

Deloitte.



Pay & Inclusion Report 2024

Contents

Foreword		03	
Pay Report		04	
Sharing our success: rewarding our people	04	Inclusion	10
Gender pay gap	05	Demographic representation	13
Ethnicity pay gap	06	Gender balance	14
Disability and socio-economic background pay gaps	08	Ethnicity	16
CEO-to-employee pay ratio	09	Disability, neurodiversity, LGBTQ+ and social mobility	17
		Looking ahead	18
		Appendices	19
		Pay gap reporting	19
		Gender pay gap – statutory disclosures	20
		Gender pay gap – year-on-year comparisons	21

Foreword

Pay Report

Inclusion at Deloitte

Appendices

Scope and verification statement

This report covers progress against Deloitte UK's inclusion agenda and actions taken to reward and recognise our people. Our pay and bonus gap data is taken from the snapshot date of 5 April 2024. The 2024 figures for the following disclosures have been reviewed by the Deloitte ESG Assurance team: mandatory gender pay gap, voluntary ethnicity, disability and socio-economic background pay gaps, voluntary total earnings pay gaps for gender, ethnicity, disability and socio-economic background, and information on the CEO-to-employee pay ratio.



Foreword

Our people are at the heart of everything we do at Deloitte, and we want to make sure our workplace is reflective of the society in which we operate. Guided by our Shared Values, we support and empower our people to feel that they can be themselves, thrive at work and achieve their true potential.

This is Deloitte's fourth Pay & Inclusion Report covering our statutory gender pay gap reporting and our voluntary pay gap disclosures, which include our ethnicity pay gaps and our CEO-to-employee pay ratio. This year, for the first time, we are also publishing our disability and socio-economic background pay gaps – a result of our commitment to continued transparency. This new data will serve as a baseline for measuring progress and help us to refine our inclusion plans.

A note on language

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

Our reporting shows we are making progress on closing many of our pay and bonus gaps. This is a reflection of our structured, transparent approach to reward, coupled with our commitment to increasing the representation of women and colleagues from ethnic minority backgrounds at senior levels. This year we are especially proud to have [met our 2025 gender and ethnicity partner targets a year early](#) – an achievement that reflects the commitment across our business.

Over the past 12 months we have focused on embedding and expanding the initiatives that we know are having an impact on our long-term inclusion strategy. A highlight for me has been our Future Leaders Programme, which supports women and colleagues from ethnic minority backgrounds. Since last year, the number of places has doubled to 1,000.

As always, listening to our people, understanding their experience of working at our firm and acting on their feedback has remained critical. This year, in response to our listening approach, we have refreshed our [Black Experience](#) to ensure more targeted action, and launched Reverse Mentoring for our UK Executive alongside representatives from our 12 diversity networks. Earlier this month, we were proud to introduce a suite of additional support for our parents and carers, including [offering all new parents 26 weeks of fully paid leave](#).

Having entered The Sunday Times Best Places to Work survey and award for the first time this year, I'm delighted that we have been placed in the [list of the best 'very big' organisations](#). This has allowed us to further understand how it feels to work here, helping us to keep improving.

Our commitment to diversity, equity, and inclusion is unwavering. We continue to focus on this as a business priority, ensuring we are building diversity at all levels, and taking bold steps to champion an inclusive workplace and drive positive societal impact and change.



Jackie Henry
UK Managing Partner People & Purpose
September 2024

Sharing our success: rewarding our people

Our reward strategy focuses on a number of key principles, underpinned by fairness and transparency. This ensures we offer our people a compelling, market-aligned reward proposition.

- **Base pay and promotions:** Our pay ranges are reviewed annually and remain competitive with the market. Despite a challenging economic environment this year, we have continued to invest in our salaries to maintain our competitive position. In addition, our 2024 promotions remained in line with the needs of each business and are comparable with previous years, reflecting our commitment to career progression within our firm. Deloitte continues to be a Living Wage employer and is accredited by the Living Wage Foundation. This means all our people, including apprentices, are paid at least the [Real Living Wage](#).
- **Variable pay:** This is the second year of our on-target bonus model for the majority of our people, and, once again, it delivered on plan. The structured approach allows our people to understand the link between firm performance, individual contribution and bonus payment, differentiating our highest performers.
- **Recognition:** Our Values Heroes recognition scheme continues to enable leaders to recognise extra discretionary effort in the moment, in line with our Shared Values. Last year, we awarded £1.37m across nearly 23,500 awards.

Hybrid Working

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

After listening to our people, earlier this year we introduced our new Hybrid Working policy. This supports our existing guidance and provides greater clarity on our approach and how to make it work for everyone. This is an important part of our 'Firm Fundamentals' - a set of clear commitments on what we will provide our people, and what is expected in return.

The guidance helps our people better consider the implications of hybrid working in support of client service, team collaboration, networking, learning and personal development - and the benefits that come from spending quality time together in person.

82%

of respondents* feel that their choices around flexibility are respected



Enhancing our benefits

Flexible benefits:

- In November 2023, we launched our new digital My Benefits platform, bringing together our flexible benefits and supporting information into one online portal.
- This year, our people were able to view their total reward statement on the My Benefits platform for the first time, allowing them to see the breakdown of their total reward package, including their end-of-year reward outcome.
- Alongside the new platform, 2024 also saw the introduction of new flexible benefits, including:
 - GymFlex: access to discounted rates paid for via salary sacrifice.
 - ISA/LISA: the ability to contribute to tax-free savings direct from net pay.
 - Domestic partner life assurance.
 - Group income protection buy up.

Pension:

- To further enhance our online benefits experience, we will bring our pensions into My Benefits during 2024, allowing our people to manage all their benefit selections in one place.
- We will also relaunch our pensions offering with new and enhanced education and communications so our people really understand the worth of their pension, and the importance of providing for their retirement.

