



2021 Diversity, Equity, and  
Inclusion (DEI) Transparency Report

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## **About the cover art**

Growth and renewal are two meanings ascribed to leaves throughout the world. We consider their significance both relevant and powerful at this point in our organizational history as we take action to drive more positive and purposeful impact. We aim to foster a culture where all our professionals can connect, belong, and grow. Our Diversity, Equity, and Inclusion (DEI) Transparency Report helps us understand the path we must take to forge ahead and do better.

# Change isn't just coming, it's here.

## A message from Joe Ucuzoglu, chief executive officer, Deloitte US, and Janet Foutty, executive chair of the board, Deloitte US

Over our 175+ years serving clients, Deloitte's purpose has been unwavering: to make an impact that matters. This purpose is deeply woven into the fabric of our organization. It guides our interactions with our people, our clients, and our communities—and it is integral to our diversity, equity, and inclusion (DEI) strategy.

We are proud of our long-standing commitment to fostering a workplace where our people can connect, belong, and grow. Over the past three decades, Deloitte has helped shape corporate America's diversity and inclusion landscape, starting in the 1990s, when we became one of the first professional services organizations to establish women's advancement and diversity initiatives.

Over the years, we deepened our understanding of the evolving societal issues and broadened our focus to further our commitment to our people and our communities. From our advocacy for LGBTQIA+ marriage equality to the launch of veteran employment initiatives to the expansion of our workforce well-being program, we have tried to anticipate, respond to, and nurture positive and necessary change. This past, unprecedented year—marked by heightened social injustice and a global health crisis—placed the deeply entrenched racial inequities in our society front and center. It became clear that we needed to significantly shift and accelerate our strategy to honor our commitment.

By exploring our data and having honest conversations with our people and our stakeholders, we've gained a better understanding of the work we need to do to further enhance the representation of our workforce and cultivate a more rewarding talent experience for all our professionals. We strive for an experience that is meaningful to people of all backgrounds—one that

enables them to show up authentically, grow to their full potential, and live a purposeful life. The ongoing pandemic and fight for racial justice illuminate just how important this work is, not only within Deloitte, but across all of our communities.

As we explore opportunities to make a greater impact, we reinforce our commitment to being in this for the long term—well past fluctuations in the news cycle. We are focusing on root causes, embedding diversity, equity, and inclusion into every aspect of the way we operate and inspiring inclusive prosperity within communities by examining and taking action on societal systems that perpetuate inequities.

As we enter this new phase of our journey, it is our privilege to welcome our new Diversity, Equity, and Inclusion leader, Kavitha Prabhakar. She shares our perspective that, as professionals and humans, we are all inextricably linked. When we help remove obstacles in our communities that stand in the way of people achieving their very best, we strengthen society as a whole. We recognize there is critical work to do now and in the future. To do this work, our organization must acknowledge the reality of where we stand and the progress we need to make internally and in our communities. This inaugural Diversity, Equity, and Inclusion Transparency Report is an important step in this process.

Our greatest strength as an organization is and will always be our people. Thank you for making our legacy rich and our future bright. We look forward to continuing this journey together.



**Joe Ucuzoglu**  
Chief Executive Officer  
Deloitte US



**Janet Foutty**  
Executive Chair of the Board  
Deloitte US

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# Listening. Learning. Leading.

## A message from Kavitha Prabhakar, chief diversity, equity, and inclusion officer, Deloitte US

I am humbled and honored to take on the role of Deloitte's Chief Diversity, Equity, and Inclusion Officer. During my 22 years at Deloitte, I have watched the firm grow, and I am proud of how we've adapted to meet the needs of our people, our stakeholders, and our communities. It's been an inspiring and hopeful evolution, and yet there is still more work to be done.

This report takes a critical look at our current state, both from a quantitative and qualitative perspective. We share representation data for our US workforce as well as additional data views including representation across leadership, job roles, generations, and components of the talent life cycle. We also set goals for what we want the future to be. When it comes to representation, for example, we are committing to the following goals for the Deloitte US workforce:

- Increase the number of Black and Hispanic/Latinx professionals in our US workforce by 50% by 2025; this is an input to our goal of increasing the overall racial and ethnic diversity\* of our US workforce to 48% by 2025
- Increase US workforce female representation to 45% by 2025
- Increase the representation of racially and ethnically diverse US Partners, Principals, and Managing Directors (PPMDs) to 25% by 2025
- Increase the number of female US PPMDs by 25% by 2025

These are just some of our diversity, equity, and inclusion aspirations. Many others are shared throughout this report, where we explore the many dimensions of our DEI current state and forward-looking approach.

Both setting and pursuing these goals requires a comprehensive understanding of our current state. Having a clear sense of what we are doing well and where we need to improve will better equip us to identify and address the needs of our people and our communities. The insights and findings in this report help indicate where we must focus to drive meaningful progress. It is our call to action—to act on opportunities for growth, assess systemic challenges at hand, and create strategies and solutions to overcome them.

As a data-driven organization, we know how important metrics can be in charting a path forward, promoting transparency, and holding each other accountable. However, data cannot, and will not, be the only basis for determining our course of action. The experiences of our people are an equally important aspect of this report and the work that lies ahead. Many of our people have shared their stories with us—some of which are included in this report—and for that I thank them. Their journeys remind us that behind each data point, there's a unique human experience. Their voices and sentiments, as well as the data and insights from this report, will guide us as we continue to grow together.

The conversations we are having about diversity, equity, and inclusion within and outside of Deloitte, between individuals and among groups, in the business community, and across society at large are incredibly complex. And we are having them with more courage and resolve than ever before. While we cannot be sure that all of these conversations and actions will have the intended impact, we will learn from them every step of the way. We are confident that this report and our continued engagement with a broad network of stakeholders, most importantly our own people, will help us change and thrive together.



A handwritten signature in dark ink that reads "Kavitha".

**Kavitha Prabhakar**  
Chief Diversity, Equity, and Inclusion Officer  
Deloitte US

\*Diverse racial and ethnic groups include Asian, American Indian/Alaska Native, Black, Native Hawaiian/Pacific Islander, those who identify as multiracial, and professionals whose ethnicity is Hispanic/Latinx.

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# Going Beyond the Data

We'd like to thank our colleagues who offered the statements you'll see throughout this report. It is their authenticity—and the authenticity of all our people—that we endeavor to champion.





# Reflecting on Our Progress

## The evolution of our DEI journey

Deloitte has a long history of working to shape corporate America’s inclusion landscape. We are proud to have made early investments in our people and our culture. Much has changed over the years, and much work remains to be done, but our commitment to learning from and continuously evolving our diversity and inclusion approach has remained constant.

Behind our big “firsts” in the industry—naming the first woman chair in 2003, the first Hispanic CEO in 2011, and the first woman CEO in 2015 of any Big Four firm—are numerous Deloitte initiatives and community collaborations aimed at building a diverse and inclusive workforce. We expanded on the foundation of our initial diversity initiatives to address race, ethnicity, and inclusion with an intersectional\* perspective. From connecting professionals across interests and identities to educating Deloitte professionals on inclusive leadership, we have aspired to build community, encourage authenticity, engender allyship, and broaden access to opportunity.

Underlying our DEI efforts is an intense focus on workforce well-being. Early on, we recognized the connection between these philosophies and have steadily enhanced our approach and resources for supporting the physical, mental, financial, and social health of our people. These efforts have proved invaluable in supporting our people through the continuing stress and uncertainty of the pandemic.

\*Deloitte uses the term intersectionality, originally conceived by Kimberlé Crenshaw, and acknowledges that social identities, such as race, gender, sexuality, class, marital status, ability, and age, overlap and intersect in dynamic ways that shape each individual.<sup>1</sup>

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**REFLECTING ON OUR PROGRESS**

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A STRATEGY FOR MEANINGFUL CHANGE

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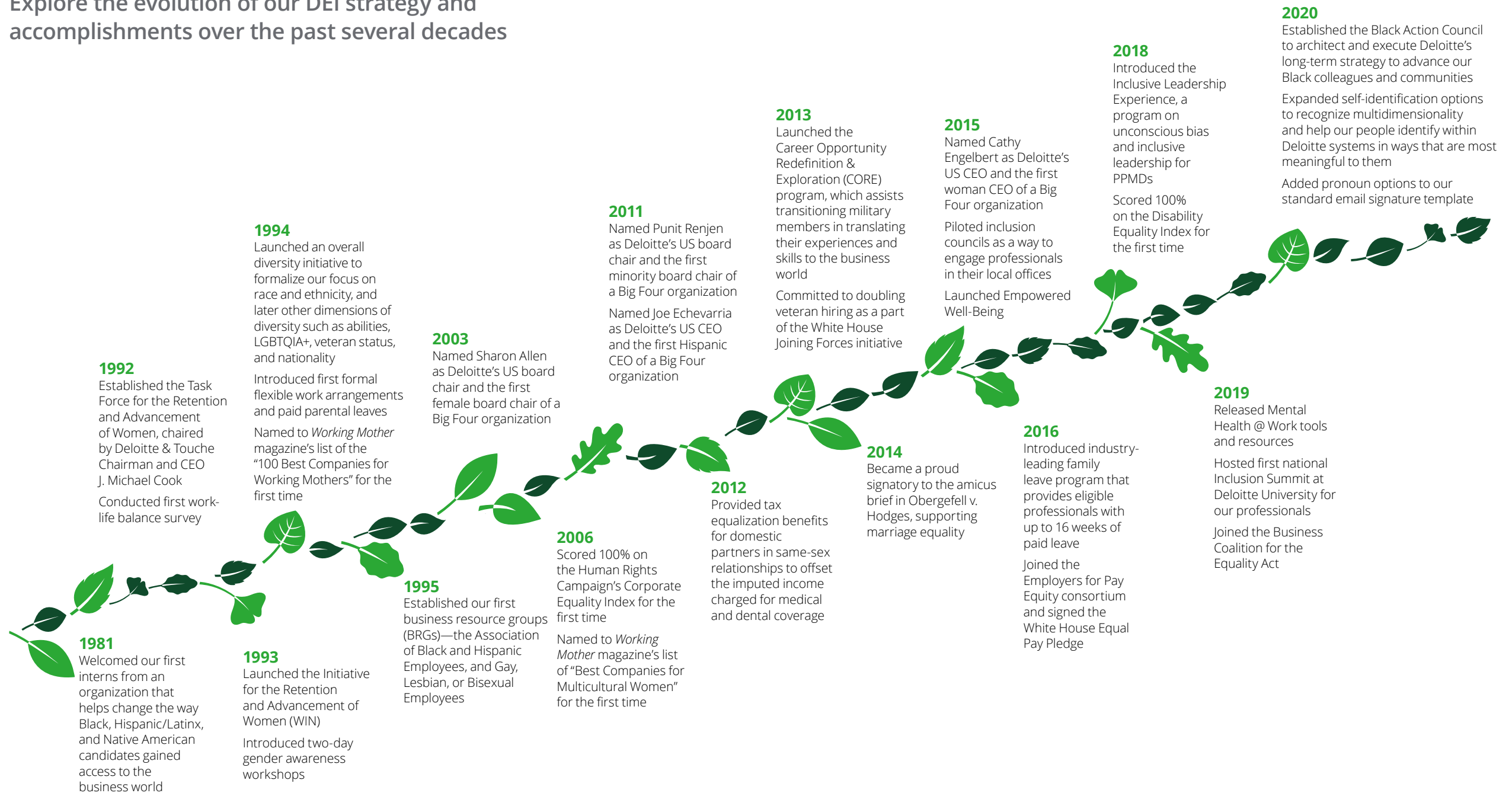
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# Explore the evolution of our DEI strategy and accomplishments over the past several decades



# A Strategy for Meaningful Change

## Our plan for making an impact that matters

As an organization powered by our people, we continue to strive toward more equitable and rewarding talent experiences for our professionals.

Over the years, we've overcome obstacles, bridged gaps, and aligned to new ways of thinking. As the momentous events of 2020 continue to shape how we live and work—and the depth and breadth of systemic inequalities are laid bare—we are again evolving our strategy.

While our mission of delivering a world-class talent experience remains the same, we are adding equity to the diversity and inclusion approach. Equity is a critical lens through which we will examine our existing systems, processes, and policies to continue to enhance opportunities to achieve success. With this focus, we aim to improve the talent experience for our professionals.

Throughout this report, you'll see this shift in strategy reflected. While we'll continue to focus on areas that have been—and continue to be—important to our people, such as well-being and inclusion, we are reorganizing our efforts across four priority areas to enact even greater change and deliver lasting impact.

**Diversity and equity**—Continued focus on creating a meaningful talent experience for all professionals, striving for a diverse, representative workforce, and promoting processes that provide even more opportunities for all our professionals.

**Inclusion and belonging**—Strengthening our inclusive culture to empower people to be their authentic selves, feel like they belong, have courageous conversations respectfully, and develop genuine relationships.

**Workforce well-being**—Integrate well-being into our work at the organizational, team, and individual levels.

**External impact**—Make an impact that matters in our communities by promoting inclusive economic prosperity, addressing gaps in education, and increasing access to employment opportunities.

Underpinning all of our priority areas is a deep awareness and commitment to increasing the accountability of our leaders. In a partnership, such as Deloitte, our leaders play a unique role in advancing progress at the firm. We will work to ensure that each of our leaders is active in building a better Deloitte across all priority areas.

