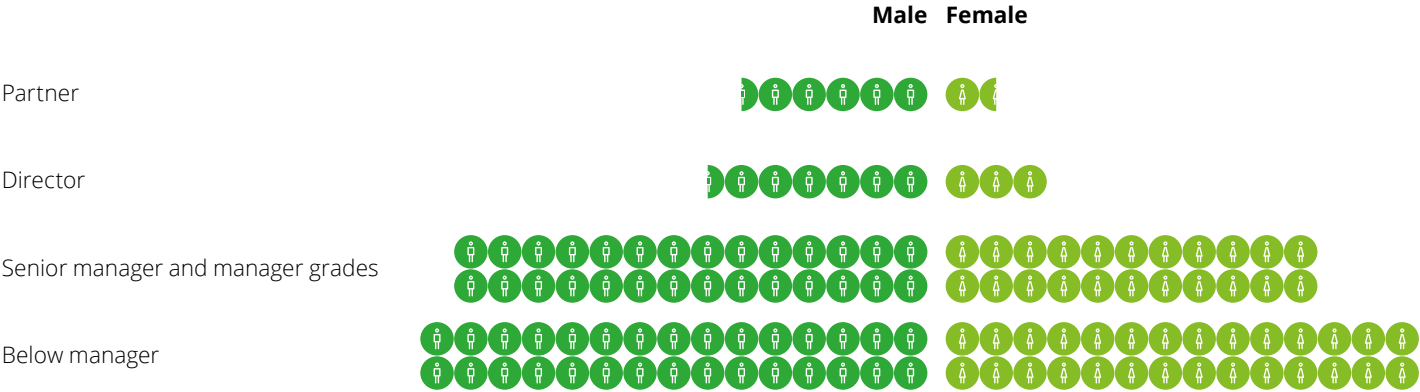
Proportion of females and males in each quartile band		
Quartile	Female	Male
Upper	35.2%	64.8%
Upper middle	42.6%	57.4%
Lower middle	50.3%	49.7%
Lower	48.0%	52.0%

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 2019 is because women continue to hold fewer senior positions within the firm than men. As at April 2019, women made up **44%** of our overall workforce, with **19%** of our partners and **30%** of our directors (the grades attracting the highest levels of remuneration) being women. As at 1 June 2019, we have **21%** women partners.
- Similarly, there are fewer women in senior positions where higher bonuses are paid, which has an impact on our bonus gap.
- 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 **3.5%**.
- Our equity partner earnings gap and our total earnings gap, which takes into account the earnings of our whole firm including equity partners, now stands at **39.3%** (mean), down **1.8%** from last year, and **14.4%** (median).

Gender breakdown by grade



Our gender balance action plan

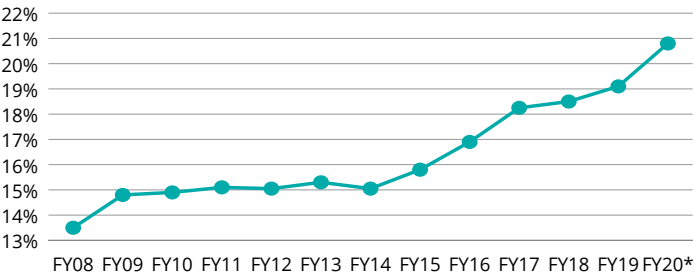
- In autumn 2014 our firm's CEO and leadership team agreed our gender balance action plan. This extensive and detailed plan – which was derived through analysis of our career lifecycle from a gender perspective and extensive consultation with our women employees – comprises a number of targeted interventions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

