

Making an Impact

Leading through complex times

FY24
ANNUAL REPORT

DELOITTE AUSTRALIA

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Deloitte.

The external environment did have a direct impact on Deloitte's financial results, with revenue contracting 2.4% over the past twelve months in response to slowing demand for professional services across sectors including financial services, telecommunications, public sector, healthcare, consumer business and retail. The majority of this impact was felt over the first half of the financial year with greater market stability returning in recent months.

One of our key strategic priorities is industry specialisation and it was pleasing to see consistent positive growth in important sectors like mining and metals, power and utilities, and technology in in FY24. >

Mark Twick
 Chief Financial Officer
 Australia

CEO message

As an organisation with a footprint in every state and territory, we experienced strong client demand in Western Australia, South Australia, the Northern Territory, Tasmania and Queensland, although this was offset by tougher market conditions, particularly in New South Wales and Victoria.

Importantly in FY24 we continued to invest in the long-term growth and future of our Australian practice, with a particular focus on strengthening our capability and culture, making a positive impact on issues that matter to our clients, and transforming the way we work and deliver client services.

We were proud to welcome with seven talented incoming teams from ParaFlare, Enforce Consulting, d-twin, Mainsheet Capital, Nihar, Sliced Tech, ATEO that added strong complementary skills in domains including strategy, cyber security, asset management, digital, cloud, and workforce management.

We also admitted over 70 new partners, hired approximately 1200 university graduates from a wide range of disciplines, and promoted nearly 3000 professionals over the past 12 months.

From a work environment perspective, we rolled out our new cultural values, launched a focused race and culture action plan, and continued to invest in our workplace flexibility and diversity programs.

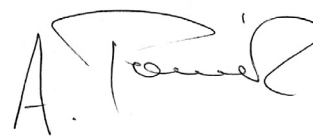
A key goal for Deloitte Australia is to be at the forefront of transformational shifts in our profession. Over the past twelve months we developed and rolled out a globally leading generative AI platform, developed capabilities in new domains such as space, climate reporting, AI, digital twins and smart asset management, and planted 200,000 trees as part of our groundbreaking carbon forests initiative. We also strengthened relationships with key alliance partners and our AP and Global network, rolled out a new global operating model, and invested in growing our operate team to support our clients' managed services needs, underpinned by the exciting launch of a new on-shore operate delivery centre in Bendigo.

We accomplished a lot to be proud of in FY24, but we cannot be complacent given ongoing difficult economic conditions and the continuing public scrutiny on the conduct of our profession.

"We are approaching the new financial year with measured optimism and a clear intent to continue to invest in the future of our business."

Ultimately our success depends on our ability to consistently add value for our clients, underpinned by the quality, skills and values of our Deloitte partner and professional team. This will continue to be our core focus in FY25, and we are approaching the new financial year with measured optimism and a clear intent to continue to invest in the future of our business.

I would like to sincerely thank all our clients, partners, people and alliances for your valued support this year, and we look forward to continuing to work with you to make a meaningful and positive impact over the next 12 months.



Adam Powick
CHIEF EXECUTIVE OFFICER

Chair Message

This has been a year of continued reflection and action to strengthen the way we operate as a firm and as a profession more broadly.

While it has certainly been a challenging one against a backdrop of heightened political, regulatory scrutiny and broader economic pressure, it is pleasing to see that the firm has maintained a strong industry position and successfully retained the trust and confidence in the Deloitte brand.

As a firm, we are acutely aware that we are accountable not only to our clients, our people, and the regulators, but also to the broader Australian community in terms of how we carry ourselves and the nature and quality of work we deliver. As part of our accountability, we must maintain exceptional standards of corporate governance, strong leadership, a continuous focus on culture and values underpinned by integrity and transparency, and robust, best practice management systems and controls.

Our firm has a longstanding, dedicated risk, ethics, and independence team, supported by global systems and processes to manage conflicts of interest and confidentiality.

This team has elevated our integrity training and awareness across all levels of our organisation, and has strengthened our governance framework, policies, and expectations for all our partners and our people working with Australian public sector clients.

Over the past year, we have actively participated in the Federal and NSW Parliamentary Inquiries and provided important recommendations. We also benchmarked ourselves against both EY's Broderick report around workplace culture and PwC's Switkowski report around governance, culture, and accountability.