88%

of our people accessed our new benefits system, leading to a 23% increase in benefit elections

We incorporated Give As You Earn into our new benefits platform, resulting in a

£1m

increase in employee charitable donations

Foreword

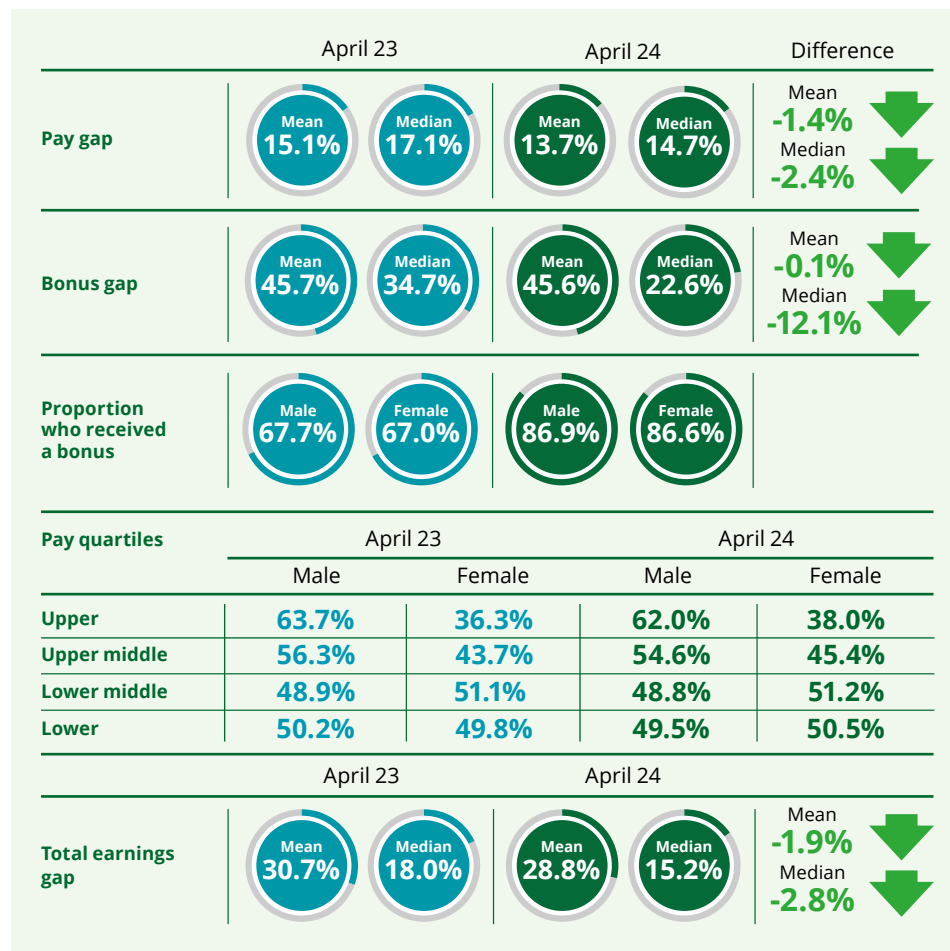
Pay Report

Inclusion at Deloitte

Appendices

Gender pay gap

Gender pay figures¹ for Deloitte UK



Key headlines

Our gender pay gap exists because women hold fewer senior positions within our firm than men. As we work towards more equal representation at all levels, we expect our pay gaps to continue to close over time.

- Our **median pay gap** has reduced by 2.4% to 14.7%, and our mean pay gap by 1.4% to 13.7%. This reflects the strengthening of our pipeline of female talent, as well as a structured approach to pay progression and alignment to our pay bands.
- Our **median bonus gap** has reduced substantially by 12.1% to 22.6%, and our mean bonus gap by 0.1% to 45.6%. This reduction is reflective of our on-target bonus model, greater alignment of base salaries to pay bands, as well as a robust peering approach to performance management.
- The **proportion of men and women receiving a bonus** this year has increased significantly from 67.7% and 67.0% to 86.9% and 86.6% respectively. This brings us close to parity and is a result of our performance management approach to assessing individual contribution in a fair and equitable way.
- Our **total earnings gap**², which takes into account the earnings of our whole firm including equity partners, shows a reduction of 2.8% in our median gap and 1.9% in our mean gap. As identified above, this is down to greater female representation at senior levels, alongside a structured framework for pay progression and bonus alignment.

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

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

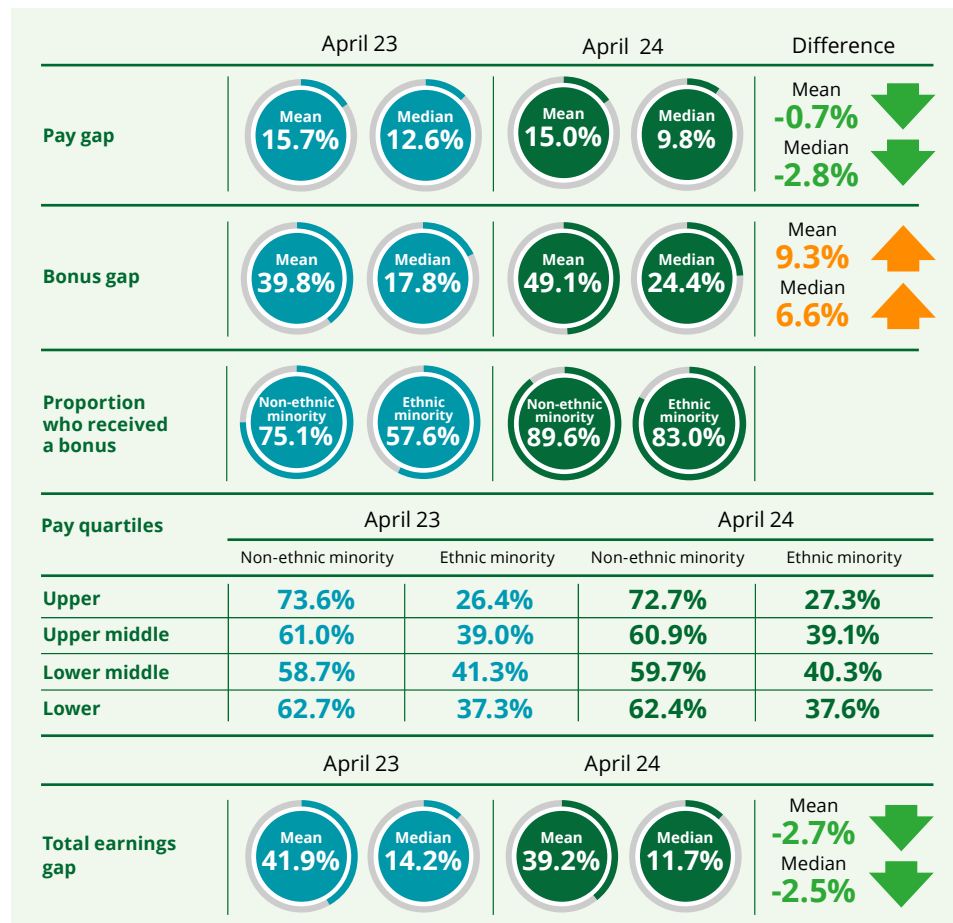
¹ We are required to report our gender pay gap data for each separate legal entity that has at least 250 employees so have reported data for Deloitte LLP and Deloitte MCS Ltd. As we believe it is important to consider the picture for all employees, we have also looked at the information required by the 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. [Review](#) our statutory disclosure.

