



Deloitte.

**2023 Diversity, Equity,
and Inclusion (DEI)
Transparency Report**

Executive Summary

January 2024

Sharing our progress

An update on our diversity, equity, and inclusion aspirations and workforce data

At Deloitte, we firmly believe that increasing diversity within all organizations, fostering equitable access to opportunities and resources, and promoting inclusion and understanding are critical to our future. Within our organization, transparency goes hand in hand with trust, and in that spirit, we are tracking our progress against our established aspirations and continuing to share our data publicly.

Publishing our inaugural *Diversity, Equity, and Inclusion (DEI) Transparency Report* in 2021 was an important step in our commitment to equity and to creating transparency and trust with our people and communities. In this third installment of *Deloitte's DEI Transparency Report*,¹ we highlight our progress toward our aspirations on workforce representation, talent engagement, and more.

We are committed to continuing to hold ourselves accountable to share both our successes and challenges as an organization. While there was positive progress against our goals in FY2023,² we also saw small drops in representation among some of our racially and ethnically diverse cohorts.

Our work on this critical journey is not done. We are firmly committed to making an impact that matters on our communities and society.

Woven together in unity,



Jason Girzadas
Chief Executive Officer
Deloitte US



Lara Abrash
Chair
Deloitte US



Kwasi Mitchell
Chief Purpose & DEI Officer
Deloitte US



An update on our goals³: FY2023 US summary



While we are on track to meet the majority of our goals by FY2025, we have some areas to prioritize this year

Goal 1: Increase the number of Black and Hispanic/Latinx⁴ professionals in our US workforce by 50% by 2025. ✓

54.2% *increase in the number of Black and Hispanic/Latinx professionals since 2020.*

Goal 2: Increase the overall racial and/or ethnic diversity⁵ of our US workforce to 48% by 2025. ✓

47% *overall percentage of racial and/or ethnic diversity in Deloitte US workforce.*

Goal 3: Increase US workforce female⁶ representation to 45% by 2025. ✓

45.3% *female representation in the Deloitte US workforce.*

Goal 4: Increase representation of racially and ethnically diverse⁵ US PPMs to 25% by 2025. ✓

25.2% *of US PPMs are racially and/or ethnically diverse.*

Goal 5: Increase the number of female US PPMs by 25% by 2025. ✓

23.4% *increase in the number of female US PPMs since 2020.*

Goal 6: Address talent experience inconsistencies 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. ✓

For the overall population, favorable responses to the statement "I am able to bring my authentic self to work" increased to 84%. We saw an increase in favorability from Hispanic/Latinx professionals, and a decrease in Black, nonbinary, and LGBTQIA+ professional responses in FY2023, though we have improved since FY2021.

Goal 7: Develop an understanding of anti-racism concepts and cultivate allyship through DEI education. ✓

1,500+ *professionals participated in virtual and in-person allyship sessions, including Art of Allyship.*

Goal 8: Increase the amount of addressable spend on diverse suppliers⁷ to \$1B by 2025. ✓

\$1.47B *total spend with diverse suppliers in FY2023, surpassing our FY2025 goal for the second consecutive year.*

Goal 9: Increase our spend with Black-owned and Black-led businesses to at least \$200M by 2025. ⚠️

\$75M *total spend with Black-owned and Black-led businesses is trending toward our goal, but continued progress toward the goal will require significant diligence.*

Goal 10: Collaborate with clients and industry leaders to drive workforce initiatives. ✓

\$75M *total investment in the Making Accounting Diverse and Equitable (MADE) initiative, with a social reach of more than 6.4M professionals.*

Goal 11: Drive institutional and systemic change through policy initiatives. ✓

Engaged with policy stakeholders to inform their perspectives on a range of topics including paid family leave, caregiving, and workforce training.

Goal 12: Reach 15M individuals through education and workforce initiatives via WorldClass by 2030. ✓

8.1M *individuals reached through FY2023 across various Deloitte initiatives.*

Goal 13: Expand and evolve our mental health programs and resources to support the needs of our workforce. ✓

19,000+ *PPMs and professionals were served via custom-designed Integrated Mental Health Services (IMHS) learning and development experiences.*

✓ on track

⚠️ in progress

Program spotlights: Highlights from FY2023

Advancing equity and inclusion for our people and in society

Empowering authenticity through active allyship

Allyship is foundational to our DEI strategy and is intrinsic to our inclusive culture. Understanding that each person's allyship journey is unique, we provide a portfolio of resources and experiences to enable continuous learning, unlearning, and practice. Engaging all our people in active allyship advances transformative behavioral change throughout our organization. Through this library of resources, engaging experiences, and national programming—as well as opportunities to get involved and build meaningful connections through inclusion councils and communities—allyship has evolved beyond being a strategic concept, becoming an integral commitment that is

reshaping our organizational culture. We continue to embed allyship resources and learning throughout our organizational events and programming.