When issues occur, which they invariably will, we will always take accountability and address them honestly and transparently, and we have solid foundations in place to ensure continuous learning and improvement.

Over the last twelve months, our firm has built on key initiatives and implemented several important measures to strengthen our governance. We redefined our Board Charter, sharpened our focus on Chair and CEO succession and conducted an independent external assessment of the Board's performance. We also decided to add independent members to our Board and have implemented a robust process around this.

As we look ahead to FY25, Deloitte remains committed to serving our clients with distinction and providing our people with a world class talent experience, while upholding the highest standards of trust, governance, ethics and integrity that underpins our strong brand reputation.

On behalf of the Deloitte Australia Board, I would like to thank our CEO, Adam Powick, our National Executive team, our partners, our people and all our stakeholders for their ongoing determination and effort to make a positive impact across all domains under difficult circumstances.

As the outgoing Chair, I would also like to take this opportunity to welcome John Greig as our new Chair and thank the Board members for their integrity, wisdom, and cooperation in protecting and enhancing the Deloitte brand.

With our strong leadership team, I am confident that the firm is well positioned to navigate the challenges and opportunities that lie ahead.



Tom Imbesi
CHAIR

WELCOME
John Greig
INCOMING CHAIR



DAE Economic Summary

The last financial year has been a time of economic contradictions, raising questions for government, business, and policymakers about how to chart a course forward through a period of structural change.

Economic growth is anaemic and going backwards on a per-capita basis. A pivot to growth is needed, but not one that reignites inflation in the economy and throws fuel on the cost-of-living flames by forcing the Reserve Bank of Australia to resume rate hikes.

The reality is that Australia faces a period of sticky and more volatile inflation as we transition to a low-emissions economic structure.

It follows that the greatest and most urgent challenge facing the Australian economy is lifting its languishing rate of productivity growth – to invest in the supply side of our economy and optimise its run rate.

Higher productivity will allow wages to rise and meet the cost of living without pushing up inflation, help repair structural budget deficits, lessen the impact of worker shortages by increasing labour output, and free up capital to be invested in future-facing industries that assist the transition to net zero.

Increasing productivity necessitates government and business making conscious policy and investment decisions that prioritise long-term gain over short-term reward.

For many businesses, the emergence of Generative AI (Gen AI) technology has come with the promise of a productivity windfall, but for many organisations, the way to realise those gains remains unclear with use case obsession often getting in the way of implementation at scale.

That aside, sluggish economic growth and consumer spend, alongside supply-side constraints largely caused by continual geopolitical turmoil, have put the handbrake on business investment. This is where the government needs to step in with some targeted reform to get the money flowing. >



DAE Economic Summary

The most recent Federal Budget contained some very promising initiatives, including a focus on improving worker allocation to future-critical industries, like those crucial to the net zero transition, residential construction, or aged care through wage and education incentives and targeted migration schemes.

And looking at the government's *Future Made in Australia* program, tax credits for critical mineral miners and subsidies for green hydrogen production will no doubt bolster industries likely to be crucial to the future global economy and the fight against climate change.

However, the design and implementation of these will be the difference between them being productivity enhancing or a waste of taxpayer dollars.

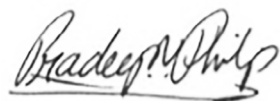
But overall, more efforts are required. We need wholesale reform that encourages dynamism across the economy. This will involve politically tough decisions such as reducing the Federal government's dependence on income taxes in favour of higher taxes on accumulated wealth.

It will also require further efforts to enhance social equity.

Since 2003, the wealthiest 20% of Australian households have experienced an 82% increase in wealth, compared to an increase of 17% for households with the least wealth. And it is this latter group who have borne the brunt of the recent cost-of-living crisis, rate tightening cycle, and skyrocketing housing costs.

As we reach the halfway point of the decade, we find ourselves in an economic situation that is, in many ways, a great deal more complex than the decade's beginning, defined as it was by the massive external shock that was the COVID-19 pandemic.

Just as we overcame the challenge of the pandemic, by working together business, government, unions, and other stakeholders must again unite to work towards the common goal of lifting productivity and ensuring its gains are fairly shared across society.





Pradeep Philip

**PARTNER AND
HEAD OF DELOITTE ACCESS ECONOMICS**

DELOITTE ACCESS ECONOMICS WINS FORECASTING AWARDS

After almost a decade of consistently low inflation and near-static interest rates, 2023 saw the return of economic forecasting as a mainstream media topic.