² Since the Government Equalities Office (GEO) methodology applied in calculating our pay gap and bonus gap data excludes equity partners (who, as owners of the business, do not receive either a salary or bonus), we have instead sought to provide one median and one mean calculation for the whole firm, including equity partner earnings, which we refer to above as the total earnings gap. This takes employee salary and bonus, together with all equity partner earnings for one year, and applies the GEO methodology. Further details of our equity partner earnings can be found in our [Financial Statements](#).

Ethnicity pay gap – all ethnic minorities

Ethnic minority pay figures for Deloitte UK³

Based on a disclosure rate of 81.8%



Key headlines

Our ethnicity pay gap exists because colleagues from an ethnic minority background hold fewer senior positions within our firm than those from a non-ethnic minority background. Targeted initiatives like our Future Leaders Programme, as well as the ongoing development of individuals, once promoted, will continue to increase representation and experience at senior grades. In time, this will support reductions in both our pay and bonus gaps.

- Our **median pay gap** has reduced by 2.8% from 12.6% to 9.8% and our mean pay gap by 0.7% from 15.7% to 15.0%. This is a positive step and reflects our growing representation across more senior grades as colleagues from an ethnic minority background progress within their careers.
- Our **median bonus gap** has increased by 6.6% from 17.8% to 24.4% and our mean bonus gap by 9.3% from 39.8% to 49.1%. This rise is fuelled by a higher proportion of our junior colleagues from an ethnic minority background receiving a bonus compared to the previous year. Greater representation at junior levels is also a factor, as is lower average time in grade as colleagues progress.
- The **proportion of colleagues from an ethnic minority background and non-ethnic minority background receiving a bonus** has increased significantly this year to 83.0% and 89.6% respectively. Whilst there remains a gap between those receiving a bonus, there has been a considerable reduction of 10.8% since last year, which is a result of our on-target bonus model, as well as a structured and transparent performance management approach.
- Our **total earnings gap** shows a reduction of 2.5% in our median gap and 2.7% in our mean gap. As identified above, this is due to growing representation at senior levels of colleagues from an ethnic minority background.

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

³We 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.

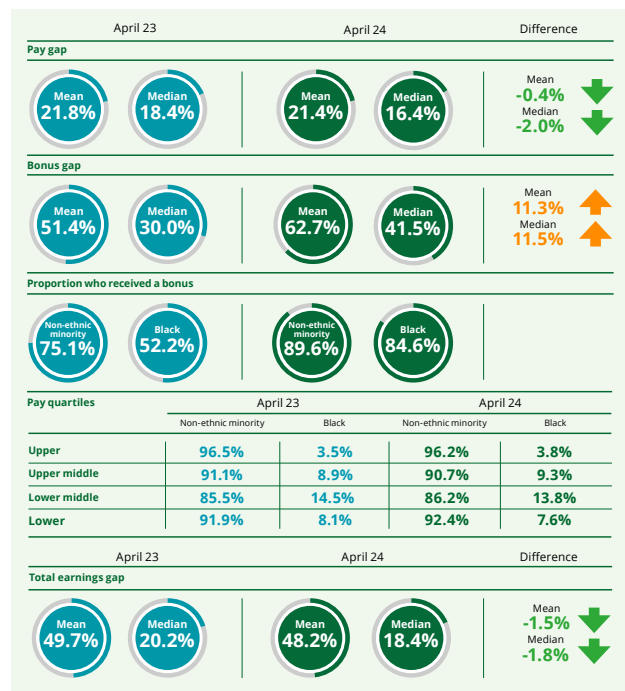
Ethnicity pay gap continued

Black, Asian and other ethnic minority⁴ pay figures for Deloitte UK

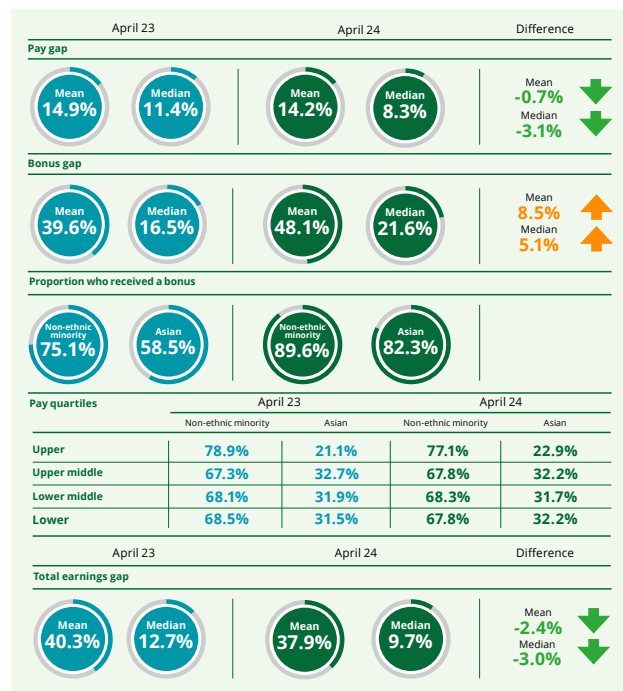
- Our data shows a reduction in our Black, Asian and other ethnic minorities mean and median pay gaps.
- Our mean and median bonus gaps are caused by lower representation of colleagues from an ethnic minority background at senior levels, as well as a lower average time in grade as individuals are promoted.
- Between the two reported years we also saw a peak in the recruitment of individuals from an ethnic minority background at junior levels. As bonus is retrospective for the prior performance year, this is reflected in the 2024 bonus gap.
- As we hire and promote more people from ethnic minority backgrounds, and individuals become more experienced in grade, we expect to see reductions in both our pay and bonus gaps in the longer term.

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

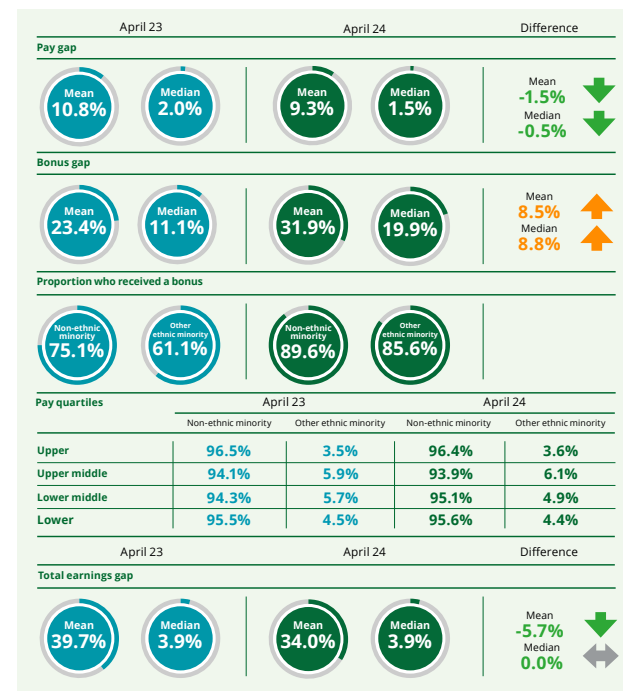
Black pay figures



Asian pay figures



Other ethnic minority pay figures



⁴We have included 'Mixed' ethnicities within the above groupings as appropriate, e.g. 'Black' includes individuals who identify as 'Mixed Black'.