*“Now is the time for us to be bold, challenge orthodoxies, inspire change, and strive to be at the forefront of diversity, equity, and inclusion. As your Chief DEI Officer, I am committed to enhancing our inclusive culture, one which supports our people, amplifies how we lead with our clients, and promotes change in society by investing in our communities.”*

**Kavitha Prabhakar**  
Chief DEI Officer, Deloitte US

### A note on our data:

- Metrics in this report are rounded to the nearest tenth (thus, some totals may not add to 100%)
- Workforce representation, leadership representation, and advancement data are from our current fiscal year (FY2021) and are as of November 2020
- Talent Survey results, recruitment, and retention data are as of FY2020

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# Diversity and Equity

Continued focus on creating a meaningful talent experience for all professionals, striving for a diverse, representative workforce, and promoting processes that provide even more opportunities for all of our professionals

## Defining and measuring progress

Diversity and equity guide how we approach our workforce strategy, and they also fuel and influence how we operate as a business.

### How Deloitte defines diversity and equity

**Diversity:** The characteristics with which we are born and gain through experience, both seen and unseen, that make us different and similar.

**Equity:** The outcome of diversity, inclusion, and anti-oppression wherein all people have fair access, opportunity, resources, and power to thrive with consideration for and elimination of historical and systemic barriers and privileges that cause oppression.

These terms may be familiar, but these definitions are more than just context—they are a foundational component of how our people communicate and internalize these important topics.

While our strategy has evolved over the years, we have always grounded our approach in data. Being a data-driven enterprise means conducting a comprehensive analysis of our current state, gathering both quantitative and qualitative data, identifying our biggest opportunity areas, and charting a measurable path forward. With this report, we are providing greater transparency and insight into these findings, which we know is valued both within and outside Deloitte.

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## Representation: Looking at our US workforce composition

A review of our representation data for the US-based workforce, which is made up of more than 65,000 professionals, provides a starting point to identify what's working well and where we can do better. We are encouraged to see consistent growth in key areas of representation, particularly for Black, Hispanic/Latinx, and multiracial professionals. While growth for female representation is positive, there is more work to be done.

### Key observations:

Since FY2018, we've seen:

- 10.0% growth for Black representation (from 6.0% to 6.6%)
- 12.1% growth for Hispanic/Latinx representation (5.8% to 6.5%)
- 24.1% growth for multiracial representation (2.9% to 3.6%)
- 2.6% growth for female representation (42.8% to 43.9%)

In the past, we collected representation data by race,<sup>2</sup> ethnicity, and gender for legal reporting requirements. As our understanding of multidimensionality grew, we wanted to give our people the ability to identify in additional ways within Deloitte systems. In fall 2020, we launched a campaign that provided new self-identification (self-ID) options, including expanded choices related to race, multirace, gender identity, and sexual orientation. These voluntary disclosures are aimed at creating a space for people who want to express various aspects of their identity and, in the process, enable leadership to tailor our DEI strategy to meet the unique needs of our professionals.

### Overall Deloitte FY2021 US workforce representation<sup>3</sup>

(Total US workforce headcount: 65,316)

■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable

#### Race (%)



■ Hispanic/Latinx 
 ■ Male 
 ■ Female

#### Ethnicity (%)



#### Gender (%)



## Our approach to gender and ethnicity

**Sex and gender:** Historically, we've mirrored our gender reporting selections to match definitions set out by legal reporting requirements. However, we recognize that not all peoples' gender identities match their sex assigned at birth. As we continue to expand our self-identification options, we are actively looking for ways to capture gender as a spectrum and honor all gender identities. For the purposes of this report, we include sex identifiers (male/female) under the category of "gender" when referring to Deloitte data, as that is how it is currently captured in Deloitte systems.

**Race and ethnicity:** We disaggregated race and ethnicity to better represent professionals' identities and to acknowledge that race and ethnicity are not mutually exclusive. We continue to broaden our understanding of race and ethnicity and the gaps that the current reporting categories create, such as not providing options that resonate with professionals who identify with nationalities or ethnic groups that originate in the Middle East or North Africa. We are actively looking for ways to build a more comprehensive picture of our professionals' overlapping racial and ethnic identities.

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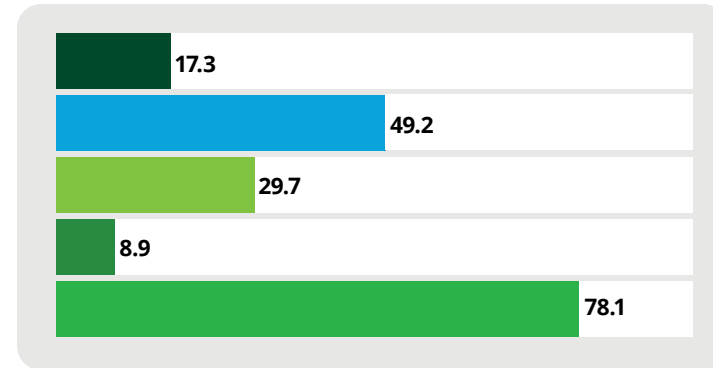


As a result of our recent self-ID campaign, we now have the ability for professionals to expand upon racial and gender identities in more meaningful ways. Multiracial professionals are also now able to share their personal information to reflect the intersection of their identities. Of those who identified as two or more races prior to the self-ID campaign, 61.4% updated their race information.

We also recently expanded options for Asian professionals to identify with specific geographies, including East Asian, South Asian, and Southeast Asian. As our professionals continue to share additional aspects of their identities, we will incorporate that information into future reports.

### 2+ races decomposition (%)\*

■ American Indian/Alaska Native  
 ■ Asian  
 ■ Black  
■ Native Hawaiian/Other Pacific Islander  
 ■ White



\*Breakout percentages for two or more races add up to more than 100% because professionals could select to identify as more than one race. 38.6% of multiracial professionals have not updated their records to reflect their identities and are not reflected in this chart.

*“From a personal perspective, and as a first-generation Chinese American woman, the expanded self-ID options are meaningful to me. I see this data as an enabler for the firm to better understand challenges various Asian populations may face in the workplace, in addition to allowing us to provide targeted support as events take place in the world, such as the overt and sometimes violent acts of racism against East Asians in the United States during the spread of COVID-19. It will allow us to narrow in on specific actions within Deloitte and to expand on the work we’ve started with the East Asian Diversity Initiative.”*

**Alice Kwan (she/her/hers)**  
Principal, Deloitte Consulting LLP

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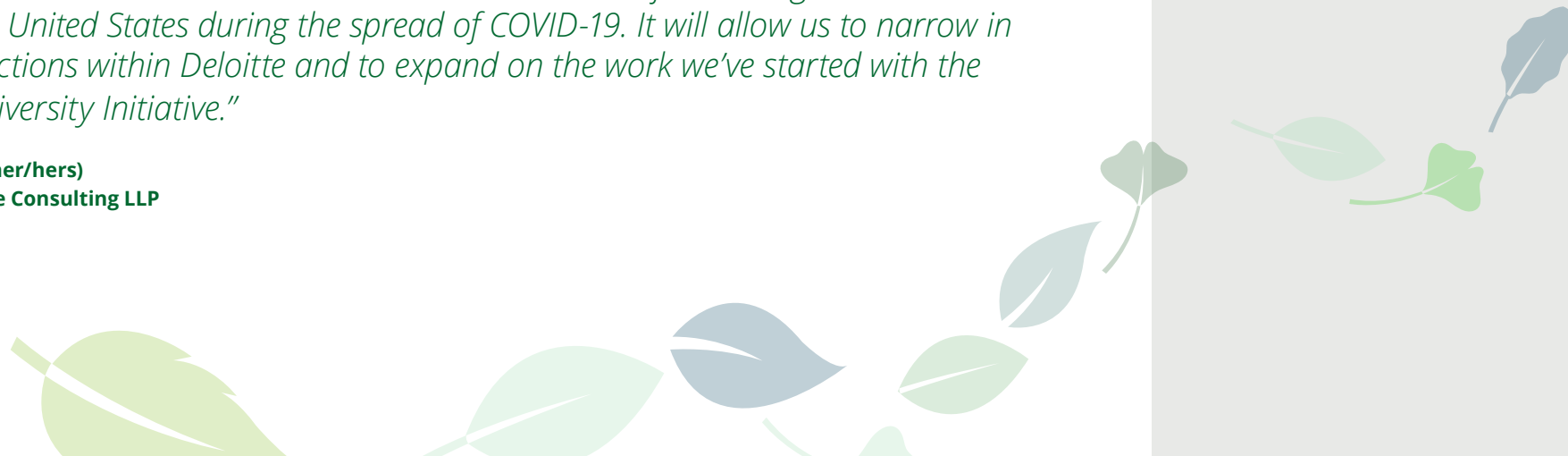
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Every role in the firm is critical to delivering success to our clients and impact to our organization and communities. One way we look at our workforce data is through the role that professionals play. For example, we group roles by those that primarily serve external clients (Client Service) and those that lead and support firm operations (Enabling Areas). Functions such as Accounting, Finance, Marketing, Office of General Counsel, Risk, and Talent fall within Enabling Areas.

Upon reviewing data by job role, we observe differences in representation across both groups. There is a

greater percentage of Asian professionals within Client Service compared with representation in the firm overall. Conversely, there is a lower percentage of Asian professionals within Enabling Areas when compared with overall Asian representation. The percentage of Black, Hispanic/Latinx, and female professionals in Enabling Areas exceeds overall firm representation for each of these cohorts. These differences affirm that we need to continue to sponsor professionals of these cohorts in all job roles and support their advancement to leadership roles regardless of career model.

A deeper dive into representation by job level on the following page reveals greater representation of Black, Hispanic/Latinx, multiracial, and female professionals at junior levels. We view this as a sign of progress as we seek to increase representation in our internal talent pipeline through organic promotion\*. However, we acknowledge the critical role that recruitment plays in helping to increase overall representation. There is an opportunity to be more bold in our experienced hire recruiting strategy for these groups.

### Deloitte FY2021 US workforce representation by job role\*\*

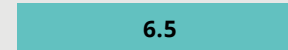
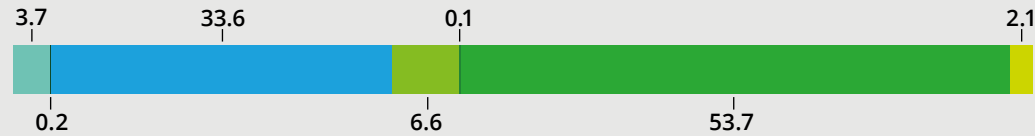
■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable 
 ■ Hispanic/Latinx 
 ■ Male 
 ■ Female

#### Race (%)

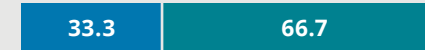
#### Ethnicity (%)

#### Gender (%)

Client service roles



Enabling areas roles



\*Partner and Principal admissions and Managing Director promotions are included in overall promotions.

\*\*Representation of race, ethnicity, and gender by job role does not include PPMs.

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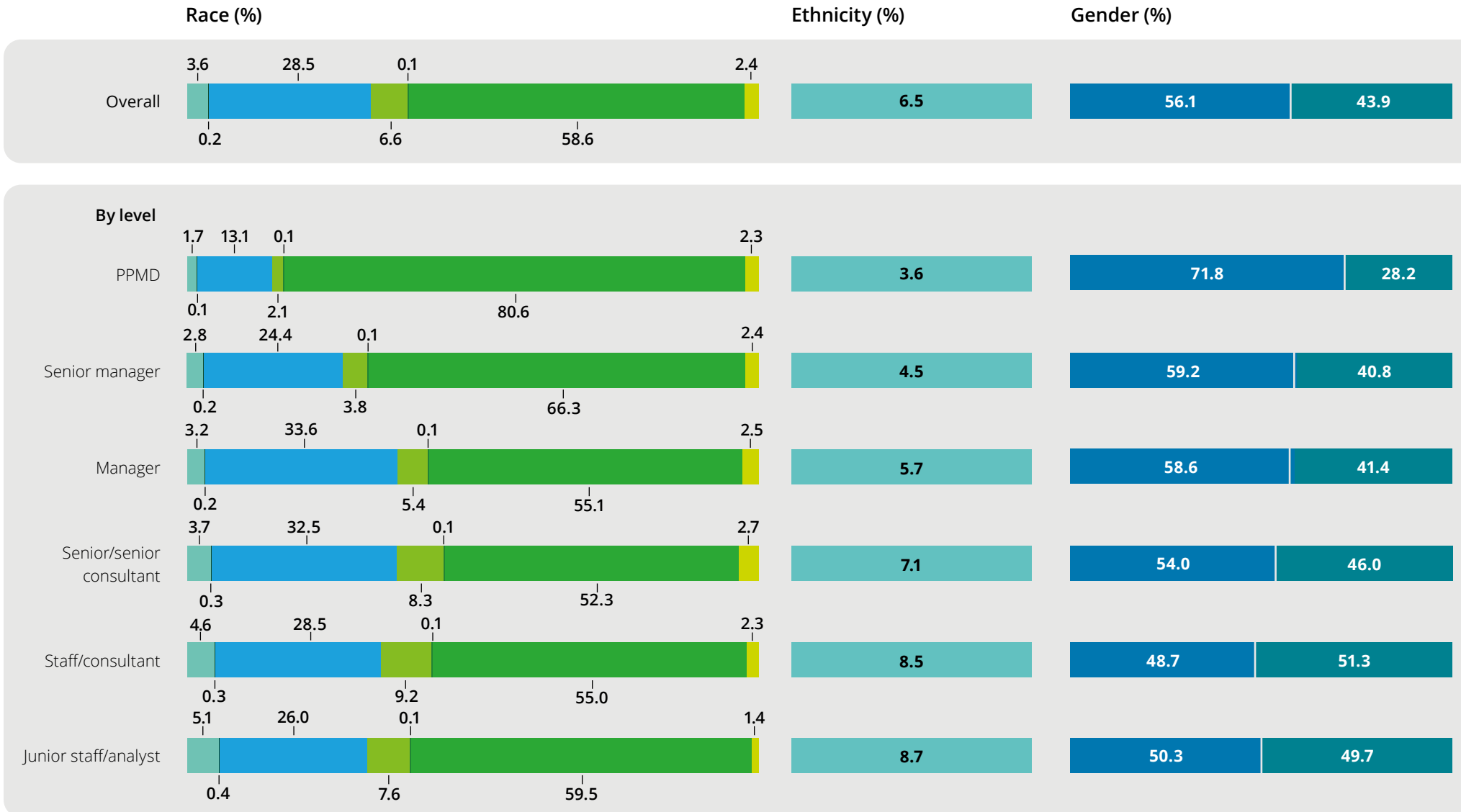
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## Deloitte FY2021 US workforce representation by level