The strength of our expert economic forecasts and analysis was recognised when Deloitte Access Economics was named the most accurate forecaster of Australian inflation and the Australian exchange rate across 2023 by Focus economics.

With Australia's economic situation remaining complex, we remain committed to providing accurate economic forecasts and informative economic analysis.

Financial Performance

Deloitte Australia has recorded revenue of \$2.78 billion for Financial Year 2024 (FY24), which ended on the 31st of May. This represents a 2.4 per cent decrease from the previous financial year in which revenues were \$2.85B.

Deloitte's results were impacted by weaker business demand across most industry sectors as well as a drop in demand from the public sector and government against the backdrop of intense government and public scrutiny on the professional services sector in FY24. This impacted all Deloitte businesses, particularly the advisory and consulting businesses.

From a sector perspective demand remained strong across the mining and metals, power and utilities, energy and chemicals and the technology sectors. However, demand was weaker in financial services, consumer products, telecommunications and the government and public sector.

Despite these weaker than expected results, there was strong demand for a number of offerings such as cyber, workforce transformation, cloud engineering, SAP implementations, audit and climate transition. We are confident that the strong demand for these offerings will continue as organisations seek to modernise aging technology infrastructure and capture efficiency gains from new technologies, including generative AI.

We responded to the deteriorating market conditions through active management of our client service and operating costs, however lower revenues could not be fully offset through cost savings resulting in profitability being lower than the prior year. >

\$2.78B **-2.4%**

TOTAL FY24 REVENUE

YoY REVENUE

Risk Advisory	\$290M	0%
Tax & Legal	\$343M	-1%
Financial Advisory	\$390M	-1%
Audit & Assurance	\$502M	-3%
Consulting	\$1.31B	-4%

Business Unit: revenue (\$) / growth (%)

7
TRANSACTIONS
COMPLETED

Financial Performance

Throughout the year we took a number of cost actions including more selective hiring, the restructure of teams where market demand had declined or permanently shifted, as well as reducing excessive leave balances and removing non-essential contractor and casual roles.

Our operating costs were well controlled despite significant year-on-year increases in interest costs, technology-related costs and amortisation associated with transactions. Interest costs increased in line with the general increase in interest rates.

Despite FY24 being a difficult year, Deloitte remains focused on investing in the long-term growth, transformation and sustainability of the business. In FY24 we completed seven transactions, including the acquisition of leading cyber firm, Paraflare, and hired 42 lateral partners.

Consistent with the prior years, we continued to invest in audit quality, the talent experience, and technology, including AI, cyber and new software platforms for our Audit, Tax and Consulting businesses.



Andrew Griffiths
CHIEF OPERATING OFFICER

As we enter a new financial year, we are focused on returning to profitable growth and will continue to invest in our core business in preparation for a likely recovery in professional services demand over the coming twelve months.

Deloitte Sustainability and Emissions summary

Meeting our Sustainability Commitments

This year we have seen mounting evidence that Australia's orderly transition to net zero will not happen without the collective support of all Australian communities, businesses, and governments. Deloitte believes succeeding in this increasingly urgent task is more than a responsibility, it is an obligation. Our commitment is four-fold.

First, we will use our voice, ambitious but grounded in economic rigour, to influence Australian leaders to act and work together in pursuit of net zero and building a resilient Australia.

Second, we will continue to offset our Scope 1, 2 and 3 – Business Travel emissions so that we are net zero from our operations. We will continue to innovate and collaborate with others to set an example for others to follow.

Third, we will leverage our deep, multi-disciplinary skills to help our clients make decisions and take practical action to collectively bring about Australia's net zero transition and adapt to the changing climate. We are committed to working with clients who match genuine ambition with visible commitment, resources, and tangible transition action.

Finally, we recognise that Australia's First Nations people have been, for over 60,000 years, the standard bearers for care and custodianship of our land. With humility we commit with Australia's First Nations people to this continued shared obligation as we continue to reduce emissions.





Image credit: Milford Road, Meg Graham, Program Manager, Deloitte's Carbon Forests.