Disability and socio-economic background pay gaps

Pay figures for Deloitte UK

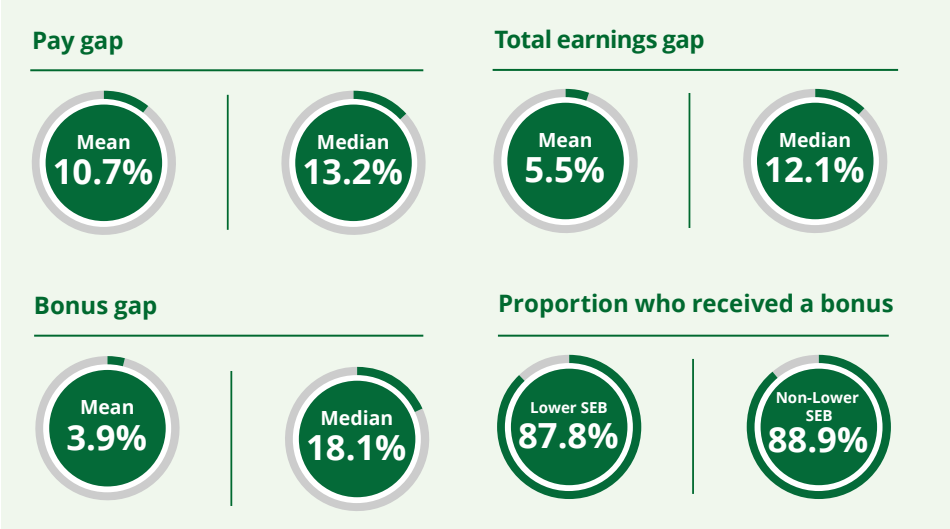
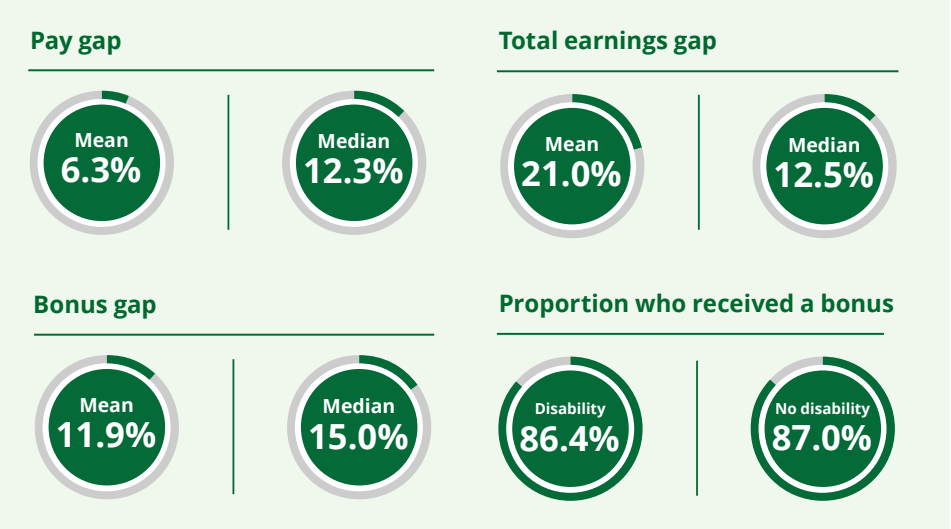
As part of our commitment to transparency, this year, for the first time, we are also publishing our pay and bonus gaps for disability and socio-economic background. This will serve as a baseline for measuring progress, to ensure we hold ourselves accountable, and will help us to refine our inclusion plans.


Disability

Based on a disclosure rate of 79.4%
 The difference in the average pay and bonus payments between individuals with disabilities and individuals without disabilities.

Socio-economic background (SEB)

Based on a disclosure rate of 68.4%
 The difference in average pay and bonus payments between individuals from a lower socio-economic background and individuals from a professional or intermediate socio-economic background (based on main household earner's occupation at aged 14).



 Our pay gaps are impacted by several factors. These include higher regional disclosure rates (regional roles attract lower market rates of pay) and lower representation at senior levels.
 Read more about some of the [actions we have taken this year to support colleagues from underrepresented groups](#).

CEO-to-employee pay ratio

As part of our commitment to pay transparency we are voluntarily publishing details of our CEO-to-employee 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 of both Deloitte UK and Deloitte North and South Europe (NSE)⁵ and Deloitte's UK employees. It compares the total remuneration of the CEO to the total remuneration of the median UK employee, and those who sit at the 25th and 75th percentiles by total earnings.

Year	2023	2024
25th percentile pay ratio	100:1	95:1
Median pay ratio	61:1	58:1
75th percentile pay ratio	39:1	39:1



Our median CEO pay ratio has decreased for the past three years, going from 62:1 in 2022, to 61:1 last year. This year it stands at 58:1.

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

⁵Richard Houston is Senior Partner and Chief Executive Officer of both Deloitte UK and Deloitte NSE. Deloitte UK has more than 27,500 people and revenue of £5.7bn (FY24). Revenues of Deloitte NSE approximated £11.2bn in FY23. In line with the pay ratio regulations, the employee total remuneration figures include salary, taxable benefits, annual or other incentive plans and pension benefits. Our CEO, as a partner in the firm, does not receive either a salary or a bonus so, instead, we have included equity partner earnings for the year based on our distributable operating profit, which excludes distributable capital profits. His earnings for the current year are £4.2m. More detail on our equity partner appraisal and pay can be found in our [financial statements](#).

Inclusion at Deloitte

At Deloitte, we want everyone to feel they can be themselves and to thrive at work – in everything we do, every day. We want our people to be their true authentic selves and reach their full potential. Because when our people feel like they belong, they are better able to thrive.

