

**From:** [Joe Ucuzoglu – Deloitte US CEO](#)  
**To:** [Joe Ucuzoglu – Deloitte US CEO](#)  
**Subject:** Important actions to enhance the Deloitte Talent Experience: We are Deloitte  
**Date:** Tuesday, September 28, 2021 6:15:36 AM  
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**Deloitte.**



**We are Deloitte**

USI Colleagues,

We each value being at Deloitte for many different reasons—to build long lasting connections with colleagues, grow continuously in our careers, make an impact that matters on challenging issues for clients and society, and to become the true and best version of ourselves. Whatever the reason, and no matter how long you've been with our firm, as Deloitte professionals, you approach your work with pride, energy, and resilience, and we could not be more grateful for your commitment.

Our firm is experiencing unprecedented levels of growth and success and this gives us **confidence in the extraordinary opportunities for all of you to grow and thrive in your careers. At the same time, this incredible success also comes with some hard truths—you are bearing a heavy responsibility to keep our commitments to our clients and to each other.** We want you to be confident that your contributions are being recognized and rewarded, and we are taking bold actions to support you in every way we can.

To reflect our appreciation for all you are doing and the confidence we have in our bright future, we are announcing the following as we re-energize and strengthen our commitment to you:

- **Supporting your well-being:** The stressors everyone is experiencing have made it clear that caring for your well-being has never been more important. While no one can solve every challenge in this complex time, there are important things we can do to support you now. **Hiring continues at record levels** to get you the support you need to deliver for our clients—Deloitte is the destination of choice in the talent market. And in response to your feedback about what we can do to help you invest in yourselves, **we are excited to introduce a well-being subsidy of IN₹25.000 annually to USI, effective January 2022, to**

**spend on eligible expenses.** Expect more information on what this means for you soon.

- **Providing Collective Disconnects:** We are adding a **USI firmwide disconnect day, to create a four-day holiday weekend from November 4-7 in recognition of Deepavali.** This is in addition to our previously announced **10-day collective disconnect from December 24 through January 2.**
- **Transitioning to your hybrid future:** We know the gradual transition to hybrid work comes with exciting expectations and some uncertainty. To help you do your best work during the transition, we are providing you up to **IN₹15.000 worth of productivity tools** such as a second monitor, keyboard, headset, improved lighting, or speaker (more details to follow). Also, while commuting costs are a personal expense, we are making an exception in this current environment to alleviate anxiety about public transportation, so you can be together, in person with colleagues and clients in moments that matter. For the remainder of FY22 (through May 28, 2022), we are **allowing for the reimbursement of commuting costs (e.g. taxi/rideshare, parking, and tolls) up to IN₹20.000.**
- **Competitive compensation:** You have our commitment that we will continue to rely on data and market analysis to ensure our compensation and rewards are competitive and reflect the outstanding results you are delivering. We are therefore sharing two specific actions:
  - Rather than waiting for the next annual compensation cycle, across the firm we are currently performing a **market-based analysis of our professionals' pay.** In some markets and for some professionals, our compensation remains highly competitive and no current adjustments are warranted. For others, data indicates that adjustments are needed because of shifts in the market over the last few months. If our analysis indicates we should increase your compensation to reflect these market realities, we will do it promptly—not next year, but by the end of this calendar year.
  - We are also happy to confirm that our **next annual compensation cycle for AIP and base pay changes will be similar to the accelerated timeline we used this year,** which provided payouts in June instead of our traditional late-summer timeline.
- **Creating more meaningful human connections:** For most of you, building relationships and learning from each other are reasons why you chose Deloitte and continue to be here. Regardless of how long you have worked here, what team you're on, or how you work, we want to bring these experiences back to the center of life at Deloitte. We are **implementing several programs to foster more human connections,** some in-person and some virtual. Leaders at all levels are listening, learning, and working hard to find ways that we can enhance connections with each other.

While these actions don't reflect all the changes you will see in the coming months, they are a bold step in demonstrating our commitment to you. *You Are Deloitte*, and we are extremely proud of the meaningful impact you continue to make on our clients and our communities.

A forthcoming message will contain a link to a "We are Deloitte" site with more information on all of these important actions. Thank you for all the ways you continue to support each other and contribute to our very bright future.

Best,



**Joe Ucuzoglu**



**Stephani Long**  
Chief Talent Officer

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