Deloitte's Carbon Forests

Deloitte's Carbon Forests project is part of our net zero plan. Since 2022 we have purchased three properties: one in the Upper Hunter Valley NSW and two in Gippsland Victoria. On each property we are establishing forests to participate in the Australian Carbon Credit Unit (ACCU) scheme by registering our environmental planning carbon projects with the federal Clean Energy Regulator.

Combined we are managing over 1,100 hectares of land. Through our Carbon Forest Revegetation project, we are establishing native forests on 60% of our land that had been previously cleared and used for grazing. In total we will establish almost 350,000 plants that are native to the local environment. We will plant trees by hand and use drones to seed into areas that are too steep to safely access.

Through this project, we will sequester almost half a million tonnes of CO₂ from the atmosphere into our trees, generating c.500,000 ACCUs over 25 years. In addition, we aim to materially increase the quality and quantity of biodiversity on these sites by providing natural habitat for a range of species.

Our Forests will be protected in perpetuity and managed by a small, dedicated team to mitigate fire risk, increase biodiversity, and carbon storage.



FY24 EMISSIONS SUMMARY

Deloitte Australia has achieved an absolute reduction of 9% of emissions compared to the same categories in prior year (Scope 1, 2 and 3 – Business Travel).

11,364 tCO_{2e}

Scope 1, 2 and 3 – Business Travel

24,031 tCO_{2e}

Scope 3 (excluding Business Travel)

35,395 tCO_{2e}

Total expanded boundary (including Work From Home & Commuting, Purchased Goods & Services)

We currently invest in offsets for emissions within our direct operational control. In FY24 scope 3 emissions also include Purchased Goods & Services (category 1) and working from home and commuting emissions (category 7). At present, we do not offset any of these emissions. In the long-term, investments in Deloitte's Carbon Forests are planned to negate emissions from the full scope of emissions. Deloitte Global emissions data will undergo external assurance after the date of publication of this report, therefore emissions data contained in this report may be subject to change.

Business Units

Modernising our Global Storefront

This year, Deloitte announced it would globally modernise its Storefront, offering an important opportunity to enhance the way we serve our clients. Our new services storefront simplifies our offering and operating model to make it easier to team and align our multi-disciplinary services to priority client needs.

The changes include a move from five to four business units, with Tax & Legal (T&L) and Audit & Assurance (A&A) joined by two new consulting business units – Strategy, Risk & Transactions (SR&T) and Technology & Transformation (T&T). SR&T brings together market-leading strategic advisory capabilities around the signature issues that are critical to the C-Suite and Board. T&T brings together the full suite of capabilities needed to drive digital transformation, including aligning cyber skills to our technology capabilities.



Joanne Gorton
Managing Partner,
Audit & Assurance

Audit & Assurance

A&A has continued to see strong performance over the past year, with a continued focus on building a modern team of experts across all aspects of Corporate Reporting and Controls to meet the evolving needs of our stakeholders. This includes supporting our clients in transitioning to new sustainability and climate reporting requirements.

We are seeing continued success in the audit market. We are proud of our overall win rate of 60% and that the strength of our brand has put us in contention for some of the largest audits in Australia.

Whilst our assurance business has been challenged in FY24 due to current difficult economic conditions, we are adapting to the market shifts with agility.

In FY25, our core priorities include driving profitable growth by increasing market share of external and internal audit services, being the leading brand and strategic advisor to CFOs, and transforming the A&A business through continued investment in emerging technologies, including embedding Gen generative AI at scale.

Our diverse team is aligned on our purpose to build trust and deliver confidence on the issues that matter most to our stakeholders.



Ellen Derrick
Managing Partner,
Technology & Transformation

Technology & Transformation

Despite more challenging economic conditions, we have continued to focus on combining our sector depth with solutions that bring together our services, alliance platforms, data, and AI-enabled assets to unlock growth, productivity, enterprise performance, and support critical client agendas.

Like our clients, market conditions and emerging technologies present disruptive opportunities. Deloitte's proprietary GenAI platform will increasingly underpin our services. We have augmented our delivery capability with our global delivery network and invested in value-based commercial constructs for our clients and in-demand specialist capabilities. As part of this, we have welcomed five new teams through transactions.

In FY25, our priorities will extend to drive end-to-end technology enabled transformation and cybersecurity solutions that accelerate our client's innovation, growth, and performance at scale.