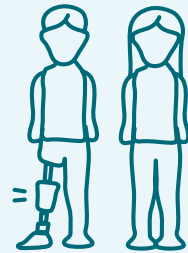
Our inclusion strategy

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

Across resourcing, promotion and employee experience we are committed to continually identifying and removing barriers to inclusion, ensuring it is embedded in our policies and processes, as well as improving leadership representation. We also aim to ensure all our people understand their role in fostering an inclusive environment and feel safe to speak up.

Our actions are focused on:

Disability



Ethnicity



Gender



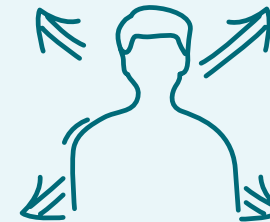
LGBTQ+



Neurodiversity



Social mobility



Foreword

Pay Report

Inclusion at Deloitte

Appendices

Our Shared Values

Inclusion is woven into the fabric of our firm. We are committed as part of our 'Firm Fundamentals' to offer an inclusive environment where our people can be their best, true self, founded on mutual respect and inclusion. This commitment is supported by our global Shared Values.



Equal opportunities

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

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

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

This year, for the first time, we entered The Sunday Times Best Places to Work survey and award, being successfully placed in the [list of the best 'very big' organisations](#). This has further helped us better understand how it feels to work here and will show us how we can continue to improve.



A recent example of acting on our peoples feedback has been the introduction of a suite of new parent and carer support. This includes our new [Family Leave policy](#), offering all new parents 26 weeks fully paid leave.



83%

of respondents* feel their work environment is respectful, supportive and inclusive

*Respondents to our April 2024 Engage for Change survey

Foreword

Pay Report

Inclusion at Deloitte

Appendices



Amplifying unrepresented voices

Increasing the voice of our people from underrepresented groups is pivotal to the success of our inclusion strategy. This year, our focus has been on:



Thriving Networks

Our 12 diversity networks play an important role in us building a diverse firm, with an inclusive culture, and authentic, visible leaders. They also provide a space for community and peer networking. Supporting our diversity networks is a priority and this year we launched our 'Thriving Networks' initiative to strengthen this further. Our focus has been on

enhancing network support and guidance, strengthening the support provided by our Partner Sponsors, streamlining processes to aid consistency, and supporting and feeding into other initiatives, such as our Inclusion Council and new UK Executive Reverse Mentoring Programme.

Inclusion Council

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

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

The Council has been instrumental in helping to shape key initiatives, which this year include our UK Executive Reverse Mentoring Programme and our innovative 'Let's Talk' series, which enables firmwide, interactive discussions on important issues, including inclusion itself. The Council is also critical in helping us review and act on feedback from our biannual Engage for Change people experience survey.

"I have been so privileged to be involved in the Inclusion Council this year. This initiative really amplifies the voices of our diversity networks and gives us a forum to be able to review and discuss the impact of initiatives on minority communities in the firm. It helps us as diversity networks, to feel heard and that our input is valued at the highest levels of the firm."

Eleanor, Assistant Manager, Inclusion Council representative for our Neurodiversity Network

Reverse Mentoring

This year, we launched our UK Executive Reverse Mentoring Programme, pairing each of our UK Executive members with a member of our Inclusion Council. It builds on the success of other similar Reverse Mentoring programmes we have run across the firm, by encouraging and supporting our most senior leaders to take time to connect with, and better understand our people and the challenges they face. Through this initiative we hope to give our Executive members the perspective they need to become better allies, lead more inclusively, and continue to create a more inclusive working environment. In 2025, we will be expanding the programme to all our business leadership teams.

"Reverse mentoring has allowed me to collaborate with a member of the UK Executive who I would not have otherwise interacted with in my day-to-day role. It gives me a great deal of comfort to know that matters of diversity and inclusion are of real importance to our leaders and gives me confidence in our future as a firm."

Leanne, Senior Manager, co-lead of our Working Families Network and mentor to Charindra

"I have found reverse mentoring to be hugely rewarding. Getting the perspective of the next generation around what is important to them from an employer, how they look at topics like diversity and inclusion, and what they expect from their employment journey at different stages, has proved so insightful. It's really helped to frame my thinking around how I can contribute to shaping the best firm possible and enable our future leaders to be successful."