## More about our gender balance aims and actions

### Goals are important, but meaningful change takes time and focus

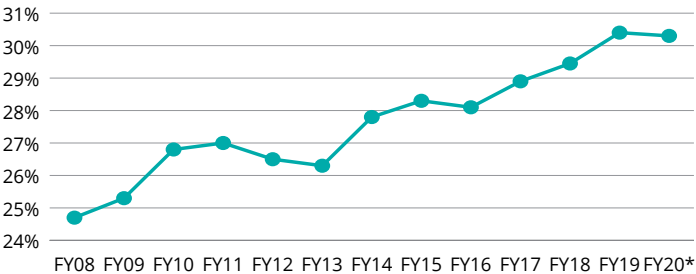
- Our ultimate aim is to achieve gender parity across our organisation, at all levels. In 2012 we put in place an aspirational target that in 2020 25% of our partners would be women, and we have since committed to a longer term aspiration of 40% by 2030. We set these milestones to accelerate the pace of change and we've seen an increase in the proportion of women partners year on year as a result. But whilst the numbers can help maintain our focus on gender balance, we know that what's really important is ensuring we have the right interventions in place to ensure that Deloitte is somewhere that women at all levels can thrive.
- Looking at the pipeline to partner, the proportion of women directors has also grown. By providing an inclusive culture combined with targeted actions, we can ensure that the number of women 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 seen encouraging signs within our student recruitment. For our September 2019 intake, 45% were women, up from 42% the year before.
- Within our Experienced Hire recruitment, we have increased women hires from 40% to 47% between FY15 and FY19.

Proportion of female partners



- We continue to focus on embedding agile working for everyone. We have found that formal agile working arrangements (such as reduced hours) are particularly attractive to our people at senior manager grade and above – nearly a quarter of women at or above this level have such an arrangement. We are also continuing to introduce new formal ways to work agilely 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 people metrics are analysed by gender and the Executive are accountable for achieving our gender balance goals.
- 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 women at student entry may have an initial negative impact on our gap.

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 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.

Since we introduced agile working, the number of formal agile workers has risen by almost two thirds – from around 850 people in 2014 to over 1,460 today. 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

We have undertaken a full review of our process and adapted our experienced hire application journey to make the candidate experience more inclusive and streamlined. We have developed targeted attraction campaigns, for example for Return to Work, and delivered assessment skills training in order to build a diverse pool of trained interviewers and assessors across the business. All our job specifications include a clear statement of our support for agile working and are written in gender neutral language.



### Development

Over the last year we redesigned our director promotion process. We have moved from a pure assessment centre approach to a longer term 'development journey', resulting in a 52% increase in the number of female promotions to director. More recently we have adopted the same approach for partner promotions.

## 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.

### Inclusion

It is not only gender where we have taken action to improve the diversity of thought in our firm. Our focus on inclusion is about creating an environment where every individual is comfortable being themselves, is respected, and can see how they will be successful within Deloitte. This includes:

- Rolling out refreshed mandatory inclusive leadership workshops to more than 2,000 partners and directors. In 2018 we also launched a new mandatory inclusion digital learning module and toolkit for all of our people. Inclusive leader training will be an ongoing focus for the firm.
- 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.
- Continuing our focus on supporting our LGBT+ people, including a relaunch of our Allies programme as it approaches 1,000 members, inclusion of LGBT+ people in our firm-wide reverse mentoring programme and the creation of GLOBE Families. We were proud to pledge our support for establishing marriage equality in Northern Ireland and gain external recognition in the prestigious OUTstanding and British LGBT+ lists. We have used our experiences in the UK to help establish a number of other networks across Deloitte globally such as in Italy, Japan and Mexico.
- An increased focus on disability, recognising that disability simply means a different ability. This year, we are working with Auticon to scale our approach to recruiting and retaining neurodiverse talent.



### Supporting our working parents and carers

We continue to offer a portfolio of support to parents and carers to effectively balance their work and home life. This includes our Working Parents Transitions programme, childcare vouchers and emergency back-up care. In recognition that a growing number of men are wanting to be actively involved in day-to-day parenting we are increasing paternity leave from two to four weeks fully paid leave and continue to encourage the use of Shared Parental Leave and flexible working.



### Ensuring our women can thrive

We continue to focus on ensuring there are no potential barriers to female progression. Our Reverse Mentoring programme, which facilitates junior BAME and female employees mentoring senior partners, has been extended threefold to 100 pairings and now also has an LGBT+ lens too. 72% of the mentors are women. Our enhanced Female Manager Development Programme also continues to evolve and is now in its second year.