Brett Greig
Managing Partner,
Tax & Legal

Tax & Legal

Over the last year, Tax & Legal continued to build on our trusted advisor relationships within our priority accounts, and saw growth across the Energy, Resources & Industrials, and Financial Services sectors.

Maintaining our commitment to delivering exceptional quality and value for our clients remains a top priority. Our dedication to upholding the highest standards of professionalism and ethics has earned us the trust and confidence of our clients, positioning us for continued success. T&L will continue to use our expertise to create value across M&A, Digital and ERP, Workforce, Trust and Climate & Sustainability.

In FY24 we reframed and clarified our transformation strategy, priorities, and roadmap. Moving into the new year, execution to drive impact for the business will be our primary focus as we strive to deliver value for our clients, and to uplift the experience of our people through the modernisation of our service delivery processes.



Dave McCarthy
Managing Partner,
Strategy, Risk & Transactions

Strategy, Risk & Transactions

Despite a tighter economy and reduced M&A and investment activity in the last year, we have continued to win important work related to items high on our client's agendas on the strength of our brand, track record, and multi-disciplinary offerings.

The energy transition agenda saw us working across areas of public interest including continuity of critical energy supply assets and economic modelling supporting new industry policy including hydrogen and critical minerals.

While private equity deals and capital market activity was subdued locally and globally, large deals continued in sectors addressing structural challenges including education, financial services, and health care.

We enter the year ahead with a view that leaders in corporate Australia are preparing to tackle geopolitical, economic, environmental, regulatory and technological change head on.

Our job is to help our clients seize the opportunity to create competitive advantage and value out of that change, and to do it in ways that build organisational trust and resilience.



Transformation & Innovation

In FY24 we remained steadfast in our focus on the future of our business and continued our multi-year program of transformation aimed at strengthening our capabilities, and modernising the way we work and deliver services to our clients.

This year, this program of work centred on two critical pillars: unlocking the potential of generative AI and scaling our ability to support our clients with technology transformation needs.

Unlocking AI's potential at Deloitte.

We have the vision of becoming an AI-fuelled organisation and have taken a **whole-of-firm** approach to AI internally and how we present to the market.

That's why we've developed our in-house **generative AI platform MyAssist**, which will help our people embed generative AI in their day-to-day roles while also serving as a development platform for them to build their own generative AI apps.

Personal and business-led chatbots and apps make MyAssist a versatile generative AI tool for completing various tasks such as research, content drafting, and technical work like code review and generation.

We have also prioritised a selection of generative AI use cases that provide firm-wide benefits, including external tools and apps that enhance productivity across key work-types across the firm.

One thing we have learned is the importance of developing generative AI skills and capabilities across the workforce. In FY24 we focused on equipping our people with the training and support necessary to begin to take advantage of the potential inherent in generative AI, for example we kicked off **Gen AI Fluency** month, part of our **Gen AI Fluency Program**, designed to encourage AI literacy across different parts of Deloitte. To date, more than 4000 people at Deloitte have engaged in Gen AI training.

Technology Transformation Delivery

Technology-led transformation is a major priority for many of our clients that are confronting the challenges of upgrading aging technology infrastructure while seeking to reap the efficiency benefits created by generative AI and other new technologies. In FY24 we invested in elevating our market leading technology alliance program and building world class capability and tools to support our clients with complex technology driven implementation and operation programs of work. A primary focus in FY24 was on strengthening our local and global technology delivery centre network.

Our approach to Delivery Centres is centred on partnerships with universities, alliance partners and our global firm that create secure employment and industry-leading, technology-focused learning and development opportunities for young people.

In FY24, we were excited to partner with LaTrobe University to launch our Digital Operations Delivery Centre in Bendigo, Victoria, building on the Adelaide Delivery Centre launched in 2023.



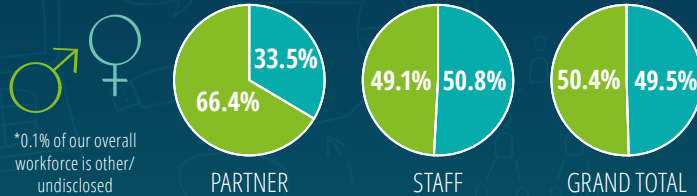
Dennis Krallis
Chief Strategy &
Transformation Officer



13,077

TOTAL WORKFORCE
(AS OF MAY 2024)

WORKFORCE BY GENDER (MAY 2024)



Working at Deloitte

When it comes to how we work at Deloitte, people continue to be the cornerstone of our success, and we want each person to be able to thrive in work, and in life.