■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable 
 ■ Hispanic/Latinx 
 ■ Male 
 ■ Female



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### Representation: Examining US leadership diversity

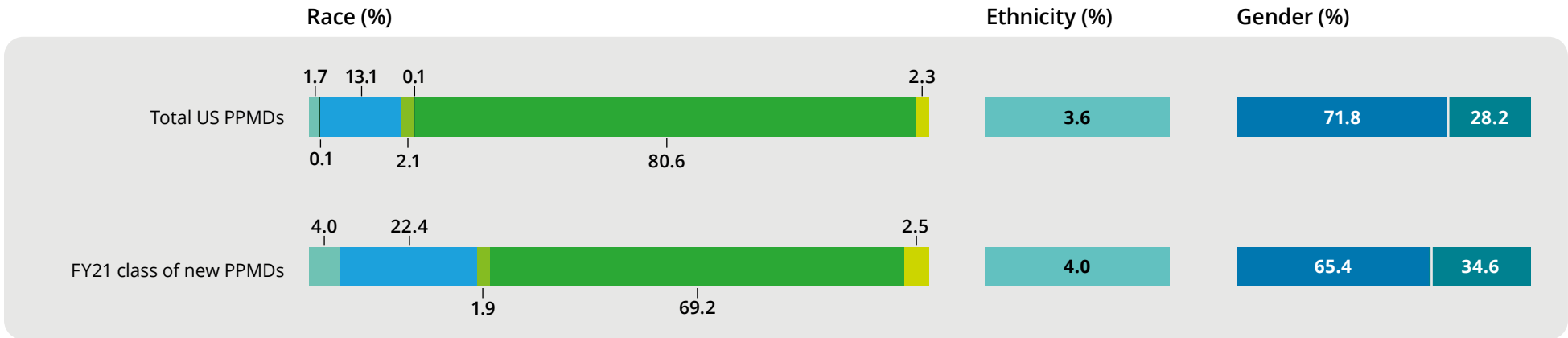
Diverse representation at our leadership levels is not only critical to making progress against our DEI goals, but also allows us to bring diversity of thought to our clients, talent markets, and our communities. We also realize how important it is to have our people see themselves in leadership, which is why we remain committed to increasing the demographic diversity of our overall PPMD group.

Here, we share the representation of our latest PPMD class in comparison to overall PPMD representation. If we maintain this trajectory and continue to diversify the pipeline of candidates who are directly admitted or hired to PPMD, we will make strides toward our goal of PPMD representation that more closely reflects the overall diversity of our society.

Progress toward this goal relies on intensifying our efforts that result in the increased promotion, advancement, and retention of female professionals and professionals of racial groups whose representation in the latest PPMD class is lower than overall PPMD representation.

### Deloitte FY2021 US workforce current PPMD and new PPMD representation

■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable 
 ■ Hispanic/Latinx 
 ■ Male 
 ■ Female



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Our formal leadership positions, for which the PPMD group is the pool of candidates, should also more closely reflect the overall gender, race, and ethnic makeup of our organization and society. The business world at large is becoming aware of the advantages of a diverse board: Between 2010 and 2018, the number of Fortune 500 companies with greater than 40% board overall diversity nearly tripled, from 54 to 145.<sup>4</sup> As talent, client, and supplier demographics shift, we must strive to instill diversity in key leadership positions and be willing to reshape structures where necessary. Not only is representation in leadership roles important to our staff as they seek to advance, but it is also critical to the development and growth of our PPMDs. Across the various leadership groups, we see the following trends:

### US Board of Directors:

- **Role:** The Board of Directors is responsible for oversight of executive leadership, as well as candidate development and succession planning for the offices of CEO and Chair.
- **Data:** Board representation consists of PPMDs who are 40% female, 5% Asian, 15% Black, and 5% multiracial. There is an opportunity to increase the representation of Asian PPMDs and PPMDs of other racial cohorts,\* all of which are below current PPMD representation. Furthermore, there is no representation of Hispanic/Latinx PPMDs on the board, highlighting an opportunity to improve ethnic diversity.

### US Executive Leadership Team:

- **Role:** The Executive Leadership Team is a cross-functional group of PPMDs led by our CEO to drive our strategy and operations.
- **Data:** Executive Leadership Team representation consists of PPMDs who are 38.7% female, 9.7% Asian, and 9.7% Black. There is an opportunity to increase the representation of Asian PPMDs and PPMDs of other racial cohorts, all of which are below current PPMD representation. Furthermore, Hispanic/Latinx PPMD representation (3.2%) is below overall PPMD Hispanic/Latinx representation (3.6%), highlighting an opportunity to increase ethnic diversity.

### US Client Service Leadership:

- **Role:** Client Service Leadership consists of Lead Client Service Partners and the Lead Business Partners for our client accounts. These leaders have the primary responsibility for managing critical relationships with our trusted clients and the important work we deliver to them.
- **Data:** Client Service Leadership representation consists of PPMDs who are 22.9% female, 9.4% Asian, 2.5% Black, 1.5% multiracial, and 0.1% Native Hawaiian/Pacific Islander. There is an opportunity to increase representation of women and PPMDs from all racially and ethnically diverse groups. Furthermore, Hispanic/Latinx PPMD representation (2.7%) is below overall Hispanic/Latinx PPMD representation (3.6%), highlighting an opportunity to improve overall diversity.

### US Local Managing Partners:

- **Role:** Local Managing Partners have geographic marketplace roles, are champions of local office culture, drive local growth agendas, and support community and office leadership within their geographies.
- **Data:** Local Managing Partners consist of PPMDs who are 26.6% female and 7.7% Black. There is an opportunity to increase the representation of women PPMDs, Asian PPMDs, and PPMDs of other racial cohorts, which are below current PPMD representation. Hispanic/Latinx PPMD representation (4.7%) is above the firm's average PPMD representation.

\*Other racial cohorts include 2+ Races, American Indian/Alaska Native, and Native Hawaiian/Other Pacific Islander.

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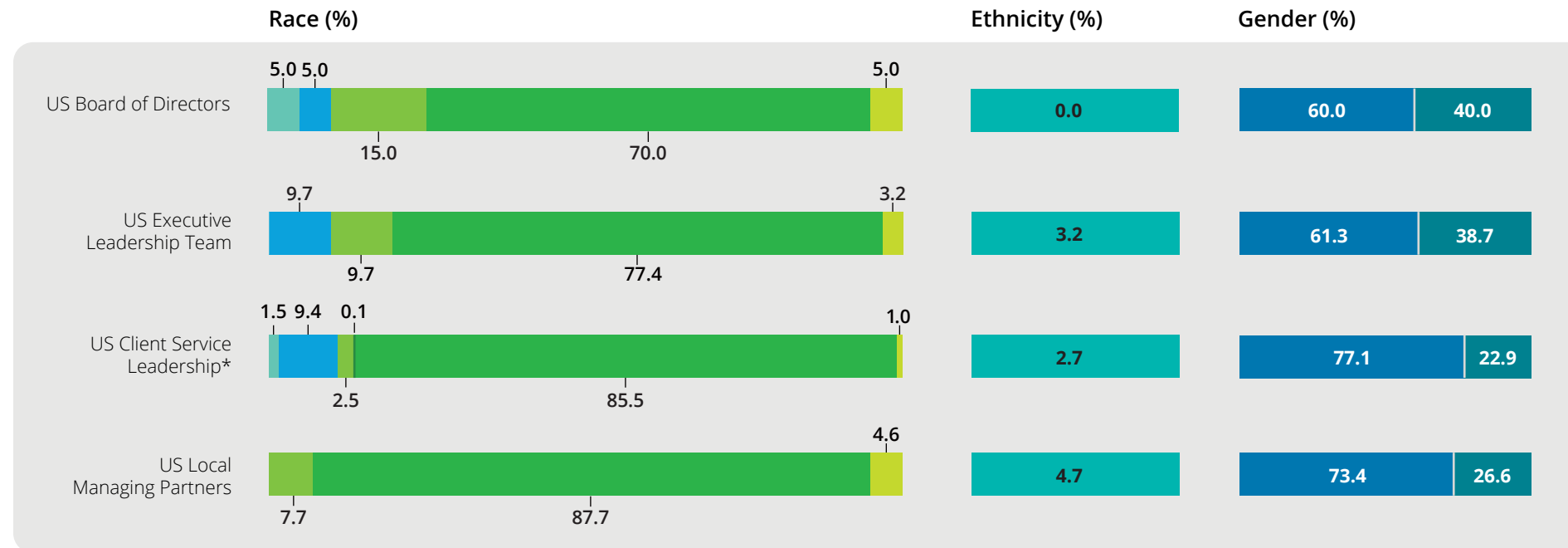
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## Deloitte FY2021 US leadership representation

■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable 
 ■ Hispanic/Latinx 
 ■ Male 
 ■ Female



\*Client service leadership: lead client service partners (LCSPs) and lead business partners (LBPs).

*“From increased creativity to stronger governance and improved problem-solving abilities, diversity equates to better business outcomes. We need to be thinking about and acting on inclusion in bold ways in our organizations. This starts with having a diverse and inclusive board, as that will lead the way for the entire company.”*

**Janet Foutty, Executive Chair of the Board, Deloitte US**

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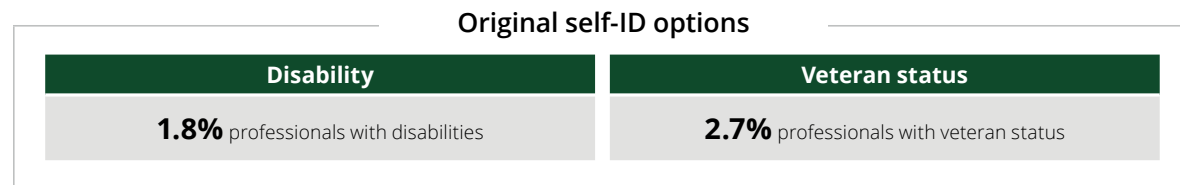
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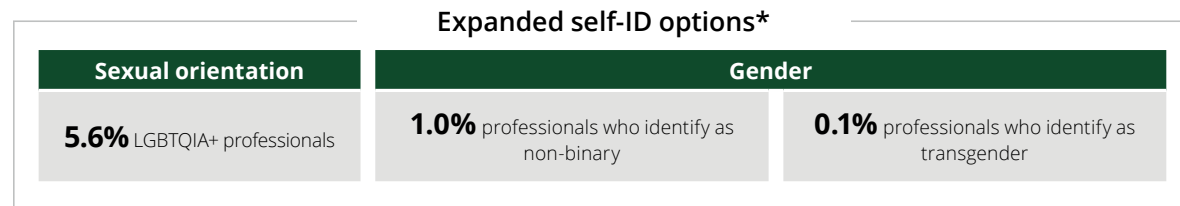
## Representation: Taking a multidimensional view of our people

A first important step in better serving our people is understanding who we are serving. Our initial efforts, and content in this report, are focused on race, ethnicity, and gender. With this as a starting point, we will have a strong foundation to build on as we work to take a more multidimensional approach in supporting professionals that identify as LGBTQIA+, veterans, and people with disabilities. Through self-identification, we've gained greater insight into representation across these critical dimensions, including professionals with disabilities and veterans.

### Deloitte FY2021 US workforce representation across self-identified dimensions



As of November 2020, 94% of US professionals have viewed their personal information in our talent portal. 30% of our professionals updated their personal information, including the original and expanded self-identification options. Here is what our people shared:



\*As of fall 2020, all professionals have the option to select LGBTQIA+, non-binary, and transgender as identities. Each of these percentages is out of total US respondents.

While we have introduced additional choices around these identities, we hope to continue to expand our identity selections as we learn more about the needs of our people. These optional selections are available to professionals year-round so professionals can update their profiles when it feels right to them. We expect representation in each of these categories to grow as we continue to focus on our culture of inclusion and our professionals feel increasingly empowered to share and self-identify. These collective numbers don't tell the whole story of the multiple, overlapping, and intersecting identities of our people, but they are key indicators of both our progress and the work still to be done. And the more information people share with us, the greater ability we have in developing systems and solutions that align to their needs.