### Relaunching careers

Our industry first Return to Work programme, open to anyone who's taken a career break of two years or more, now forms part of our year-round recruitment activity. Candidates can now apply for a job as soon as they are ready to restart their careers instead of waiting for a pre-determined programme date.

We've also launched a pilot Return to Work Retraining Programme, offering people who have had an extended career break the opportunity to return to work in a new career in technology. Following a three-month fully-funded training programme, successful candidates then join the business in permanent roles as software developers. If their apprenticeship is successful, they will achieve a Level Four qualification in software development.



## Case studies: Empowering women and embedding an inclusive culture



### Mariyam Rawat

#### Senior Manager, Risk Advisory, London

When Mariyam had her daughter in 2012, she was a senior director at another consulting company. She expected to be able to go back to work but on a part-time basis, unfortunately this was not looked upon favourably.

*"It felt like I had to work full time before anyone would trust me; then after about three years it would be okay to ask for a different working pattern. But as far as I was concerned, it would be too late by then."*

In 2013, Mariyam decided to take a career break and during this time explored different routes she could take. She wanted to stay in the same field but her breadth of consulting experience made it difficult to identify a specific focus. So she did a part-time Masters degree to concentrate on a single specialty. When she passed the first year she began researching her next career move.

*"Deloitte's Return to Work programme just popped up as a window online. At the Insight Day I thought it sounded too good to be true – four days a week, agile working, flexible to your childcare needs... and you still have an interesting career? But, as I've found out, it's all completely true."*

Having completed the programme a little over two years ago, Mariyam says: *"One of the best things about returning to work through Deloitte is the coaching sessions, they are brilliant."*

Mariyam is now the Chief of Staff and Strategy Lead for the firm-wide Crisis and Resilience area, working with senior partners across a number of disciplines to support clients when they face a high impact event or crisis that threatens their organisation or its reputation. The role has involved creating a strategy framework which has now been adopted globally and an immersive experience #ResilienceReimagined to help clients identify how they can become more resilient to these threats and turn them into a competitive advantage.



### Lakiesha Maxey

#### Associate, Audit, Reading

Lakiesha was first introduced to Deloitte via the firm's One Million Futures (OMF) partnership with local schools.

Before Deloitte, Lakiesha was focused on applying to university. When she was in year 13, Deloitte employees visited her school and ran pro-bono workshops at a careers fair which she attended. It was during these sessions Lakiesha discovered more about the firm and the wider professional services industry. She was especially interested in the BrightStart programme.

Having studied geography, biology and psychology at school, Lakiesha had no prior audit or accounting experience. The only work experience she had was in retail, however she was told that this would not impact her application. She was delighted to gain a place on the BrightStart programme in Reading, specialising in audit.

*"The workshops Deloitte delivered at my school opened my eyes to alternative routes into work and further education. It was also great to get support with writing my CV and practising my interview techniques. These sessions really helped me gain this position on the BrightStart programme at Deloitte."*

Lakiesha started the programme in September 2017. Two years in she highlights that everyone she has worked with has been incredibly supportive. She has also been pleasantly surprised by the amount of responsibility she has been given.



### Amy Haworth

#### Director, Global, London

Amy became a qualified accountant at Deloitte in 1999. After a couple of years she left the firm and came back in 2005 on a flexible working arrangement. For the last seven years, Amy has been working four days a week.

Amy was responsible for the commercial launch of the global and UK channels in Deloitte's online accounting research tool (DART) and now continues to lead development of the tool.

She leads the delivery and authoring teams, liaises with stakeholders to manage the site development and deals with any legal and financial matters, as well as coordinating the demands of DART's global customer base.

*"My flexible arrangement is very important to me, because outside of work I'm an international classical singer, performing between 60 and 80 concerts a year."*

Her arrangement allows her to flex her time around both her singing commitments and the requirements of her role, both of which benefit as a result.

*"People that work in my team are very supportive and quite a few of them also work flexibly. We are all understanding of each individual's working schedule. They also see that the singing makes me a happier person which, in turn, reflects in my work for Deloitte."*

In 2016 Amy was promoted to director. She is a role model for colleagues more junior who are also working on a flexible arrangement and looking for career progression.