We know people perform at their best when they are involved in meaningful work, that makes an impact, and gives people the opportunity to grow and expand their skillset, learn from others, and develop their careers.

We believe high performance and professional development should be recognised, celebrated, and rewarded. For us, promoting professional development pathways remains a priority. We are always examining new ways we can coach and guide our people to improve performance and facilitate growth.

That's why we were so pleased to see that around 80% of our people say they receive good coaching experiences and are inspired to do their best work at Deloitte, according to our annual Engage survey.

People also perform at their best when they feel respected; we believe this involves prioritising wellbeing, professional development, and inclusivity in equal measure.

We fully support our people taking time to do the things that matter most in life – to start a family, to work flexibly to meet care commitments, or to take leave to focus on their health or education.

We also know that trust is foundational to respect. According to our Engage survey, 90% of our people of all cultures, identities and abilities feel valued and respected.

It is important our people feel they can trust that they come to work as themselves, knowing that their race, culture, sex, gender identity, religion or disability is accepted and is no barrier to their professional advancement.



Pip Dexter
Chief People &
Purpose Officer

[†]Diverse Cultural Backgrounds (DCB) refers to self-disclosed cultural affiliation with Asian, Pacific Islander, New Zealander/Māori, African, Latin American and Middle Eastern cultures. Data represents cultural rather than racial identity.

Working at Deloitte

How we are adapting to modern work

When it comes to work practices, we believe we can't deliver value for clients without first providing value for our own people through supporting them at work and in life.

Aussie Signals

This year we launched our *Aussie Signals* which provide a clear statement of values that outline not just our commitment to our people, but the commitment of our people to our clients and to one another.

Our *Aussie Signals* are an articulation of our message of respect and represent our five core values - be you, empower and trust, talk straight, have fun and celebrate and dare to be different, that sit at the heart of our Deloitte Australia culture.

These five *Aussie Signals*, launched in FY24, were formalised in consultation with our People Panels, a collection of hundreds of representatives from across Deloitte Australia who help guide our actions.

We are continuously embedding our *Aussie Signals* into our day-to-day moments, stories, and practices, including integrating them into our talent systems and processes like our, recognition platform, performance framework, and recruitment and onboarding platforms.

Work Well

We acknowledge that the way we work is changing, with the rise of hybrid work and technology innovation presenting opportunities to work smarter, not harder, promoting higher productivity and a better work-life balance.

The opportunities presented by the world of modern work is why we launched *Work Well*, a program to trial and incorporate new and different ways of working to create a culture where everyone can thrive.

Through *Work Well*, Deloitte ran a series of pilots to trial new ways of working with the goal of taking 20% of today's non-valuable work out of work.

More than 500 people across every business unit were involved in the *Work Well* pilots. Among the findings from these pilots, showed that those who work in hybrid ways had better energy and better productivity than those who worked 100% in the office or 100% at home. The pilots also found that shortening or condensing the work week improved the energy and productivity of most participants.

Work Well has also equipped leaders with the tools and confidence to manage hybrid working teams. This includes coming together as a team to reflect on ways of working strategies, leveraging technology to work more efficiently, encouraging teams to utilise *DeloitteFlex* (our market-leading flexible work policy) and *Deloitte Experience* (empowering our people to choose how they work) to make the right choices for their clients, their teams and themselves.

Working at Deloitte

Talent, Reward and Recognition

We believe we have a responsibility to support our people's professional development both in a general sense, and at key moments in their career.

Our *Building Brilliant Leaders* coaching framework, now in its second-year, fosters leadership abilities across various career levels, alongside existing professional development options like micro-credential courses.

Through *Building Brilliant Leaders*, we will expand our investment in coaching resources and offer more chances for mutual feedback, enabling our team members and their leaders to work together on strategies for collective growth and success.

So far, more than 9,500 of our team members have completed one of our *Building Brilliant Leaders* programs.

Measuring impact

We know that the impact our people make can't be reduced to financial metrics.

That's why we've launched *Total Contribution*, a new framework that acknowledges overall impact an individual makes and highlights the importance of qualitative feedback, ensuring greater uniformity to core expectations across different job levels.