To address inconsistencies revealed by our annual talent survey and enhance the Deloitte talent experience related to authenticity, we have focused on efforts to foster interactions and spaces that enable authenticity. This includes facilitated dialogues, such as the Allyship Speaker Series and *Say This Not That* sessions, and opportunities to build community and celebrate identity, such as internal summits and organization-wide history and heritage month events. We refine and evolve our approach to offer an enriching, inclusive, and supportive environment where everyone feels valued and heard.

14,000+

PROFESSIONALS REACHED THROUGH ALLYSHIP PROGRAMMING

Message from leadership

A strategy for meaningful change

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\$1.47B TOTAL SPEND

Elevating equity through business diversity

Our US Office of Business Diversity oversees strategies to elevate spend and investments with diverse entities, focusing on the growth of systemically disadvantaged communities.

We're supporting businesses pursuing contracting opportunities with Deloitte by making available to them the educational and growth accelerator programs that promote long-term economic growth and security.

We have updated our procurement processes to increase the inclusion and participation of diverse suppliers.

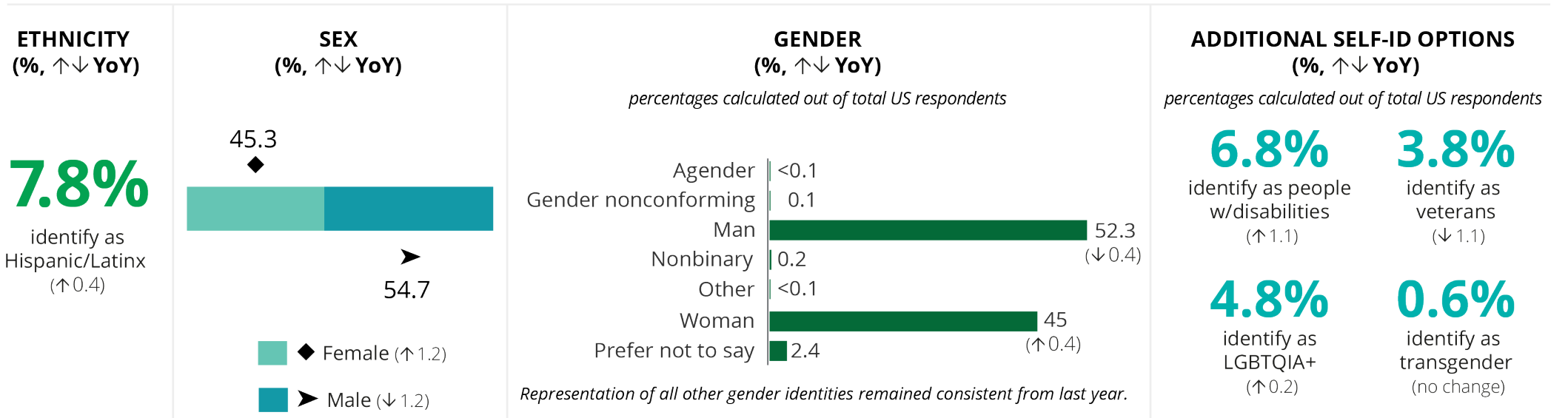
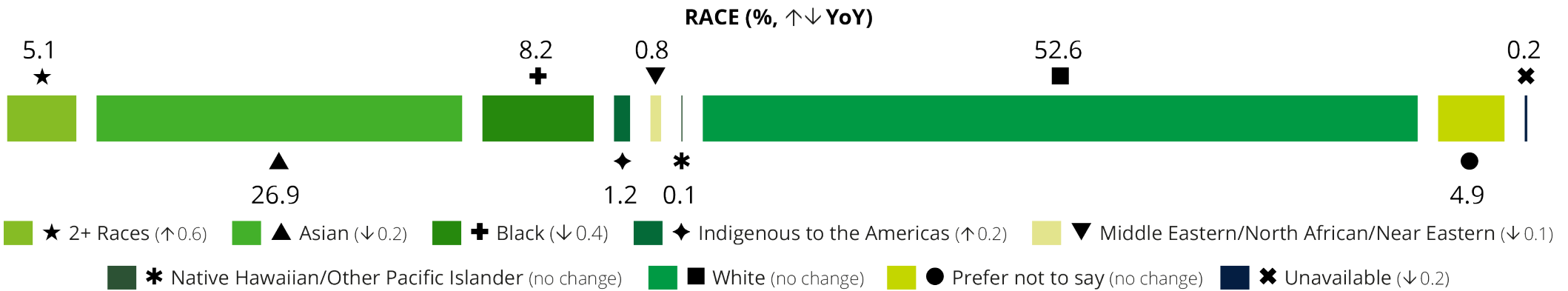
These efforts, along with targeted awareness campaigns and enhanced communication with procurement leaders, allow us to promote opportunities for increased use of diverse suppliers in our day-to-day operations.



Data refresh: Our overall FY2023 US workforce composition

We have seen significant progress against our aspirational goals since FY2020, though in FY2023 saw some drops in representation among specific cohorts in our workforce.