## Using our capabilities to better understand our people

Human-centered design (HCD) is an approach that puts the professional and their experiences at the center of the problem-solving process. The goal is to elevate the human experience using principles of design. This helps us better discover, design, develop, and deliver impactful solutions that truly meet our people's "whole-self" needs.

**Veterans HCD Initiative:** Not all veterans are the same, yet they often have similar needs and goals as they transition from the military to the civilian workforce. We worked with many of our over 1,000 veterans, as well as caregivers and military spouses, to create a journey map that helps us understand the highs and lows of this transition and the capabilities that are needed to be successful in the market.

**People with Disabilities HCD Initiative:** Deloitte launched an HCD effort nationwide to better understand the experiences of people with disabilities, identify ways to improve accessibility, and create a more inclusive culture. Professionals with disabilities, advocates, and allies participated in interviews and workshops to begin brainstorming solutions with the goal of better capturing and meeting the needs of this community.

Both of these efforts have been essential in helping us understand where we're doing well, but more importantly, where there's room to improve. We look forward to using these insights to improve the talent experience for veterans and professionals with disabilities and applying our learnings to other cohorts.

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## Deloitte US generational representation

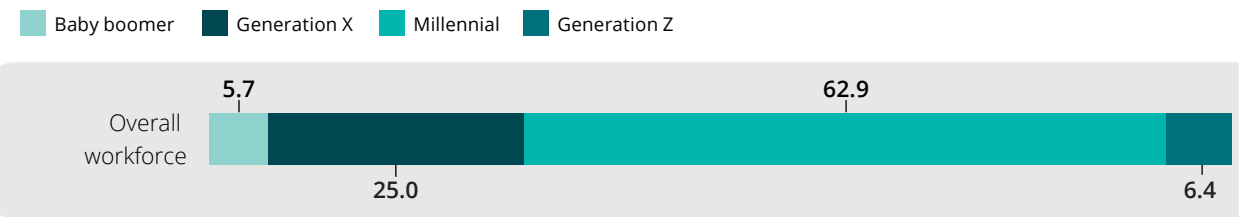
Today's Deloitte US workforce spans four generational categories<sup>5</sup> across all levels, with millennials comprising the majority of the Deloitte US workforce\*. Millennials and Generation Z represent 87.4% of professionals at less tenured levels (senior consultants and below). Generation X and baby boomers represent 52.7% of professionals in leadership positions (managers and above) and are represented across all levels of the organization.

Millennials, in particular, are looking for business leaders to serve as agents for positive change.<sup>6</sup> Their call for greater transparency around how businesses put purpose into action was a key impetus for this report. Regardless of generation, we are agile in meeting the needs of our people.

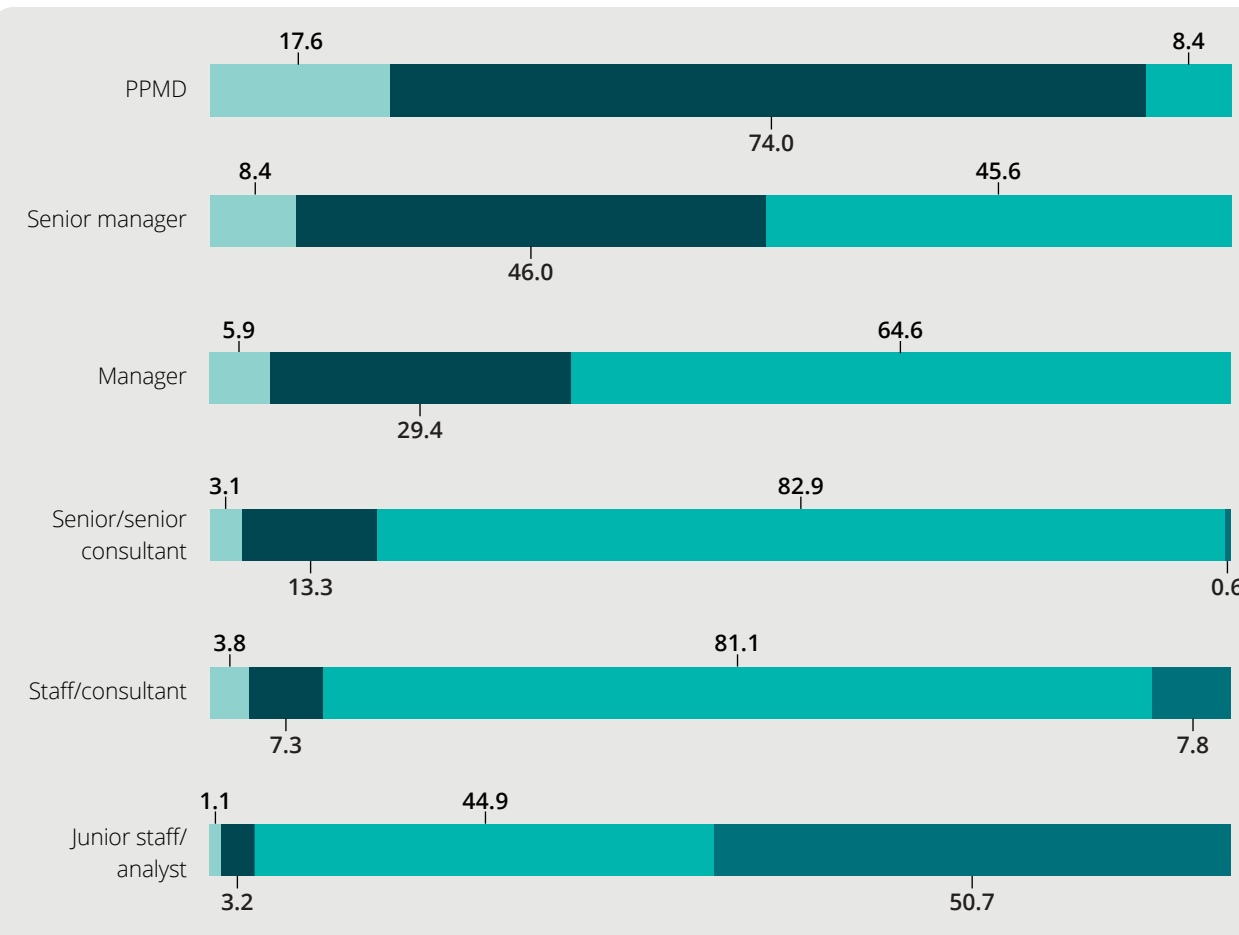


\* Baby boomer: Born 1946–1964; Generation X: Born 1965–1980; millennial: Born 1981–1996; Generation Z: Born 1997–2012.

## Deloitte FY2021 US workforce generational representation (%)



## Deloitte FY2021 US workforce generational representation by level (%)



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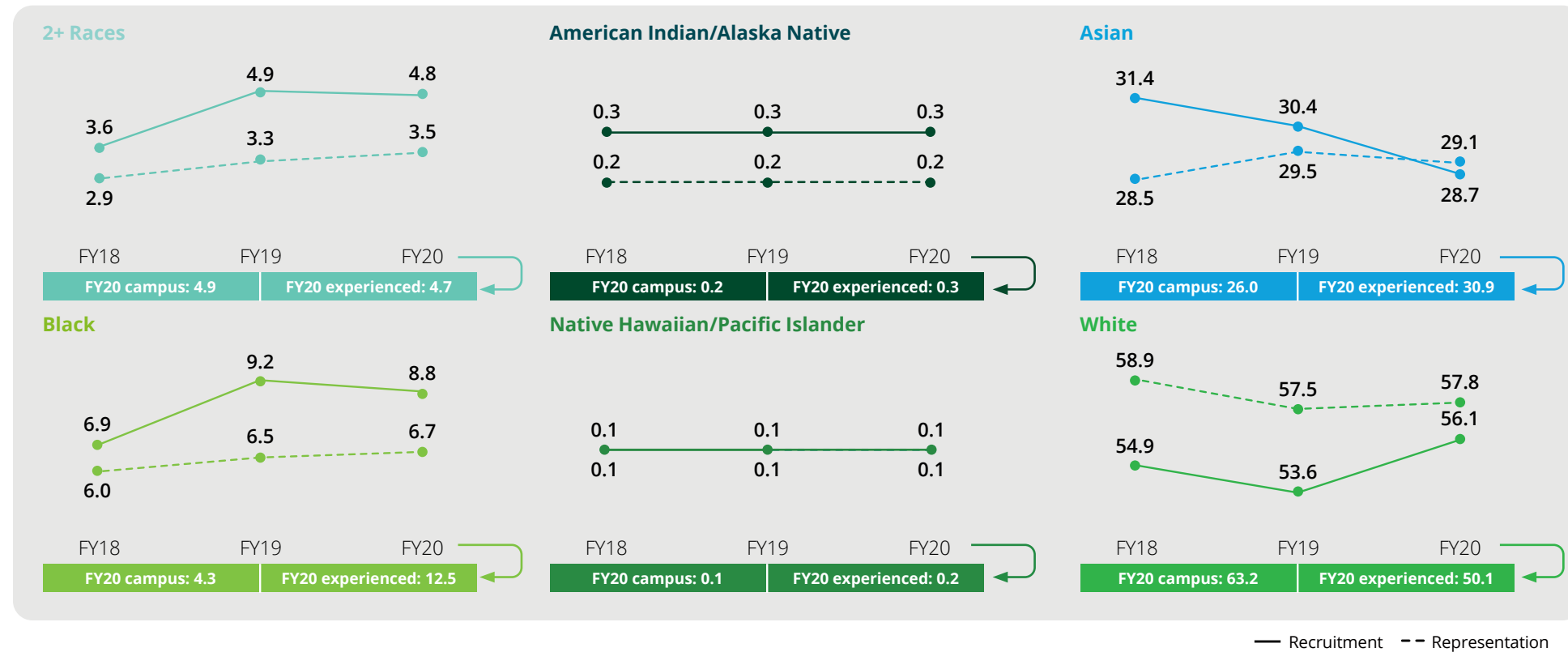
## Advancing DEI values and goals across our talent strategy

Addressing representation is not about a single program or initiative. DEI is embedded in all that we do—particularly in our recruitment, development and advancement, and retention strategies. The evolution of our efforts across these phases are aimed at strengthening our inclusive culture at the project and account levels, refining processes, cultivating future talent, and sustaining our workforce.

### Recruitment: Building a diverse workforce

Our recruiting efforts are focused on two pipelines: entry-level/undergraduate and graduate students (referenced as “campus hires” in the following chart) and experienced hires. Deloitte’s recruiting philosophy and associated activities anchor on our goal of identifying diverse talent and future leaders. To that end, we continue to invest heavily in innovative ways to connect with talent from a variety of backgrounds and experiences.

### Deloitte FY2018–FY2020 US workforce recruitment data (%) – Race



### Key observations

In examining our recruitment data for FY2020:

- 42.7% of our hires were from diverse racial groups.
- Black professionals comprised 8.8% of hiring, which is 31.3% greater than their representation in the firm.
- We hired American Indian/Alaska Native (0.3%) and multiracial (4.8%) professionals at levels above representation (0.2% and 3.5% respectively).
- We hired Native Hawaiian/Other Pacific Islander professionals at the same level as representation, contributing to unchanged representation for this cohort.

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In examining our recruitment data for FY2020:

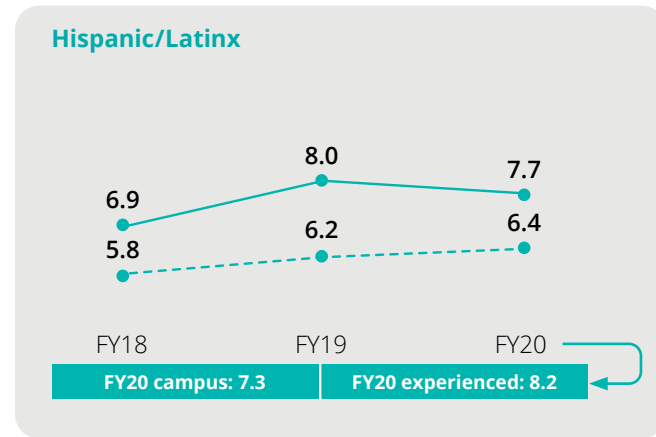
- We hired Hispanic/Latinx (7.7%) professionals at levels above representation (6.4%).

- Hiring of female candidates increased by 7.6% since FY2018.

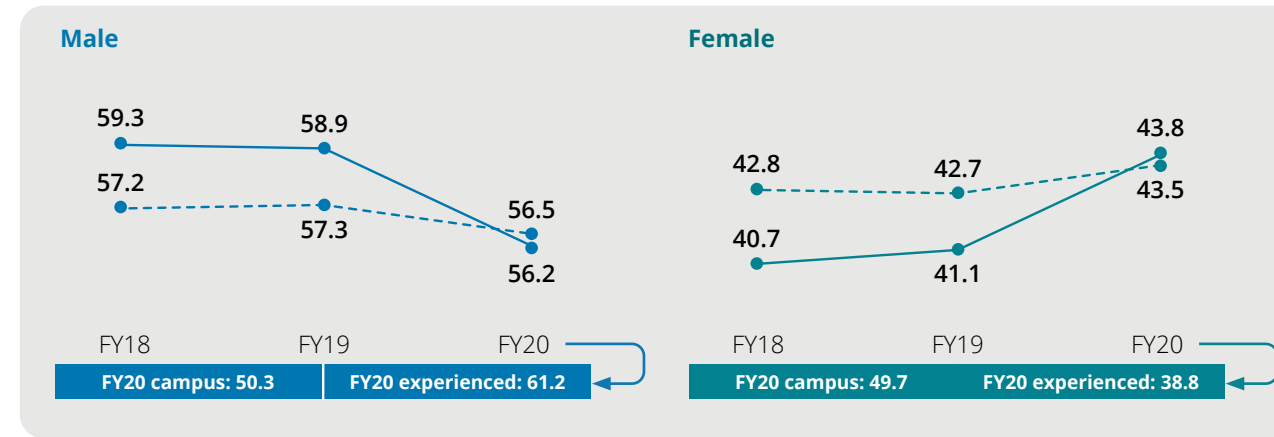
- 43.8% of our hires were female, which exceeded female representation (43.5%). However, the recruitment of experienced hire women in particular is a key priority area.