It comes in addition to *Time Matters*, a new way of recording how we are spending time during the working day so that all the different ways our people contribute value across the day and week is captured, enabling more recognition for the impact our people make for clients, their teams, and Deloitte as a whole.



connect with
MAKE AN IMPACT
Building Brilliant Leaders
GROW
COACH
EMPOWER!!
ENERGIZE
THANKS

Working at Deloitte

Closing the Gender Pay Gap

At Deloitte, we have been committed to equal pay for women and men for decades. We review the pay of all our people twice a year to ensure that there is less than a 1% difference between genders for the same or similar roles.

We're one of only two organisations that has held the Workplace Gender Equality Agency's (WGEA) 'Employer of choice for Gender Equality' citation since 2001.

However, we know we have more work to do, like addressing Gender Pay Gaps – which is the difference in earnings between all men and women across an organisation, expressed as a percentage of men's pay. This is different to Gender Pay Equity, which means that men and women performing the same or similar roles receive the same pay.

According to data submitted to the Workplace Gender Equality Agency (WGEA) Deloitte's median total remuneration gap and median total base pay gap were both 16.7% across 2022-23. This means our median total pay gap is 2% lower than the industry median and has been trending down over the prior three years.



It is important to note that due to WGEA's data collection process, this figure does not include equity and non-equity partner remuneration. Our total remuneration pay gap for equity partners, which is calculated on a mean basis is **6.2% and the equivalent figure for non-equity partners is 6.8%.**

Gender representation is the key driver of Deloitte's Gender Pay Gaps

Our Gender Pay Gaps are, at their core, a gender representation issue. While we have an even number of men and women working at Deloitte, we have a higher concentration of men working in our most senior employee role levels (Senior Manager, Director, and Principal). When these job levels are excluded from our data, our median gender pay gap reduces by 14.5% down to 2.2%.

We recognise that some people's gender experiences and identities cannot be captured by binary language. We do use it occasionally in this report. Even though we recognise that neither sex nor gender exist in binary categories, sometimes binary language is necessary to convey the gendered nature and dynamics of our society.

Our Gender Pay Gap

16.7%

Median Total Remuneration and Base Pay

Our **Median** Total Remuneration Gap and Median Base Pay Gap are both 16.7% for the 2022-2023 reporting period.

Working at Deloitte

Pushing for Gender Equity

We recognise that employers have an important role to play to shift gender norms and improve workplace equity. We are committed to addressing this and believe that closing the gap requires sustained commitment and leadership accountability to drive action. That's why our **Gender Action Plan** includes a target of having women represent at least 40% of all leadership teams and job levels by FY28. It also commits us to ensuring women account for half of all hires for roles at Senior Manager and Director levels, as well as half of all participants in leadership pipeline programs and succession pools.

We are pleased to report that we have met our 40% women leadership target on our Board, National Executive, and Growth Executive teams. Our success in promoting female leadership at an executive level has also been mirrored across other parts of the business: the make-up of our four new business unit executive teams alongside our Growth and Enabling Areas executive teams, averages 48% women.

In addition, Deloitte's two flagship leadership development programs will have 49% and 52% women representation for 2024 and in the 2023 calendar year, we saw a 7% increase of women in lead client service roles. FY24 also marked the 22nd year of our *Inspiring Women* leadership training program. In 2021, 67% of those who completed the program were promoted within twelve months.

We are also enhancing gender equity in the workplace by helping women manage their health in all stages of life. This includes fertility and miscarriage leave, as well as menopause support initiatives. We recently put together a Menopause Working Group and created resources to help our people understand more about menopause and how to support themselves and others.