Deloitte US overall workforce representation, total FY2023 US workforce: 85,679



Leadership focus: Our FY2023 US leadership workforce composition

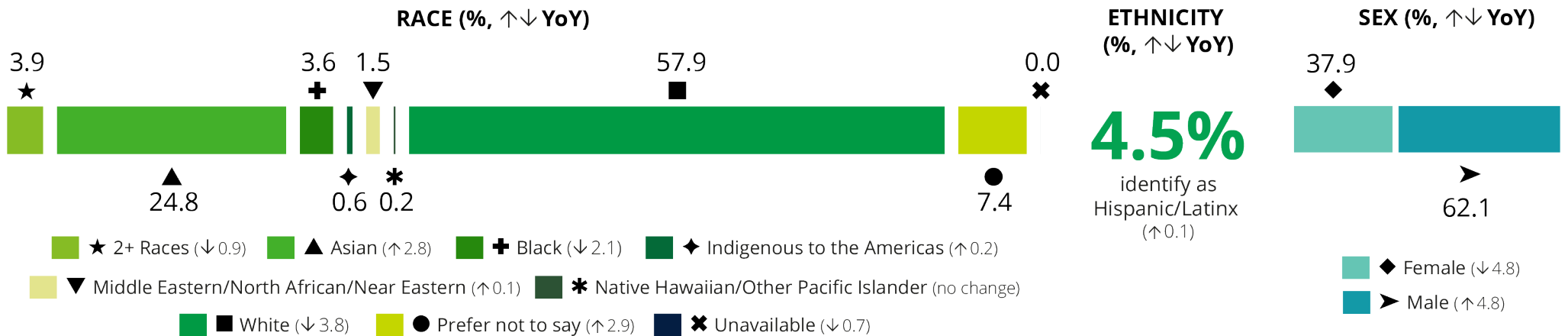


Data from this year shows increased racial and ethnic diversity and higher female representation within our leadership

Total US PPMD, 25.2% are racially and/or ethnically diverse, surpassing our goal 2 years ahead of schedule



FY2023 new PPMD class, 41.3% are racially and/or ethnically diverse, up from 35.6% in FY2022



Looking ahead

Each person at Deloitte has the power to advance equity and strengthen our culture of inclusion and belonging. Our people support our mission by putting DEI at the forefront of their work, being allies to our communities, and advocating for change at Deloitte and in society. Both small and big shifts in individual hearts, minds, and behaviors are foundational to achieving equitable outcomes.

There is more work to be done, and we have an unwavering commitment to further progress. Collectively, we can help create an environment where people feel welcome, celebrated, and valued.

Three of our focus areas in the coming year:



Advancing equity

We are continuing to tackle potential challenges to inform system and process changes that support equitable recruitment, advancement, retention, engagement, and other experiences for our people.



Engaging allies and strengthening a sense of belonging

Because the sum of individual actions and behaviors fuels an inclusive culture, we are empowering our people with expanded tools, resources, and programming to learn, grow, and make meaningful connections with each other and our organization.



Accelerating growth of diverse businesses

We continue to explore ways to expand support for diverse suppliers and businesses including growing our ecosystem of suppliers, helping to increase the capacity of our current suppliers, and monitoring the broader economic environment, which impacts Deloitte's use of subcontractors.

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1. This report is not meant to inculcate any view about race, ethnicity, gender, sexual orientation, or any other social identity. Instead, it offers an overview of Deloitte's approach to advancing diversity, equity, and inclusion based on these identities and an update on our progress from the publication of the *2021 DEI Transparency Report*. Although diversity in this report focuses on these identities, Deloitte recognizes that diversity also goes beyond these identities and includes the characteristics, both seen and unseen, with which we are born and gain through experience that make us different and similar.
2. FY2023 spans from May 29, 2022, through June 3, 2023. Note: For more on Deloitte fiscal years and our broad data methodology, please visit our [Data methodology](#) page.
3. Goals are aspirations and not quotas. The policy of each Deloitte US firm is to recruit, employ, train, compensate, and promote without regard to race, color, religion, creed, citizenship, national origin, age, sex, gender, pregnancy, gender identity or expression, sexual orientation, marital status, disability (including neurodivergence), genetic information, veteran status, or any other legally protected basis, in accordance with applicable federal, state, or local law.
4. In this report, we are using the gender-inclusive term Latinx, an alternative to Latino or Latina, referring to anyone born in or with ancestors from Latin America, regardless of whether that person speaks Spanish. We recognize this isn't a term everyone favors for themselves. The way each person describes their identities is personal, and we encourage everyone to use the terms that most effectively capture their own identities, experiences, and cultures.
5. Diverse racial and/or ethnic groups include Asian; Indigenous to the Americas; Black; Middle Eastern/North African/Near Eastern; Native Hawaiian or Other Pacific Islander; multiracial; and professionals whose ethnicity is Hispanic or Latinx.
6. On the use of sex and gender: In this report, our goals and workforce data reflect sex given that gender self-identification was not available at the time we established the goals in 2020. We recognize that not all people's gender identities match their sex assigned at birth. In 2021, we launched new gender fields in addition to sex, with expanded self-identification options to reflect a wider array of gender identities. Goals and associated workforce data will be revisited during the refresh process.
7. 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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