### Deloitte FY2018–FY2020 US workforce recruitment data (%)

#### Ethnicity (%)



#### Gender (%)



— Recruitment - - Representation

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The following steps place an emphasis on systemic changes in line with our efforts to focus greater on equity.

### Key steps we are taking to advance DEI campus/entry-level and experienced hire recruitment:

- **Strategic collaborations:** We invest annually in approximately 30 strategic sourcing relationships and alliances that assist in identifying top talent. These relationships and alliances span both our student and experienced hire recruiting efforts and include, but are not limited to Ascend, National Association of Black Accountants, Catalyst, Association of Latino Professionals For America, Out & Equal, Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), Management Leadership for Tomorrow (MLT), The Posse Foundation, AfroTech, Grace Hopper Celebration, and Lesbians Who Tech.
- **Artificial intelligence and robotics:** We are piloting artificial intelligence and robotics solutions to help reduce possible bias in early recruitment stages (e.g., application screening process) and increase the diverse slate of candidates we consider for open positions.
- **Recruiting teams:** We are diversifying and training our sourcing and recruiting teams to reach more diverse candidates. We aim for increased overall diversity not only in the candidates we recruit, but also in the composition of our sourcing and recruiting teams.
- **Nontraditional recruiting:** We are committed to augmenting the overall diversity of our professional talent pool by hiring and upskilling candidates from nontraditional recruitment channels. Deloitte continues to invest in hire-to-train and train-to-hire programs such as Encore, military recruiting, Autism@Work, and Pathfinder.
- **Unconscious bias training:** We engage our recruiters and hiring managers in training sessions aimed at helping them identify and mitigate unconscious biases that may arise in the recruiting process.
- **Immigration support:** We continue to leverage opportunities to attract, retain, and develop our foreign national workforce.

*“We are continuously challenging our processes in order to achieve different outcomes—it’s the only way we can do better. For example, we recently expanded our list of HBCUs and HSIs for recruiting. What’s incredible is that the newly added schools were chosen by our people. These are schools with which our professionals already have strong ties. This helps us be more impactful on campus and provides candidates with support and mentorship as they make their way through the process.”*

**Kelly Batts (he/him/his)**  
Managing Director, Deloitte Consulting LLP

*“We recognize that as humans, we have unconscious bias—so we need to be deliberate and intentional in minimizing opportunities for unconscious bias across the entire talent life cycle, including in our recruiting practices. We are skilling our professionals with strategies and tools to mitigate any potential bias so we can enable objective, inclusive hiring decisions.”*

**Kim Renaud (she/her/hers)**  
National Diversity, Equity, and Inclusion Recruiting Leader, Deloitte Services LP

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## Development and advancement: Empowering our people with opportunities to grow and prosper

Development and advancement are important pieces of the talent life cycle. Advancement is a key driver of our overall representation, and development is how we prepare our professionals to advance and be successful at each career milestone.

Development is about providing professionals with access to opportunities for meaningful experiences that make their desired career trajectories possible. Because we all have different strengths, we know that there isn't a one-size-fits-all solution when it comes to development. We strive to cultivate an environment where our people can work on the areas that are most personally rewarding to them that position them for career success.

Along with formal technical and leadership training, project and role-based learning is a part of our comprehensive approach to development. Project and role-based learning are key components of the Deloitte experience and are often factors in the career trajectory for many of our people. Through a

wide variety of assignments, our professionals can gain valuable experience, learn from others, acquire industry knowledge, build skills, and establish their networks. These important experiences can help drive professionals' performance and compensation.

Promotions and admissions can both provide insight into the employee experience and serve as a helpful metric in determining progress toward our DEI goals. In looking at our advancement data, we see positive trends in the correlation between overall representation percentages and advancement percentages for female, Asian, and Hispanic/Latinx professionals.

### Key observations

In examining our advancement data:

- The percentage of female professionals advancing (47.2%) was higher than current female representation across the firm (43.9%). This number is bolstered by the gains of promoting women at the more junior level, and we see this progress plateau at the manager level

and above. The advancement of women at mid and senior levels is a key priority area.

- Hispanic/Latinx and Asian professionals' advancement was equivalent to their current overall representation. However, the advancement of Asian and Hispanic/Latinx professionals at the mid and senior levels are a key priority area.
- For multirace professionals at the manager, senior manager, and PPMD levels, advancement occurred at a percentage higher than their representation across the firm—a sign of progress in diversifying our leadership pipeline.
- However, the overall advancement percentage for Black professionals (4.2%) is below overall Black representation across the Deloitte US workforce (6.6%) and we see that Black representation in promotions\* decreases as professionals advance. The advancement of Black professionals is a key priority area.

## What development and advancement mean at Deloitte

**Development:** It's about much more than providing our people with the opportunity to grow the capability and technical skills they need to do their immediate jobs. It's about providing growth opportunities and guidance on the intangibles, such as teamwork, personal branding, strategic communications, networking, and the many other competencies that help people build successful careers and evolve into leaders.

**Advancement:** It's about much more than just getting to the next level. It's about considering all the pieces of the career puzzle, such as experiences, time at level, growth opportunities—both horizontal and vertical—and level of satisfaction.

\* Partner and Principal admissions and Managing Director promotions are included in overall promotions.

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## Deloitte FY2021 US workforce promotions\*

■ 2+ Races 
 ■ American Indian/Alaska Native 
 ■ Asian 
 ■ Black 
 ■ Native Hawaiian/Other Pacific Islander 
 ■ White 
 ■ Unavailable 
 ■ Hispanic/Latinx 
 ■ Male 
 ■ Female



\*This data represents promotions to next level (e.g., senior manager data represents promotions from manager to senior manager).

\*\*Partner and Principal admissions and Managing Director promotions are included in overall promotions.

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## Key steps we are taking to narrow advancement gaps:

- **Deployment:** We are working to establish greater insight and employee engagement in our staffing processes and to promote the benefits of diverse teams both within the firm and with our clients. We recognize that first project assignments play an important role in building networks and navigating our firm. To that end, we will redesign our onboarding interventions to focus on systemic changes with the experiences of professionals from diverse racial and ethnic groups in mind. We will also help professionals evaluate and assess their professional network strength across their client service projects and extracurricular activities and provide active support as needed.
- **Coaching connections:** Coaches serve as ambassadors and experienced advisers to professionals as they navigate their careers. In creating coaching assignments, we emphasize the importance of finding the right match, factoring in a professional's performance, network, and level of engagement when considering potential pairings. Our leaders are reexamining the process of coach pairings to help optimize coach effectiveness and enhance the support that professionals receive as they grow and develop in the firm.
- **Mentorship and sponsorship:** Individual performance is a key consideration for advancement, but we recognize that having someone in the room saying your name and advocating on your behalf

can also be important. We're putting this philosophy into practice through our signature programs for senior managers, such as Springboard, Propel, and Winning New Business, all of which are primarily geared toward effective sponsorship for female professionals and professionals from diverse ethnic and racial groups. We have also launched a new multiyear collaboration agreement with the Wharton School of the University of Pennsylvania to produce original research that provides a deeper understanding of effective sponsorship for Black and Hispanic/Latinx professionals.

- **Unconscious bias and performance management:** Understanding the potential for the presence of unconscious bias in the context of performance management can better support the development of our professionals. We developed unconscious bias education sessions for year-end performance reviewers to promote awareness of the risk that potential biases may appear and to provide all professionals with meaningful, actionable feedback. We piloted these sessions, received positive feedback, and are in the process of implementing these and other efforts across the firm.
- **Quality of feedback:** We have been promoting a culture of direct, real-time feedback that is actionable and clear to support the professional growth of each professional.

*"At Deloitte, our professionals are empowered to own their careers and seek out opportunities most meaningful to them. A strong network can be key in gaining access to stretch assignments, leadership visibility, and experience needed for advancement. When deployment is driven by networks, it is incredibly beneficial to some, but not everyone.*

*As we move toward more centralized processes and rely less on networks, we'll realize even greater opportunity for growth for all our people."*

**Tamala Smith (she/her/hers)**  
Senior Manager, Learning and Development,  
Deloitte Services LP

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# Pay equity

Performance is a key driver in our compensation strategy. We are proud of our long-standing commitment to fair and equitable pay. As part of our commitment, we perform ongoing compensation reviews and address findings when identified. In June 2016, Deloitte signed the White House Equal Pay Pledge, and in spring of 2019, we signed onto Employers for Pay Equity, which calls for equitable compensation and accountability—both of which we have incorporated throughout our own approach.

## **Key steps we are taking to drive equitable pay:**

- We engage annually in extensive external benchmarking of salaries in the markets where we compete. This enables us to better control for equity in our experienced hiring practices by providing rigor around managing salary ranges and considering an individual's experiences as appropriate.
- We establish salary bands to help us attain consistency and equity in our campus and entry-level hiring practices. While these numbers may vary based on certain variables (e.g., location, type of degree), this discipline establishes strong levels of parity from the onset for this group of thousands of professionals each year.
- As of October 2017, we stopped asking candidates for compensation history on job applications. We also adjusted how we engage in the dialogue around compensation with candidates.
- We use a system of checks and balances to reinforce our commitment to fair and equitable pay, with multiple leadership reviews embedded in our annual compensation processes.
- Finally, given our size, scale, and complexities, we regularly evaluate our businesses and channels to identify and address potential disparities that may naturally arise from the large number of people we hire each year, our business model based on new and emerging services, hot skills, geographies, etc.

## Retention: Understanding how to better sustain our workforce

Our people are our greatest strength, which is why we monitor retention closely and from a variety of perspectives. Retention is a complex issue. People choose to stay or leave for a variety of reasons, including professionals leaving to pursue higher education, taking roles in industry, and finding opportunities that better align with their personal needs and professional goals. While people moving on is a natural part of workforce management and is expected in the professional services industry, disproportionate attrition can also be a key indicator of where we need to focus.

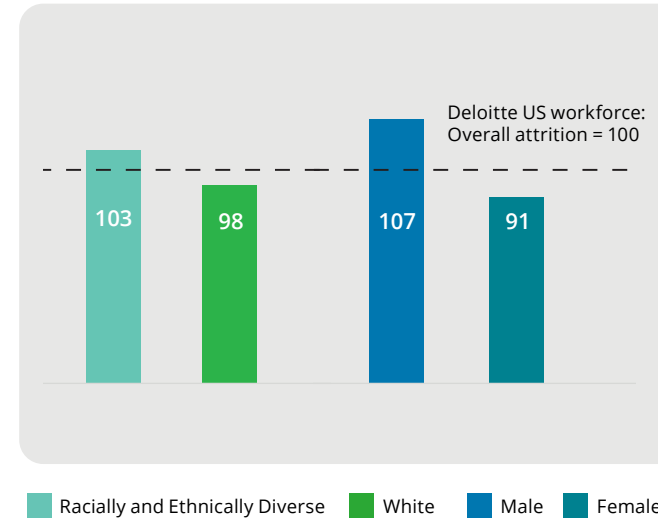
### Key observations

In examining our FY2020 attrition data, we observe the following:

- **Racially and Ethnically Diverse professionals:** The attrition of racially and ethnically diverse professionals is above the Deloitte US average, with 103 professionals of diverse racial or ethnic groups leaving for every 100 US professionals that leave the firm.

- **White professionals:** The attrition of white professionals is below the Deloitte US average, with 98 white professionals leaving for every 100 US professionals that leave the firm.
- **Male professionals:** The attrition of male professionals is above the Deloitte US average, with 107 male professionals leaving for every 100 US professionals that leave the firm.
- **Female professionals:** The attrition of female professionals is below average. For every 100 US professionals who left the firm, 91 female professionals left. We are proud of the progress we have made in reducing the rate of female attrition. While we still have work to do in building overall representation for female professionals, particularly in the areas of experienced hire recruitment, we seek to apply lessons learned from female retention to our efforts for retaining all professionals.

### Deloitte FY2020 US workforce: Proportional attrition



*“We recognize that retention data is the culmination of factors that span across our four priority areas. We are focused on identifying and addressing systemic issues that perpetuate retention challenges, while we also speak with our professionals to better understand the human experience behind our data points. Our people have intersectional identities and unique personas, which our data doesn’t yet fully illustrate. For example, we need to understand how a Black professional with a disability or a Latina LGBTQIA+ professional experiences the firm. I am eager to listen and learn from our people and their lived experiences.”*

**Amy Smith**  
National Diversity and Equity Leader, Deloitte US

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A closer and more intersectional analysis of our retention data indicates that we are losing more of our professionals that identify as Black, Native Hawaiian/Other Pacific Islander, and Hispanic/Latinx. As such, we have identified the retention of these cohorts as a top priority. Disproportionate trends are important to investigate and address as we work to increase the racial and ethnic diversity of our overall representation. Addressing retention inconsistencies is critical to achieving our goals and maintaining an inclusive culture—one where people have similar talent experiences across all dimensions and phases of the talent life cycle.