Charindra, Managing Partner for Financial Advisory and mentee of Leanne

Foreword

Pay Report

Inclusion at Deloitte

Appendices



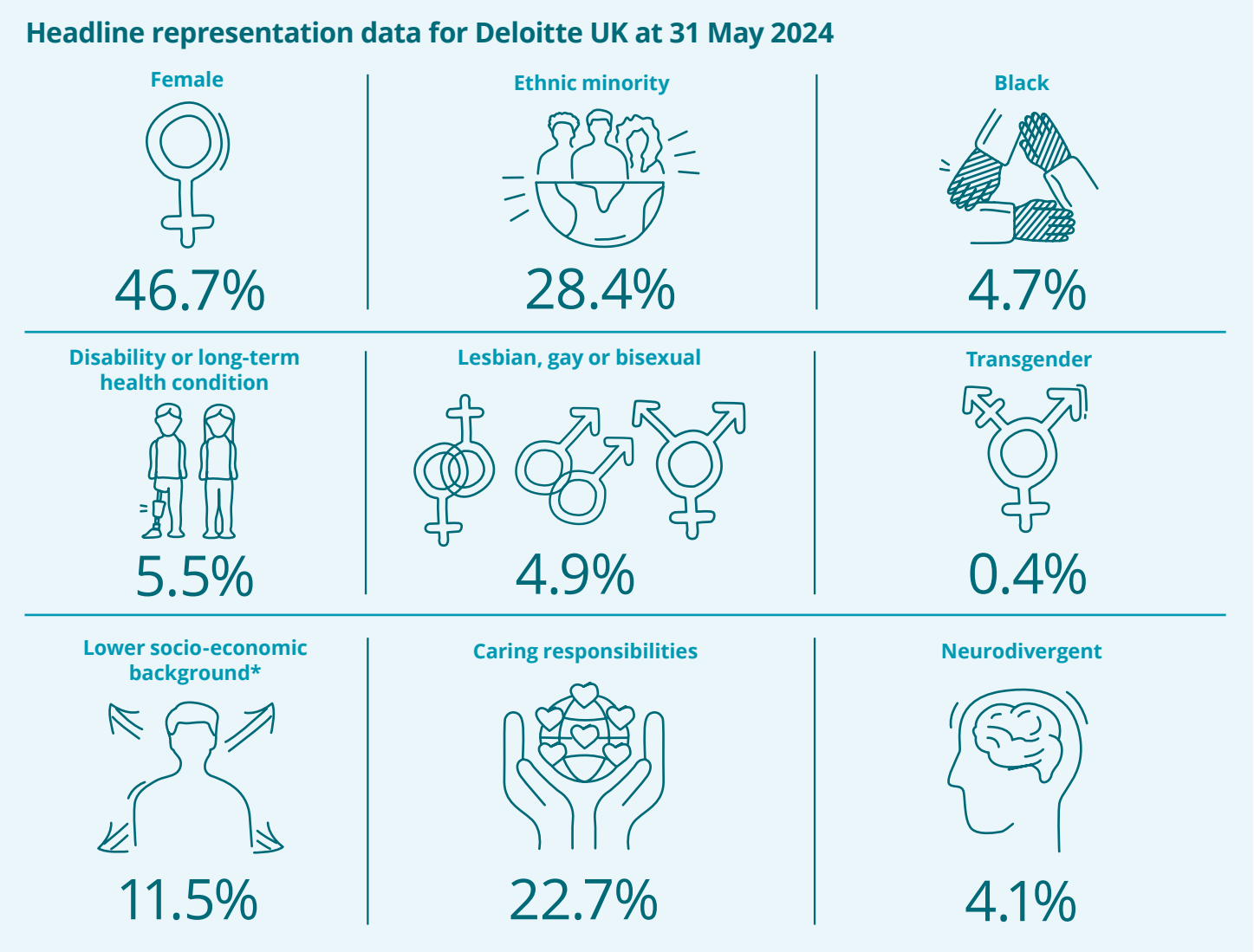
Demographic representation

We encourage our people to share their personal characteristics with us and continue to see disclosure rates rise incrementally to 75% or above for most diversity questions. This data enables us to better understand the diversity of our firm and make data-driven decisions to inform our activities as we continue to build a more open and inclusive environment that is reflective of society.

We remain committed to increasing transparency and publishing our representation data. As well as the additional representation figures we published for the first time last year (socio-economic background, transgender and caring responsibilities), this year we are also publishing our representation figures for neurodiversity.

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	April 2024
White	53.3%
Asian	21.3%
Black	4.7%
Other	2.5%
Prefer not to say	1.8%
Undisclosed	16.4%



*Based on main household earner's occupation at age 14.

- Foreword
- Pay Report
- Inclusion at Deloitte**
- Appendices

Gender balance

At Deloitte, gender balance has been an unwavering, Executive-led priority for over a decade. We have come a long way since we launched our first gender balance action plan in 2014, but we know the journey to true gender parity is a long one, and we must continue to hold ourselves to account.

Headline metrics as at 1 June 2024

- We have set ourselves the target of 40% female partners by 2030, with an interim target of 30% by 2025.
- Following our June 2024 pay review and promotions, 30% of our partners are women (up from 29% in June 2023).



Target
40%
female partners
by 2030



Current position
30%
female partners

We are proud of having [achieved our interim 2025 target of 30% female partners a year early](#). However, while targets such as these help maintain our focus, we know it is also important to have the right interventions in place to support an inclusive environment where everyone can not only succeed and thrive, but bring their whole selves to work.

48% of early careers hires in FY24 were female

52% of experienced hires in FY24 were female



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

We have been named a
Times Top 50 Employer for Gender Equality

for the ninth consecutive year. This listing recognises our continued commitment to prioritising gender equality.



Gender balance action plan

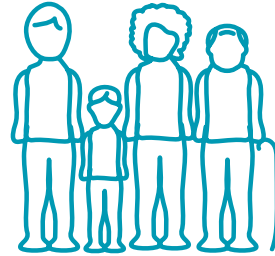
Launched in 2014, our gender balance action plan is continually refreshed and enhanced through analysis of our career lifecycle from a gender perspective, and ongoing listening and consultation with our people, Gender Balance Network and Inclusion Council. Recent highlights include:

Supporting our parents and carers

We want to support our people as they move through important times in their lives, including raising and caring for their family. As a direct result of our listening approach and acting on the things that matter most to our people, in September 2024 we:

- Introduced a new [Family Leave policy](#) that equalises paid leave for all new parents (26 weeks fully paid leave).
- Introduced additional paid leave (up to 12 weeks) for parents whose child requires neonatal care.
- Increased our support for carers by offering our people with long-term caregiving roles the opportunity to take one week of paid leave a year.
- Strengthened our support for those having fertility treatment by providing paid time off.

At the heart of these enhancements is our Shared Value of 'taking care of each other'. However, as well as supporting our people, over the longer term, this is about helping to break down the outdated gender stereotypes that pervade caring responsibilities.



Menopause support

We recognise that many people will be impacted by menopause at some point, whether personally or indirectly through a family member, friend or colleague. That is why we have launched our new employee-led Menopause Community, which offers a safe space for all colleagues (including allies), to share experiences, break the taboo, and advocate for support. Since launching in May 2024, the Menopause Community has run a series of listening sessions helping to open the conversation so everyone can better understand current challenges.

The Menopause Community is in addition to our wider support. This includes a menopause policy, guidance for our leaders supporting those experiencing menopause, and a 'Menopause Plan,' which is covered under our company-funded Private Medical Insurance. We are also a member of [Menopause in the Workplace](#).



Future Leaders

Our Future Leaders Programme provides tailored support for women and colleagues from ethnic minority backgrounds through their progression and development journey at Deloitte, providing a sustainable and diverse pipeline of talent for senior roles. Following a successful launch in 2022, programme spaces were doubled for our 2023 cohort. In total, we welcomed 1,000 colleagues from manager to director level, providing them with a tailored development plan and senior sponsorship.

The programme is positively impacting both promotion and retention. So far 38% of participants from the inaugural 2022 cohort have been promoted (compared to 26% of their non-programme peers), alongside a further 16% of the 2023 cohort (compared to 7% of their non-programme peers). Attrition is as much as 10% lower when compared to the wider peer group. Plans are currently in place to launch our third cohort in November 2024.

"Participating in the Future Leaders Programme was an outstanding means of empowerment. It taught me the power of dedicating time to nurturing my personal growth. It also helped establish a great network of individuals within the business who share similar values and aspirations, and who can offer other perspectives to help achieve our common goals."

**Karusha, Senior Manager,
Audit & Assurance**

Foreword

Pay Report

Inclusion at Deloitte

Appendices



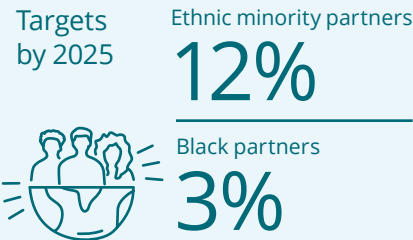
Ethnicity

Since 2017, we have had specific targets and actions in place to support colleagues from an ethnic minority background.