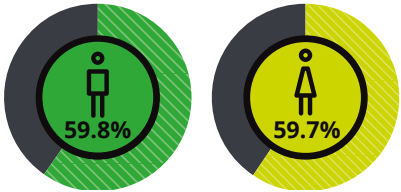
Amy was included in the 2019 Timewise Power 50 list.

Statutory disclosures

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

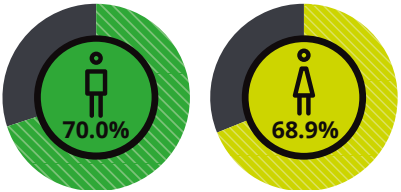
Deloitte LLP		
	Median	Mean
Gender pay gap	12.1%	17.1%
Gender bonus pay gap	36.5%	50.4%

The proportion of males and females receiving a bonus payment



Deloitte MCS		
	Median	Mean
Gender pay gap	17.3%	22.3%
Gender bonus pay gap	38.6%	58.2%

The proportion of males and females receiving a bonus payment



Proportion of males and females in each quartile band		
Quartile	Female	Male
Upper	38.3%	61.7%
Upper middle	43.5%	56.5%
Lower middle	51.4%	48.6%
Lower	49.0%	51.0%

Proportion of males and females in each quartile band		
Quartile	Female	Male
Upper	27.8%	72.2%
Upper middle	38.8%	61.2%
Lower middle	42.1%	57.9%
Lower	51.6%	48.4%

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.

Richard Houston  
Senior Partner and Chief Executive, Deloitte UK

Dimple Agarwal  
Managing Partner People & Purpose, Deloitte UK



Year-on-year comparisons

Deloitte UK	Median		Mean	
	FY18	FY19	FY18	FY19
Gender pay gap	16.1%	16.1%	18.1%	18.7%
Gender bonus pay gap	37.5%	35.1%	52.3%	51.1%

Deloitte LLP	Median		Mean	
	FY18	FY19	FY18	FY19
Gender pay gap	12.3%	12.1%	16.4%	17.1%
Gender bonus pay gap	45.5%	36.5%	52.4%	50.4%

Deloitte MCS	Median		Mean	
	FY18	FY19	FY18	FY19
Gender pay gap	19.0%	17.3%	21.5%	22.3%
Gender bonus pay gap	30.0%	38.6%	57.2%	58.2%

Deloitte UK	Median		Mean	
	FY18	FY19	FY18	FY19
Proportion of males and females receiving a bonus payment	62.0%	61.7%	63.0%	61.4%

Deloitte LLP	Median		Mean	
	FY18	FY19	FY18	FY19
Proportion of males and females receiving a bonus payment	58.1%	59.8%	60.4%	59.7%

Deloitte MCS	Median		Mean	
	FY18	FY19	FY18	FY19
Proportion of males and females receiving a bonus payment	75.0%	70.0%	74.0%	68.9%

Proportion of males and females in each quartile band				
Upper	66.6%	64.8%	33.4%	35.2%
Upper middle	57.8%	57.4%	42.2%	42.6%
Lower middle	51.7%	49.7%	48.3%	50.3%
Lower	53.3%	52.0%	46.7%	48.0%

Proportion of males and females in each quartile band				
Upper	63.7%	61.7%	36.3%	38.3%
Upper middle	56.9%	56.5%	43.1%	43.5%
Lower middle	50.7%	48.6%	49.3%	51.4%
Lower	51.9%	51.0%	48.1%	49.0%

Proportion of males and females in each quartile band				
Upper	75.2%	72.2%	24.8%	27.8%
Upper middle	62.8%	61.2%	37.2%	38.8%
Lower middle	56.4%	57.9%	43.6%	42.1%
Lower	52.6%	48.4%	47.4%	51.6%

Deloitte UK	Median		Mean	
	FY18	FY19	FY18	FY19
Equity partner earnings gap	8.3%	12.6%	11.8%	12.0%
Total earnings gap	14.0%	14.4%	41.1%	39.3%



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