**Steps we are taking to increase retention:**

- **Leaver profiles:** We are further analyzing our retention data by cohorts of professionals, with a focus on Black and Hispanic/Latinx professionals, to identify why people stay and why people leave. Using analytics, we are working to identify profiles of professionals that are at risk of leaving the firm and

are working to provide tailored interventions to better anticipate trends and address inconsistencies in the talent experience.

- **Career trajectory interventions:** We will proactively monitor and identify flat or downward trajectories of professionals from diverse racial and ethnic groups and evaluate whether interventions can be proposed to help them achieve their goals.
- **Leadership investment and accountability:** Investment from our leaders in our people is also an important piece to the retention equation. We are looking forward to developing new mechanisms to ensure that our leaders are personally accountable for and emotionally invested in the success of our professionals by actively practicing sponsorship and allyship and advancing the careers of all of our people.

*“I consider myself learning to be a better ally. I have always strived to be fair, just, kind, open-minded—but I’ve learned that allyship is more than that. It’s more proactive. It’s about challenging the status quo and being willing to discuss difficult topics and differing perspectives. It’s about removing barriers that can undermine the fairness of our meritocracy.”*

**Jason Downing, Partner, Deloitte LLP**



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## Racial equity

2020 brought much-needed focus on the racial inequities that have compounded over the past 400+ years in America for Black people. While we have always focused on providing an inclusive experience to those of all races, we are placing a renewed emphasis on improving the experiences of our Black professionals, with the understanding that this improves the experiences of all professionals.

As an organization, we have worked hard on many of the observable challenges related to diversity and equity—such as acquisition and promotion rates. Deloitte recognizes that, for our organization to be anti-racist, we must address not only the challenges we can see, but also the ones that may lie below the surface. We must dig deep to determine the root causes, understand the

societal dynamics at play, and address factors that risk perpetuating racial inequities. The work of supporting anti-racism in our organization will not happen overnight, but we are committed to this journey and are invested in building a better, more equitable Deloitte for our people and our communities.

To further accelerate our progress, we launched the Black Action Council in June 2020. Co-Led by David Harrison (PPMD) and Kavitha Prabhakar (Chief DEI Officer), the Council's mission is to architect and execute Deloitte's long-term strategy to support the advancement of Black professionals. The Black Action Council is mobilizing around six priority areas: Black Experience, Equity & Representation, Allyship, Business Impact, Social Impact, and Accountability.

At the same time, we issued a [statement](#) discussing our reflections to date on Deloitte's role in addressing systemic racism. Our two fundamental realizations: First, we need to do more as an organization, and second, we must act intentionally and purposefully to do our part to dismantle systemic inequalities in society. Moving forward, we will better promote substantial and sustainable change, particularly as it relates to supporting the Black community.

### What does it mean to be an anti-racist organization?

Promoting a culture of anti-racism means acknowledging and actively trying to eliminate any racism within the workplace and beyond. It includes critically evaluating where inequalities, inconsistencies, and microaggressions may exist and developing actionable and transparent strategies to create a more equitable work environment.

*“Our people are deeply troubled by what they’re seeing in society and they recognize that Deloitte is not immune to these issues. The launch of the Black Action Council is game-changing as professionals seek immediate action to deep, systemic societal issues. While we have executed a short-term strategy to effect more immediate change at our firm, it’s important to remember this is a marathon, and we’re at the front end of the race.”*

**David Harrison (he/him/his)**  
Partner, Black Action Council Co-Chair,  
Deloitte & Touche LLP

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**In addition to the actions we have outlined earlier to achieve more equitable talent practices, we are doing the following to address racial inequities:**

- **Education and understanding:** We are engaging with premier thought leaders in the social justice space to help educate our leaders and professionals on race, racial identity, allyship, and anti-racism through moderated discussions.
- **Black professional experience:** We are driving connectivity by reinvigorating business resource groups, in particular the Black Employee Network (BEN), which engages Black professionals across the country. We are also conducting human-centered design (HCD) analyses to better understand the day-to-day experiences of our Black professionals.
- **Internal leadership representation:** We outlined a commitment to increase Black representation in client leadership roles. By putting focus on this process and adding more leaders from diverse racial and ethnic groups, we will be able to increase representation at the highest levels of the firm.
- **Business advancement:** We are analyzing how we direct business spend and investments to prioritize, support, and enable more Black-owned and Black-led businesses by leveraging the unique capabilities, relationships, and assets of the firm.
- **Community investment:** We are taking on pro bono projects, volunteering in our local communities, and donating more than \$10 million to organizations focused on social justice, employment, wealth equality, and equal educational opportunities.
- **Pro bono impact:** In addition to the \$4 million in pro bono services we delivered in response to the global pandemic, we have invested 9,000 pro bono hours across 20 projects in FY21 to continue to support COVID-19 response and recovery efforts, prioritizing communities disproportionately affected by the pandemic, which tend to be communities of color.<sup>7</sup>
- **Management Leadership for Tomorrow (MLT) Black Equity at Work:** MLT has recently launched Black Equity at Work, a certification that promotes racial equity with standardized criteria, robust planning, and measurable benchmarks. Deloitte is part of the initial cohort of 50 organizations that aim to make meaningful change within their companies and communities by driving systems-level change.

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# Summary of our Diversity and Equity goals

A thorough evaluation of our data indicates that we need to continue to increase racial, ethnic, and gender diversity and do so in a thoughtful way. Through conversations with leadership, a review of the data presented in this report, extensive analyses, and demographic research available through the Institute of Education Sciences (IES),<sup>8</sup> we have developed specific goals\* that will help guide our organization on this journey. By aligning around these goals, our professionals, leaders, and stakeholders can help us achieve and exceed them.

## We commit to the following goals for the Deloitte US workforce:

- Increase the number of Black and Hispanic/Latinx professionals in our US workforce by 50% by 2025; this is an input to our goal of increasing the overall racial and ethnic diversity of our US workforce to 48% by 2025
- Increase US workforce female representation to 45% by 2025
- Increase the representation of racially and ethnically diverse US Partners, Principals, and Managing Directors (PPMDs) to 25% by 2025
- Increase the number of female US PPMDs by 25% by 2025

\* Goals are not quotas. The policy of each Deloitte US firm is to seek and employ people with skill and integrity and to provide them with the means to develop professionally, without regard to race, color, religion, creed, citizenship, national origin, age, sex, gender, pregnancy, gender identity or expression, sexual orientation, marital status, disability (including neurodiversity), genetic information, veteran status, or any other legally protected basis, in accordance with applicable federal, state, or local law.



# Inclusion and Belonging

**Strengthening our inclusive culture to empower people to be their authentic selves, feel like they belong, have courageous conversations respectfully, and develop genuine relationships**

## What makes us different makes us stronger

Fostering a culture where everyone belongs and can thrive requires a commitment not only to diversity and equity, but also to inclusion.

Inclusion is an inherent part of our purpose, our approach to serving clients and to our continuous efforts to build the culture we want. We've embedded inclusion throughout every milestone of the career journey at Deloitte, so that from the moment our people walk in the door through each development opportunity, they deepen their knowledge and understanding of our inclusive culture and their role in advancing it.

## Insights from our talent survey

Each year, we conduct a talent survey to gather direct feedback on the Deloitte talent experience. We ask professionals to which degree they agree with a number of statements across our inclusion priority areas. For the FY2020 talent survey, 62% of US professionals responded. We have added three questions on allyship to this year's talent survey, and we look forward to using this data to further develop our understanding of the talent experience for our professionals.

We consider any question rated 80% or above to be favorable. We are proud that many inclusion-related responses exceed that benchmark and, in fact, are

many of the highest rated categories. However, there is still more effort required to help our professionals across all races, ethnicities, genders, and sexual orientations feel fully included.

## How Deloitte defines inclusion

The actions taken to understand, embrace, and leverage the unique strengths and facets of identity for all individuals so that all feel welcomed, valued, and supported.

In practice, this means leading by example. From our research, Deloitte has identified the six signature traits that characterize an inclusive mindset and inclusive behavior: Commitment, Courage, Cognizance, Curiosity, Cultural intelligence, and Collaboration. Through guiding resources and live sessions, we educate our professionals on how to put the Six Cs into practice on a day-to-day basis and harness their power to strengthen our inclusive culture where each person is treated with respect and fairness.

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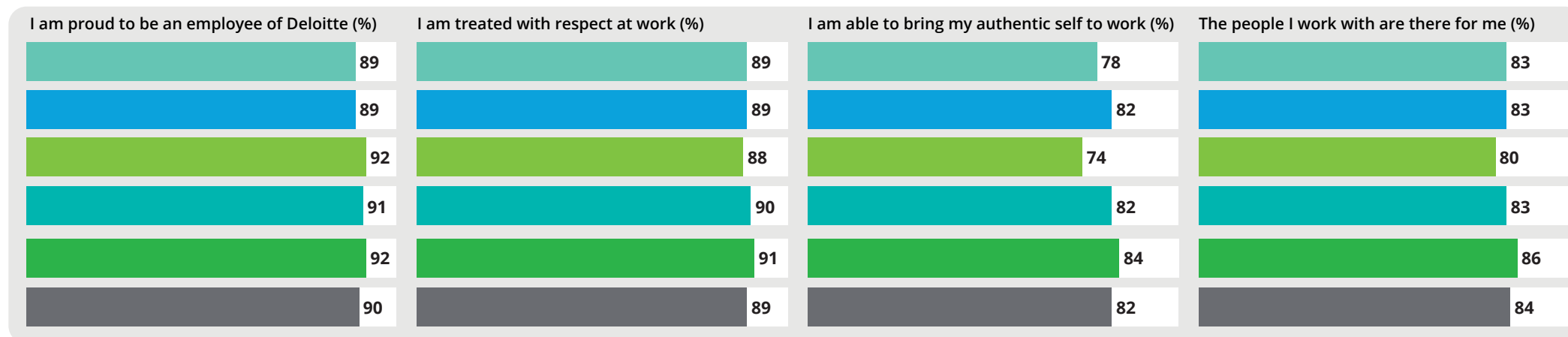
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## FY2020 talent survey results - race and ethnicity

Our data indicates that regardless of race or ethnicity, our professionals feel proud to be an employee of Deloitte and say they are treated with respect at work. However, there is some response variation by race for other questions. In comparison to their peers, Black professionals are less likely to feel like they can be authentic at work (eight-percentage-point difference).

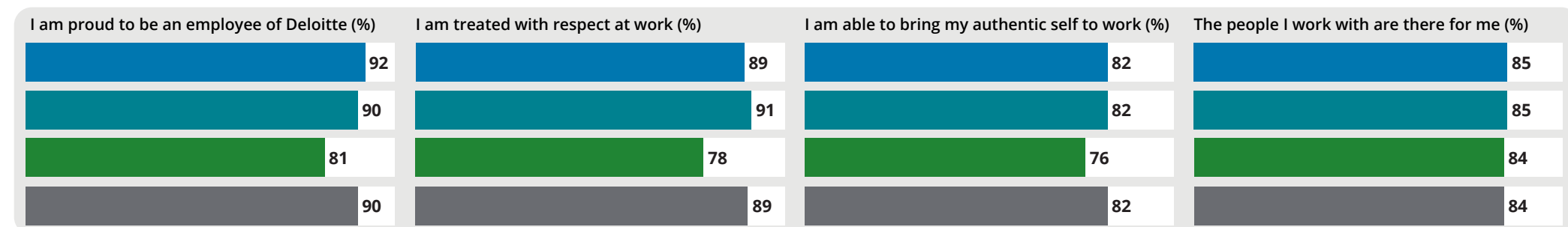
2+ Races Asian Black Hispanic/Latinx White Overall



## FY2020 talent survey results - gender

From a gender perspective, there is no material difference between survey results for male and female professionals, although there are material variations for non-binary professionals. Non-binary professionals are less likely to be proud to be an employee of Deloitte (nine-percentage-point difference). Additionally, they are less likely to feel respected and bring their authentic selves to work (11- and six-percentage-point differences, respectively).

Male Female Non-binary Overall



Data disclaimer: To maintain the confidentiality of talent survey results, responses are not associated with an individual or their talent information. Demographic data is collected during the survey process and is used to produce these insights. The number of respondents who identify with some of these dimensions (e.g., non-binary, LGBTQIA+) is small therefore, one person's experience, positive or negative, will have a greater impact on overall results. Five-percentage-point difference or greater is considered a material difference.

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## From a women's movement to a gender movement

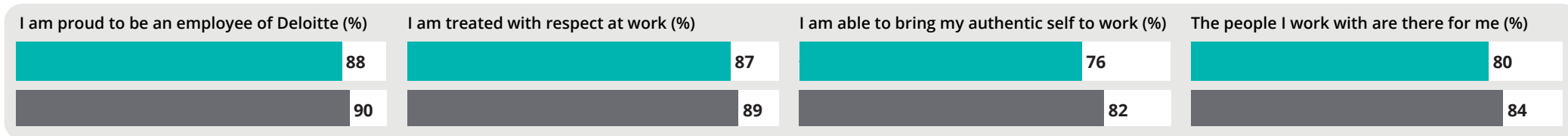
Our DEI journey began more than two decades ago to retain women in our workforce and increase women's representation at leadership levels. Today, our commitment to gender equity is stronger than ever. We continue to focus on advancing women to leadership positions through development opportunities, exposure to senior leaders, and equitable processes. And we're tackling obstacles that many workers face, but impact women disproportionately, such as caregiving.