We are really proud of having [achieved our 2025 target of 12% partners from an ethnic minority background a year early](#). However, we fully accept that we still have much more to do to achieve our Black target.

Headline metrics as at 1 June 2024

- We have set ourselves the target of 12% ethnic minority background and 3% Black partners by 2025.



- Following our June 2024 pay review and promotions, 12% of our partners are from an ethnic minority background, up from 10% in 2023. Having achieved our 2025 target a year early, we will be setting a new 2030 ethnicity target later this year.

Current position



- To achieve our Black partner target of 3% by 2025 we are working hard to build our pipeline of Black partner candidates and expect to make good progress in the coming year.

Current position



The Deloitte Black Experience

The [Deloitte Black Experience](#) is an evolution of our Black Action Plan, which was launched in 2020. Centred around four key pillars – people experience, promotion, sponsorship, and partner experience – we continue to evolve our focus and approach to ensure targeted action and provide a consistent experience for our Black colleagues. Integral to this is listening to feedback from our Black Network and Ethnicity Council, and acting on insights from our biannual Engage for Change people experience survey and other employee listening channels.

Recent highlights include:

- Our new Black Experience Retreat – a unique opportunity for 100 of our Black colleagues (assistant manager to senior manager grade) to not only connect away from the workplace, but to take time to attend tailored workshops, hear from guest speakers, and focus on their career goals and aspirations.
- A dedicated session on Inter-Generational Trauma (the transmission of historical trauma across generations, leading to ongoing psychological and social impacts) which we ran during Mental Health Awareness Week. This externally facilitated event offered discussion, resources, and support for our Black colleagues. Receiving hugely positive feedback, it is the highest attended event run by our Black Network.

30% of early careers hires in FY24 were from an ethnic minority background

33% of experienced hires in FY24 were from an ethnic minority background

Ethnicity Council

Our Ethnicity Council, made up of representatives from across our business, is an important part of 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, and the actions our firm should take to accelerate progress and impact. Council members also act as role models and drive change by working with allies to advocate for equity.



Our ethnicity pay gap

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



Disability, neurodiversity, LGBTQ+ and social mobility

Our inclusion strategy also focuses on disability and neurodiversity, LGBTQ+, and social mobility. Key actions and progress over the past 12 months include:

Disability and Neurodiversity

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

- In December 2023, we launched new firmwide disability e-learning and accompanying online resources. These tools aim not only to increase our people's confidence when talking about disability, but to help them feel more equipped to support colleagues and clients with a disability. The resources complement our existing neurodiversity e-learning and online resources.
- We recognise that good accessibility benefits everyone, but especially those with a disability, long-term health condition, or neurodivergence. Following a series of accessibility audits and employee focus groups, which we commissioned in 2023, we have been working hard to implement the recommendations. This includes launching practical toolkits to help our people better understand and embed digital and physical accessibility in their day-to-day work. Accessibility and inclusion is also integral to our new 'Design Guide' – a blueprint of best practice for office environments across our UK real estate portfolio.



LGBTQ+

Creating an inclusive environment for LGBTQ+ colleagues across the firm is a priority.

- We once again celebrated Pride, across the UK with hundreds of our Proud network members, allies and leadership coming together to take part in 18 events across the UK. During the celebrations we also shared our collection of [award-winning LGBTQ+ postcards](#), helping to spread joy, hope and support within the LGBTQ+ community.
- In February, we were one of three headline sponsors of [National Student Pride](#), the UK's biggest LGBTQ+ student event. Our Proud network and recruitment teams also took part in the events career fair, which included hosting a panel alongside other sponsors to discuss the LGBTQ+ experience in the workplace.
- We were proud to be a part of the first ever [Trans+ History Week](#) in May 2024. It was a fantastic celebration of the trans and non-binary community, its history and its creativity and it concluded with a poetry event in London, for which the firm helped to cover artist, venue, recording and other event costs. We stand in solidarity with our transgender community and recognise the challenges they face and the strength it takes to live authentically.



Social Mobility

We are committed to increasing access to our firm and making sure that all individuals, including those from lower socio-economic backgrounds, have the support they need to advance their careers successfully with us. This commitment is reflected in our recruitment and inclusion strategies, as well as our collaborations with societal and charity partners.

- In 2023 we removed the minimum GCSE requirements (for BrightStart) and A-Level criteria (for Graduate, Industrial Placement & Summer Vacation Scheme) to increase accessibility, particularly for those from lower socio-economic backgrounds.
- Our new graduate success profile mitigates bias by focusing on the skills, attributes, and competencies required for a role, rather than traditional markers such as educational background or previous experience.
- Our '[Aspire Insight Experience](#)' programme continues to provide support to A-level students from lower socio-economic backgrounds, with over 120 participants this year across three programmes.



As part of our commitment to transparency, this year we have, for the first time, reported our [disability and socio-economic background pay gaps](#). This will act as a baseline for measuring progress, ensuring we hold ourselves to account, and will also help us to refine our targeted inclusion plans.

Foreword

Pay Report

Inclusion at Deloitte

Appendices

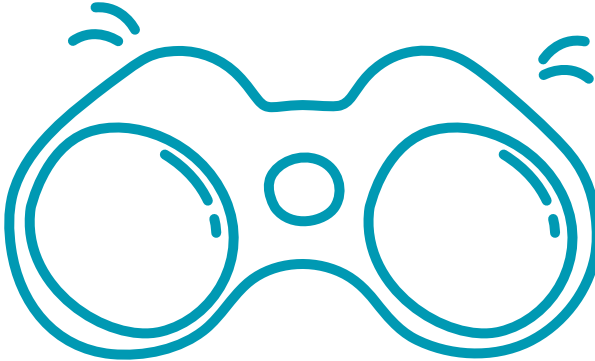


Looking ahead

We are proud of the progress we have made this year, in particular achieving our 2025 gender and ethnicity targets a year early, but we know we still have more to do. Engaging with, and listening to our people remains imperative to informing our priorities. Alongside embedding existing initiatives, our priorities in the coming year will include:

- A continued focus on our Black Experience and setting a 2030 target for ethnic minority partner representation.

- Using our inaugural pay gap data for disability and socio-economic backgrounds to help refine our plans and key areas of focus for these groups.
- Embedding and role modelling our enhanced parent and carer support.
- Continuing to support the development and progression of our women and colleagues from an ethnic minority background through the launch of the third cohort of our Future Leaders Programme.



