

Deloitte

At Deloitte our purpose is to make an impact that matters. As the leading global professional services firm our client success is enabled by our people feeling they can be themselves at work, knowing they have the same opportunities to develop and succeed, and can bring their individual perspective. This is at the heart of our inclusion philosophy, and it allows us to attract and retain the strongest leadership and team from a range of backgrounds, experiences, and cultures.

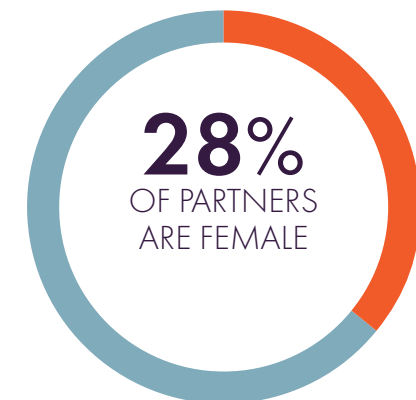
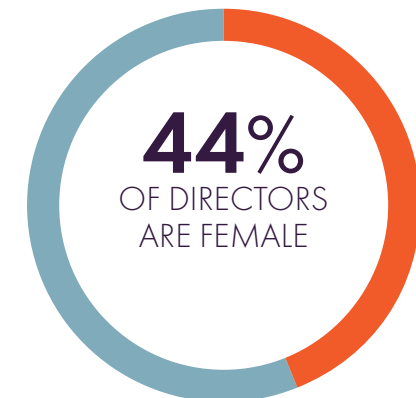
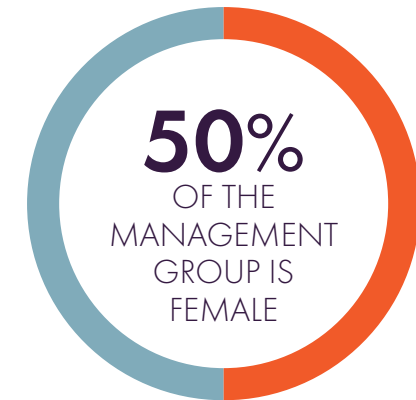
One of our business priorities is achieving gender balance at all levels of the organisation, with focused initiatives and targets in place to support this ambition.

A key milestone was releasing our first Gender Pay Gap report ahead of the legal requirement. We believe that measuring and reporting on relevant metrics, across all levels of our business, is core to making progress.

One of the key decisions we faced was whether to include partner earnings in the calculation. As our partners are owners, not employees, of the firm they do not form part of the legal gender pay gap disclosure. Considering partners are our most senior leadership level, excluding them would not have provided a transparent and authentic view of the real gender pay gap. We felt we could make an impact that matters by leading the way on this in the professional services sector.

By deciding to include our partner earnings with staff earnings and not as a separate ownership group, we were able to open up conversations with our clients and our people and ultimately drive greater transparency around the barriers to gender balance in the sector.

Moving beyond the business case for gender balance, means addressing the structural barriers and designing internal systems that disrupt the biases we know arise. We know from research that men and women's networks are different and males tend to secure greater levels of sponsorship organically. Our internal SponsorMe programme had 28 new female Directors in the 2021 cohort. This programme aims to accelerate the progression of future female leaders through programmatic formal sponsorship that they may not otherwise get. Each participant is assigned a sponsor who is a credible and connected leader who commits to using their influence to advocate for the individual, ultimately contributing to accelerated career outcomes.



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Another key initiative of our inclusion strategy is our hybrid working model – Deloitte Works - which has redefined the way we work. It is based on principles of trust and giving our people the flexibility and choice of when, how and where they do their best work in support of their clients. This is a clear enabler of our gender balance ambition. Research tells us that control over their schedule is a significant enabler of female participation in the labour force. We can see in our retention data that we are now retaining significantly higher numbers of senior women since we introduced Deloitte Works.

The flexibility offered by Deloitte Works is further enhanced by several new policies to support our people during key moments that matter, such as IVF, foster care, surrogacy, miscarriage, and domestic abuse. We have also developed an Inclusion Passport, providing a framework for a discussion around a variety of

personalised supports and ways of working to help our people thrive both personally and professionally. As a result, we are seeing teams having more intentional and open conversations around their norms and wellbeing, including around caring responsibilities, than would have been the case pre-Deloitte Works.

While progress is being made, obstacles do remain. Creating a truly inclusive environment will continue to be a core focus, from our grass roots employee networks right to the top of the organisation where our leaders are measured on their gender balance KPI's. Long-standing challenges have been exacerbated by several factors recently, including, for example, the competitive labour market and a lack of quality affordable childcare. This calls for increased focus and creativity and the role of business in influencing change in critical social policy gaps needs to be reevaluated.

TOP 5 TACTICS

Being transparent on the gender pay gap and our numbers

Accountability through measurement of gender balance KPI's

Enabling choice in how, when and where our people work - Deloitte Works

Documenting personalised supports and ways of working to help our people thrive - Inclusion Passport

Progressive policies to support key moments that really matter

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