We are also expanding our approach to gender equity to encompass non-binary and transgender professionals. We added pronoun options to our standard email signature template to normalize the practice for everyone. Our executive leadership team participated in a session on transgender-inclusive practices and behaviors hosted by the Human Rights Campaign. And we refreshed playbooks for individuals who are transitioning—and for the leaders and professionals working with them—which include guidance on coming out, logistical considerations, support resources, and privacy and confidentiality policies.

## FY2020 talent survey results - LGBTQIA+

Survey results show that LGBTQIA+ professionals' feelings on authenticity and support differ from those of their peers. LGBTQIA+ professionals are less likely to feel comfortable being authentic at work (by six-percentage-points).

■ LGBTQIA+ ■ Overall



Data disclaimer: To maintain the confidentiality of talent survey results, responses are not associated with an individual or their talent information. Demographic data is collected during the survey process and is used to produce these insights. The number of respondents who identify with some of these dimensions (e.g., non-binary, LGBTQIA+) is small therefore, one person's experience, positive or negative, will have a greater impact on overall results. Five-percentage-point difference or greater is considered a material difference.

*“As someone who identifies as LGBTQIA+, safety and acceptance can be a challenge. Deloitte is a ‘safe place’ for me. Our policies and initiatives mean that our LGBTQIA+ colleagues can feel safe to be out at work. Knowing that Deloitte signed the UN Standards of Conduct for Business (which tackles discrimination against LGBTQIA+ people) acknowledges the fact that LGBTQIA+ folks are marginalized, and that they need equity and protection.”*

**Sophia David (she/her/hers),  
Assistant Manager, Deloitte Consulting India Private Limited**

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## Strengthening our inclusive culture

### Leadership and education: Putting the power of inclusion in the hands of our people, starting at the top

We continue to transform and strengthen our culture of inclusion by empowering our people with actionable guidance on how they can personalize, identify, model, and advance inclusive behaviors. Our efforts start, but don't end, at the top.

**Inclusive leadership:** Nearly all our firm leadership (96%) has completed or enrolled in our Inclusive Leadership Experience, an immersive development opportunity for PPMDs that explores how they can personally advance our inclusive culture. Inclusion is also a part of our performance management program for leadership. Our leaders are annually evaluated on their leadership contributions, with inclusion being a central component. Because we value accountability, we also provide professionals with an opportunity to provide feedback specifically on inclusive behaviors through new questions added to our annual survey used to collect upward feedback.

**Continuing education:** In addition, we provide our people with a variety of opportunities to enhance their inclusive leadership skills through trainings and self-guided learnings focused on topics such as authenticity, unconscious bias, collaboration, courage, and more. As part of our commitment to mitigate racial injustice, we will provide anti-racism education on a firmwide basis across all levels.

Through these and additional efforts, we aim to develop a culture where active allyship is not just optional, but is an expectation. With increased accountability and educational opportunities, we will work toward this goal by equipping our workforce to take action in support of their fellow professionals.

*"Taking your organization's pulse isn't solely an exercise of gathering data through management systems and outreach to develop a 'snapshot' of the current state. It also involves assessing your culture, which often surfaces as the summation of seemingly small actions that reinforce traditions, values, beliefs, and accepted standards of behavior."*

**Lara Abrash, CEO of Deloitte's Audit and Assurance Business**

*"I am acutely aware of the privilege in my life and background. As someone who tries to be a strong ally every day, it's imperative that I set the tone for authenticity and emotional safety. While I'm still continually learning, I offer allyship to my teams by being open and intentionally reaching out to check on personal well-being. In our current environment, it's okay to not be okay, and I want to both model that and offer my humility, ear, and advocacy."*

**Rob Walker (he/him/his),  
Senior Manager, Deloitte Consulting LLP**

### Our goals for talent experience:

- Address inconsistencies in the talent experience so that Black, Hispanic/Latinx, non-binary, and LGBTQIA+ professionals feel they can be their authentic selves in the workplace at a rate consistent with the overall workforce population
- Develop an understanding of fundamental anti-racism concepts and cultivate allyship by providing anti-racism education across all levels

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## Community-building: Creating spaces for our people to share their authentic selves

One of the primary goals of our inclusion strategy is to provide a variety of ways for our people to meaningfully connect, share their unique experiences, and find their place at Deloitte.

- **Inclusion councils:** Our inclusion councils are a popular way for people from different businesses, functions, backgrounds, identities, and experiences to engage in events related to inclusion, well-being, development, and community impact. Events are created around common passions and interests and they take many forms—courageous conversations, participation in local Pride celebrations, mental health awareness, anti-racism book clubs, and tutoring in schools. Although in-person events are on hold, our inclusion councils have continued to provide meaningful ways for our people to connect and learn from one another through interactive virtual events.
- **Business resource groups (BRGs):** Inclusion councils work hand in hand with local business resource group (BRG) chapters, which include formal chapters like the Black Employee Network, GLOBE & Allies (LGBTQIA+), Asian BRG, Hispanic Employee Network (HNET), Armed Forces BRG, Ability First, Deloitte Parents Network, Women's Network (WIN), International BRG, and additional informal chapters. We plan to work more closely with our BRGs to help us better understand the experiences of our professionals. We're also working to enhance the connection between BRGs and inclusion councils so that our people feel empowered to collaborate and connect, share their stories, and practice allyship.

*"We learned about inclusion, networked with each other, and shared our life experiences. The support from the firm and our leaders during the Inclusion Summit was so affirming and empowering—it really felt like if we each took just one lesson from the weekend back to our home offices, we would be able to change the world almost instantly."*

**Sergio Rodriguez (he/him/his)**  
Manager, Deloitte Tax LLP

### Inclusion councils reach far and wide

**60+** Inclusion councils accessible to  
**100%** of our people through  
**700+** events engaging  
**40K** Deloitte professionals

*"For the past four years, I have been part of the Hispanic Employee Network BRG (HNET) Chicago chapter leadership team. My involvement has helped me grow as a leader. Most importantly, I've built an incredible network of colleagues and mentors, which wouldn't have been easy without this BRG."*

**Monica Narvaez (she/her/hers)**  
Senior Consultant, Deloitte Tax LLP

## Intentional connection: Cultivating new opportunities for our people to thrive

With our inclusion councils and business resource groups serving as a strong foundation, we have expanded the ways in which our people can build relationships and relate to each other across businesses, identities, and geographies.

- **Inclusion mobile app:** Our new Inclusion mobile app, launched in October 2020, provides professionals with a one-stop source for discovering events, joining virtual communities, exploring resources, and connecting with colleagues. It has proven invaluable during this time of remote work, enabling us to introduce new virtual communities that help our people connect wherever they are. These communities are reflective of our business resource groups and include a new community for caregivers.
- **Inclusion Summit:** In fall 2019, we hosted our first-ever Inclusion Summit at Deloitte University for our professionals. This much-anticipated gathering brought together 800+ Deloitte professionals and leaders to engage in courageous conversations, learn from one another, and connect with colleagues for a transformative event at Deloitte University. The feedback was overwhelmingly positive, and it continues to inspire our everyday inclusion efforts. Once it's safe to resume in-person gatherings, we plan to host the summit annually.

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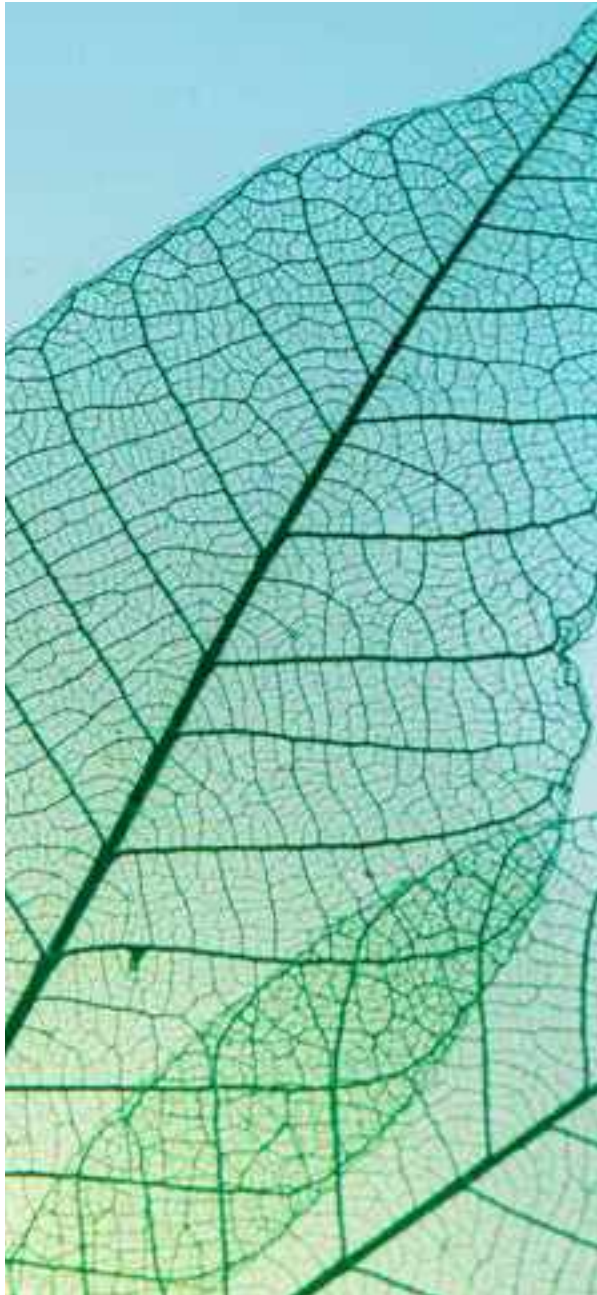
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# Summary of our Inclusion and Belonging goals

The results of our talent survey, along with the feedback we continue to gather from BRGs, inclusion councils, and our firmwide empowerment programs tell us we are making good progress toward building a culture where everyone belongs and can thrive. But we know there is more work to do and new challenges to address—such as fostering connection in a virtual work environment—to help our professionals across all races, ethnicities, genders, generations, and sexual orientations feel fully included.

## **We commit to the following goals for the Deloitte US workforce:**

- Address inconsistencies in the talent experience so that Black, Hispanic/Latinx, non-binary, and LGBTQIA+ professionals feel they can be their authentic selves in the workplace at a rate consistent with the overall workforce population
- Develop an understanding of fundamental anti-racism concepts, and cultivate allyship by providing anti-racism education across all levels



# Workforce Well-being

Integrating well-being into our work at the organizational, team, and individual levels

## Making well-being accessible to our professionals

Prioritizing well-being and cultivating an environment in which all people can thrive has been a key part of our talent strategy for years. We have long believed that the well-being of our people is the well-being of Deloitte. Our holistic approach gives professionals the support and flexibility to make daily choices that enable them to be energized, confident, and aware. It recognizes that well-being extends beyond physical health to include mental, financial, and social elements. And it helps our people personalize their experiences in the ways that matter most to them in body, mind, and purpose.

Everyone at Deloitte plays an important role in creating a culture of well-being by modeling positive behaviors, embedding well-being norms into the design of work, sharing stories and resources, and supporting their colleagues and teams to do the same. Because we believe that well-being and inclusion are interdependent, we strive to cultivate a culture where people feel comfortable sharing their unique needs and authentic selves.

*“Creating a culture that prioritizes well-being and supports people in bringing their whole selves to work every day starts by understanding that humanity and the traits that make us uniquely human—empathy, compassion, creativity—are vital in the workplace and the future of work.”*

**Jen Fisher, Chief Well-being Officer, Deloitte US**

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## Supporting the well-being of our people

### Mental health: Focusing on our people's internal worlds and unique needs

At a time when nearly two in three US adults (67%) say the current amount of uncertainty causes them stress—and three in five (60%) find the number of issues our country currently faces overwhelming—we are proud to support our people with an expansive set of mental health resources to help them manage the impact on their minds and bodies. Some of the well-being programs and resources that empower our people include:

- **Mental Health @ Work:** Mental Health @ Work provides our people with the information, tools, and resources to support their mental and emotional well-being needs. It extends beyond awareness to literacy, helping to normalize conversations around mental health, and reinforcing a culture where mental and physical health are seen as interconnected.

We offer training to help identify, understand, and respond to signs of mental health conditions, and we encourage those who are impacted to seek the help they need. We will expand tailored mental health programs and resources that help address the issues different populations face.

- **Healing Circles:** Supportive communities and open dialogue are key to processing racial trauma. Our new Healing Circles program, piloted for Black professionals, provides an intimate space for critical discussions surrounding mental health and well-being related to racial injustice. They are designed to provide participants with opportunities to share their experiences, raise concerns and ideas, exchange stories, or just simply listen. Building on the pilot program, additional Healing Circles cohorts will start this year.

**5,000+ employees** participated in well-being training in FY2020

**1,800+ employees** have participated in mental health-related programs (Mental Health First Aid training and Intro to Mental Health) in FY2020

*“As someone who struggled with anxiety and depression, I am grateful to work for an organization that is striving to reduce the stigma around mental health. The first time I shared my mental health journey as part of a panel, leaders and professionals in the audience openly shared their experiences as well. Having this opportunity for professionals to collectively open up made me realize the serious impact that Deloitte was making in the mental health space.”*

**Bryan Nesbitt (he/him/his)**  
Manager, Deloitte Services LP

### Our goal for workforce well-being:

Expand and evolve our mental health programs and resources that help address the needs of our various populations.