- Expanding our Reverse Mentoring programme, helping more of our senior leaders to better understand the lived experience of our underrepresented groups.
- Showcasing and celebrating our diverse role models at all levels of the firm.

Our actions will continue to be driven by data and we will work with our diversity networks, Inclusion Council and Ethnicity Council to support all our people to thrive.

Foreword
Pay Report
Inclusion at Deloitte
Appendices

Appendices

Pay gap reporting

The gender pay gap shows the difference in the hourly rate of pay between the median man and the median woman in an organisation, expressed as a percentage of the median man's earnings. A gender pay gap can be driven by a number of factors, including a lack of women in senior positions.

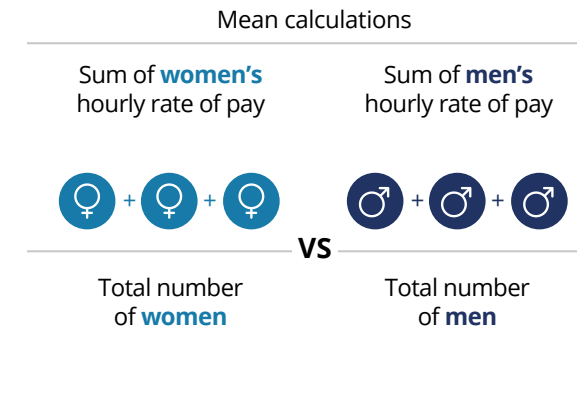
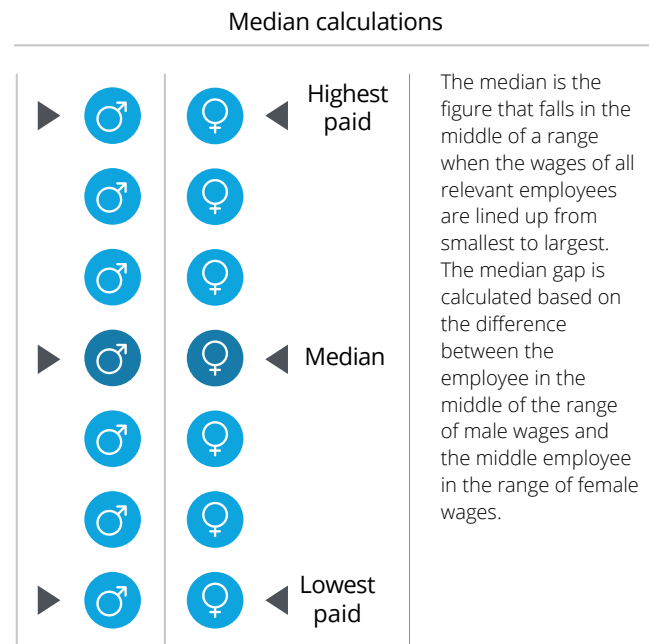
It is important to note that this is different to the issue of equal pay – the legal requirement to pay men and women the same for equal work – which is governed by the Equality Act 2010.

Organisations must follow the calculation methodology set out by the 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 and socio-economic background are not 100%. Any individuals with undisclosed characteristics are excluded from our calculations.

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

Distinguishing between median and mean



Gender pay gap – 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 & Legal and Enabling Functions businesses). Under the regulations we are required to report our gender pay gap data for each of these entities, as set out below.

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

Deloitte LLP	Apr 24
Gender pay gap using mean hourly pay	13.3%
Gender pay gap using median hourly pay	12.1%
Gender bonus gap using mean bonus	44.4%
Gender bonus gap using median bonus	28.5%
Proportion of males who received a bonus	83.4%
Proportion of females who received a bonus	84.2%

Proportion of males and females in each quartile band		
	Male	Female
	FY24	
Upper	58.7%	41.3%
Upper middle	52.1%	47.9%
Lower middle	46.1%	53.9%
Lower	49.8%	50.2%

Deloitte MCS	Apr 24
Gender pay gap using mean hourly pay	13.5%
Gender pay gap using median hourly pay	14.7%
Gender bonus gap using mean bonus	50.2%
Gender bonus gap using median bonus	30.8%
Proportion of males who received a bonus	94.7%
Proportion of females who received a bonus	93.4%

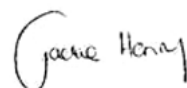
Proportion of males and females in each quartile band		
	Male	Female
	FY24	
Upper	67.8%	32.2%
Upper middle	63.3%	36.7%
Lower middle	53.5%	46.5%
Lower	49.0%	51.0%

Declaration

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



Philip Mills
UK Managing Partner



Jackie Henry
UK Managing Partner People & Purpose

Foreword

Pay Report

Inclusion at Deloitte

Appendices

Gender pay gap – year-on-year comparisons

Deloitte LLP	Mean		Median	
	FY23	FY24	FY23	FY24
Gender pay gap	14.6%	13.3%	13.0%	12.1%
Gender bonus gap	47.2%	44.4%	37.8%	28.5%

Deloitte LLP	Male		Female	
	FY23	FY24	FY23	FY24
Proportion of males and females receiving a bonus payment	63.7%	83.4%	65.1%	84.2%

Deloitte LLP	Male		Female	
	FY23	FY24	FY23	FY24
Proportion of males and females in each quartile band				
Upper	60.5%	58.7%	39.5%	41.3%
Upper middle	53.4%	52.1%	46.6%	47.9%
Lower middle	46.7%	46.1%	53.3%	53.9%
Lower	49.9%	49.8%	50.1%	50.2%

Deloitte MCS	Mean		Median	
	FY23	FY24	FY23	FY24
Gender pay gap	15.5%	13.5%	13.4%	14.7%
Gender bonus pay gap	45.6%	50.2%	24.7%	30.8%

Deloitte MCS	Male		Female	
	FY23	FY24	FY23	FY24
Proportion of males and females receiving a bonus payment	76.0%	94.7%	71.4%	93.4%

Deloitte MCS	Male		Female	
	FY23	FY24	FY23	FY24
Proportion of males and females in each quartile band				
Upper	69.3%	67.8%	30.7%	32.2%
Upper middle	62.0%	63.3%	38.0%	36.7%
Lower middle	54.6%	53.5%	45.4%	46.5%
Lower	49.3%	49.0%	50.7%	51.0%

Foreword

Pay Report

Inclusion at Deloitte

Appendices



Deloitte.

Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte LLP is a limited liability partnership registered in England and Wales with registered number OC303675 and its registered office at 1 New Street Square, London EC4A 3HQ, United Kingdom.

Deloitte LLP is the United Kingdom affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. [Please click here to learn more about our global network of member firms.](#)

© 2024 Deloitte LLP. All rights reserved.

Designed by CoRe Creative Services. RITM1771521