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## Aspirational well-being: Empowering our people to personalize well-being and reach their goals

Well-being can take many different forms in our organization. And we support our people in finding the right mix of practices to achieve their personal and professional goals. We also encourage our people to showcase and share the various methods they use to advance their well-being through programs such as:

- Well-being Wizards Champion Network:** Well-being Wizards are a network of champions who want to share their passions for well-being with their colleagues and teams. We know that well-being is not a one-size-fits-all endeavor, so we empower our Wizards to define and share their personal approaches to well-being. Our Wizards help drive culture change where it matters most: through the day-to-day interactions at the team level where they engage people in well-being activities, share resources, and advocate for well-being in our organization.
- Vitals digital dashboard:** Vitals is a digital tool, developed by Deloitte, that aggregates a professional's time, schedule, and other employee data with self-reported energy levels to drive meaningful well-being conversations. By providing leaders with valuable real-time insights about the well-being of their teams, Vitals helps identify and support professionals who are at risk of burnout with support and resources.

**700+**  
Well-being Wizards in more than 60 offices

**40,000+**  
Vitals energy-level updates in FY2020

**695**  
requests for well-being conversations with coaches through the Vitals dashboard in FY2020

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# Summary of our Workforce Well-being goal

We are proud of our investment in our people's physical, emotional, and financial well-being. As such, we are focused on expanding and tailoring our efforts to address the unique needs of our workforce not only at this time of uncertainty and unrest, but into the new normal that will inevitably result. We will continue to listen, encourage individualized well-being pursuits, and foster the sharing of perspectives to help our people thrive in mind, body, and purpose.

## **We commit to the following goal for the Deloitte US workforce:**

- Expand and evolve our mental health programs and resources that help address the needs of our various populations

# External Impact

## Making an impact that matters in our communities by promoting inclusive economic prosperity, addressing gaps in education, and increasing access to employment opportunities

### Collaborating to make an impact that matters

Throughout this report, we discussed our responsibility to positively impact the communities in which we live and work. Our aim is to support a prosperous future for our communities, one where the economic system is more equitable, sustainable, and inclusive. As a company and as individuals, we are active in the community, collaborating with our clients and working closely with organizations to support this collective commitment of inclusive prosperity. In this section, we share select goals and initiatives related to our diversity, equity, and inclusion community work, which are a subset of our broader corporate citizenship and external engagement strategy.

#### Business impact: Creating long-term, sustainable change in underrepresented business communities

As we work to address disparities in the communities we serve, Deloitte is increasingly focused on leveraging our internal capabilities to catalyze the growth of diverse businesses. In 2019, our US firm spent more than \$700 million (19% of addressable spend) on diverse suppliers.\* Our long-term strategy includes further diversifying and

increasing our spend, investments, teaming, and access to Deloitte assets and offerings with diverse businesses. Our goal is to increase the amount of addressable spend on diverse suppliers to \$1B by 2025.

• **Supplier diversity:** To start, our immediate focus is on identifying opportunities to increase our current level of spend with Black-owned and Black-led businesses, which is currently less than 1% of Deloitte's addressable spend. While continuing to team with our current suppliers, Deloitte has also started to identify and build new relationships to increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025. We also recognize there are additional opportunities to help enable and sustain growth for these businesses and are prioritizing several actions, including:

– **Supplier diversity education:** Offering supplier diversity education through the creation of educational and growth accelerator programs targeted to Black-owned suppliers, with curriculum focused on enabling their success (e.g., funding, procurement, strategy).

– **Partner consortium:** Exploring consortium partnerships with external organizations to jointly support and invest resources in Black-owned businesses.

– **Marketing and awareness:** Executing a marketing and awareness campaign to increase internal awareness of Black-owned businesses to better diversify Deloitte's spend.

Additionally, we are exploring ways to team with Black-owned and Black-led banks. Discussions with a select group of banks are underway with opportunities in areas such as lending, deposits, partner capital financing, and community educational programs.

While our focus to increase the diversity of our spend and investments will begin with the Black business community, we are committed to pursuing similar initiatives with organizations that are led or owned by other underrepresented communities.

### Our goals for external impact:

- Increase the amount of addressable spend on diverse suppliers to \$1B by 2025
- Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025

\* A **diverse supplier** is a business that is at least 51% owned and operated by an individual or group that is part of a traditionally underrepresented or underserved group. Common classifications are small-business enterprises (SBEs), minority-owned enterprises (MBEs), and woman-owned enterprises (WBEs).

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## Coalitions and collaborations: Working together to advance a shared vision of prosperity

Creating sustainable change and driving social and economic prosperity requires coordination across many levels of government and business. For Deloitte, this means working with clients and industry leaders to drive workforce initiatives and creating multiple opportunities to engage, support, and invest in diverse talent. We do this through training, credentialing, and providing education opportunities focused on the skills needed for success in the workplace of the future. One of our signature programs for creating new paths for employment includes OneTen.

- **OneTen** is a corporate-led coalition effort started by Ken Frazier, CEO of Merck. It aims to advance economic and racial justice by accelerating and supporting efforts to hire one million Black Americans into jobs that provide pathways to opportunity over the next decade. As a founding member of OneTen, Deloitte will support internal and external efforts to achieve lasting impact for Black talent, share knowledge and best practices, and help to generate research, case studies, and thought leadership to influence wider adoption of employment and business practices that support economic and racial justice.

## Public policy: Driving decisions at the highest levels

Deloitte participates in policy discussions on some of today's most important societal and economic challenges, seeking outcomes that support our business, our people, our communities, and the public interest. Through engagement with a diverse set of policymakers and the broader policy community, Deloitte contributes its expertise to drive solutions that promote growth, innovation, and opportunity. The firm's policy priorities include issues that impact diversity, equity, and inclusion, and we look for opportunities to advance our DEI goals and drive institutional and systemic change through a variety of policy initiatives.

- **Amicus brief in support of LGBTQIA+ workers:** Deloitte was proud to have stood up and supported LGBTQIA+ workers when the landmark Supreme Court decision was made in June 2020, which stated that Title VII protects gay and transgender individuals from workplace discrimination. The previous year, Deloitte signed an amicus brief along with 200+ organizations in support of LGBTQIA+ workers in these cases. The brief, led by the Human Rights Campaign (HRC), Lambda Legal, Out & Equal, Out Leadership, and Freedom for All Americans, had "more corporate signers than any previous business brief in an LGBTQ nondiscrimination case," according to HRC.<sup>10</sup> Deloitte is also proud to be a member of the Business Coalition for the Equality Act.

## Our goals for external impact:

- Collaborate with clients and industry leaders to drive workforce initiatives
- Drive institutional and systemic change through policy initiatives



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## Corporate citizenship: Inspiring our people to make an impact that matters

At Deloitte, we believe in an inclusive and diverse workforce to support a more productive, equitable, and prosperous society. By bringing together our network of people, clients, and nonprofits, we leverage the power of Deloitte and our communities to address opportunity gaps and achieve lasting social impact. As part of our global network's WorldClass ambition to impact 50 million futures, the US firm is committed to help 10 million individuals develop job skills, improve educational outcomes, and access work opportunities in the changing economy by 2030.

We work to help change lives and build stronger systems in the following ways:

- **Supporting nonprofits:** We work with nonprofit and community organizations at the national and local level to help increase their impact in the education and workforce development sectors.
- **Our pro bono engagements:** Totalling 935,000 hours over the past 12 years, we have deployed full-time teams that leverage our service capabilities to help address organizations' most pressing issues.
- **Our volunteer efforts:** Deloitte professionals have volunteered more than 350,000 hours annually, leveraging their skills, experience, and time to help nonprofits in a variety of ways, from virtually mentoring high school students to serving on nonprofit boards.

### Career Opportunity Redefinition and Exploration (CORE) Leadership Program

Created in 2013, the CORE Leadership Program aims to help transitioning veterans and service members leverage their leadership experience and strengths to find a civilian career that aligns with their passions.

### Working with Black-led nonprofits to help create pathways to opportunity

Deloitte professionals are working with Braven to support the Braven Accelerator as leadership coaches, providing promising college students with professional development skills and mentorship to succeed. The connections made through the initiative not only help first-generation college students navigate their college experiences, but also prepare them to move into their postgraduate careers with the support of Deloitte professionals.

*"In 2014, when my military service ended, I was lost, without a clear sense of mission. Then, I was invited to attend the CORE Leadership Program, which helped me recognize and center on my personal mission and values. Now, as a facilitator and coach, I am immensely grateful and humbled to support the transformational process veterans and transitioning service members go through during the CORE Program."*

**Andrea Tice (she/her/hers)**  
Audit and Assurance Growth Manager, Deloitte & Touche LLP

## Our goal for external impact:

Reach 10 million individuals through education and workforce initiatives through WorldClass by 2030.

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# Summary of our External Impact goals

As we build on our track record of making an impact that matters, we will continue to collaborate with our people, clients, and community organizations to support the collective commitment of inclusive prosperity. We are setting bigger and broader goals for our existing workforce, education, and policy initiatives. And we are expanding our efforts to diversify our supplier network and support banks and businesses that are led or owned by underrepresented communities.

We commit to the following goals for the Deloitte US workforce:

- Increase the amount of addressable spend on diverse suppliers to \$1B by 2025
- Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025
- Collaborate with clients and industry leaders to drive workforce initiatives
- Drive institutional and systemic change through policy initiatives
- Reach 10 million individuals through education and workforce initiatives through *WorldClass* by 2030

# Moving Forward Together

As we begin this new year, a year that is certain to bring more change, Deloitte remains steadfast in our commitment of fulfilling our organization’s purpose and creating a lasting impact that matters for our people, our clients, and our community.

This report is an important first step on our path forward. We pledge to act on its insights, use the data to inform our decisions, be transparent about our goals, progress toward them, and hold ourselves accountable to our values. Specifically, we commit to the following goals for the Deloitte US workforce:

*“We cannot be the business we aspire to be unless we set a new bar for diversity, equity, and inclusion. That means recognizing that progress doesn’t happen through happenstance or simply through good values. It takes intentionality—by each of one of us, every day.”*

**Dan Helfrich**  
CEO of Deloitte’s Consulting Business

Priority area	Goal
Diversity and Equity	<ul style="list-style-type: none"> <li>• Increase the number of Black and Hispanic/Latinx professionals in our US workforce by 50% by 2025; this is an input to our goal of increasing the overall racial and ethnic diversity of our US workforce to 48% by 2025</li> <li>• Increase US workforce female representation to 45% by 2025</li> <li>• Increase the representation of racially and ethnically diverse US Partners, Principals, and Managing Directors (PPMDs) to 25% by 2025</li> <li>• Increase the number of female US PPMDs by 25% by 2025</li> </ul>
Inclusion and Belonging	<ul style="list-style-type: none"> <li>• Address inconsistencies in the talent experience so that Black, Hispanic/Latinx, non-binary, and LGBTQIA+ professionals feel they can be their authentic selves in the workplace at a rate consistent with the overall workforce population</li> <li>• Develop an understanding of fundamental anti-racism concepts, and cultivate allyship by providing anti-racism education across all levels</li> </ul>
Workforce Well-being	<ul style="list-style-type: none"> <li>• Expand and evolve our mental health programs and resources that help address the needs of our various populations</li> </ul>
External Impact	<ul style="list-style-type: none"> <li>• Increase the amount of addressable spend on diverse suppliers to \$1B by 2025</li> <li>• Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025</li> <li>• Collaborate with clients and industry leaders to drive workforce initiatives</li> <li>• Drive institutional and systemic change through policy initiatives</li> <li>• Reach 10 million individuals through education and workforce initiatives through WorldClass by 2030</li> </ul>

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## Join us on the journey

For **our clients, suppliers, and stakeholders** reading this report, we encourage you to ask us questions, share insights, and discuss new ideas. We'll be better positioned to advance these important goals at both an organizational and a societal level if we work together.

For **those of you considering joining our Deloitte team** now or in the future, we welcome your exploration of our culture and our commitment to DEI. Ask yourself—and us—if Deloitte is a place where you can connect, belong, and grow.

And for **our people**, we urge you to hold us to increased transparency and meaningful change. Know that these goals are not exhaustive of the work ahead. Continue to engage and challenge us on how we lead this movement and deliver on the talent experience you deserve.

Most importantly, continue to bring your full and authentic selves to work—and encourage your colleagues to do the same.

Every one of our steps—and even our missteps—has taught us valuable lessons about the value of diversity, equity, and inclusion to Deloitte. It is at the very core of our purpose as an organization and our success as a business. Broadening our array of perspectives, experiences, and capabilities will make us more innovative, better able to serve clients, and more responsive to our communities.

Meaningful change will take effort and dedication from us all. It will not happen overnight, but we are committed to both immediate and long-term action toward a more diverse, equitable, and inclusive workplace for everyone at Deloitte.

# Endnotes

1. W. Sean Kelly, PhD, and Christie Smith, PhD, "[What if the road to inclusion were really an intersection?](#)" Deloitte Insights, December 12, 2014.
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MESSAGES FROM LEADERSHIP

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REFLECTING ON OUR PROGRESS

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A STRATEGY FOR MEANINGFUL CHANGE

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MOVING FORWARD TOGETHER

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**ENDNOTES**

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