Chart 1: Deloitte and Industry Gender Pay Gaps over time

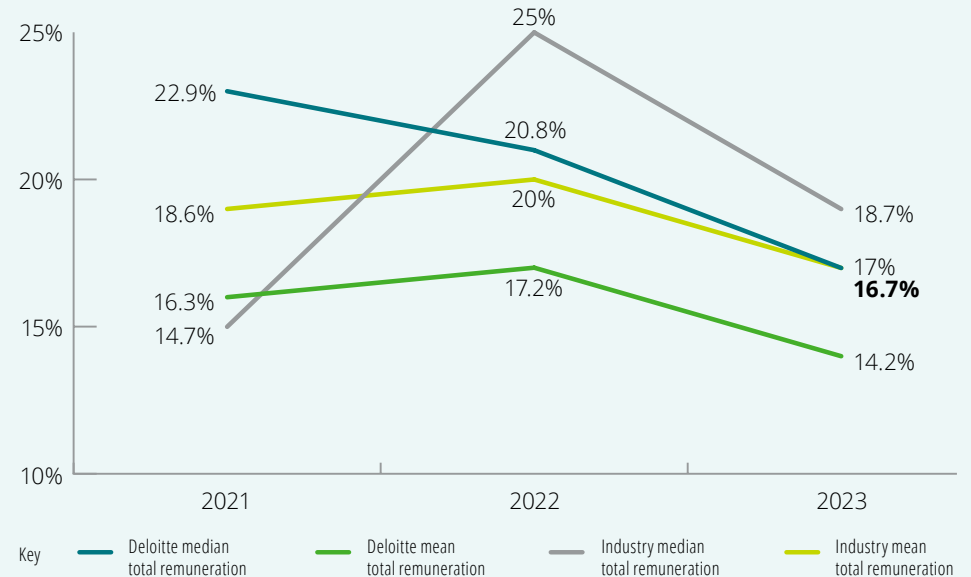


Chart 1: Our **Median** total pay gap is 2% lower than the **Industry* Median** total pay gap and has shown a downward trend across the last three reporting periods.

Our **Mean** total pay gap is 2.8% lower than the **Industry Mean** and is also showing a downward trend.

*Deloitte's Industry Division is Professional, Scientific and Technical Services > 5000 employees.



Working at Deloitte

Inclusion in All Forms

The array of viewpoints and perspectives our team brings to the table ignites creativity, innovation, and fosters unity, helping us deliver for our clients.

We firmly believe that promoting diversity and inclusivity is not only the right thing to do but also essential for our collective growth and success.

We've been recognised for the steps we've taken to enhance inclusion, achieving Platinum Employer Status for LGBTI+ Inclusion in the Australian Workplace Equality Index. Not only have we collaborated with Sydney WorldPride and Sydney Gay and Lesbian Mardi Gras, but we've also broken-down barriers for our LGBTI+ community in talent policies and introduced supportive measures like our Gender Affirmation policy.

Similarly, our *Making Work Work for Families* policy, now in its third year, has built on earlier initiatives like our *Gender-Neutral Parental Leave* policy and *DeloitteFlex* to enable our people to structure their parental leave and return to work in a way that works for them.

But there's always more to do – more biases to overcome and structural barriers to tear down. In the last year we've made large strides to enhance and celebrate neurodiversity as well as the racial and cultural background of our people.

Designing Deloitte for Everyone

One in six Australians live with disability and approximately 10-20% of the global population identify as neurodivergent. At Deloitte, we believe in the social model of disability, which teaches us that it isn't a person's disability that challenges their full participation but rather the external barriers that society imposes upon them.

Our new **Access and Inclusion Plan**, *Designing Deloitte for Everyone*, launched in FY24 commits us to breaking down these barriers by shifting attitudes, behaviours, and perceptions across three pillars.

This includes prioritising access for all by designing online content and office spaces to meet a gold standard for inclusion. The Plan also includes a target of doubling the 1.7% of our people living with disability at Deloitte by 2026.

This goal has been met and exceeded, with our 2023 Engage survey identifying 4% of our people as living with a disability.

It also requires us to embed equality at every stage of the recruitment and promotion processes, and to be a force for good through broader community partnerships.



Working at Deloitte

Appreciating our Racial and Cultural Diversity

We are proud to be an employer that recognises and champions the diverse cultural heritage of our people. According to our most recent talent survey, 44.1% of our people at Deloitte have a diverse cultural background.

However, with just 18.7% of Partners from culturally diverse backgrounds, it is clear our leadership does not adequately reflect a diverse Australia.

That's why last year we launched our **Race and Culture Action Plan**. Past efforts have celebrated diversity. But we acknowledge it's time to move beyond celebrations, towards measurable and meaningful outcomes. This is outlined across four pillars of impact along a three-year timeline.

First, we will seek to promote *Equity at Every Stage* by enhancing pathways for racially and culturally diverse people to join us and grow their careers and to prepare for leadership positions.

Second, we will *Educate and Activate Allies* by building our people's overall racial and cultural awareness through our race and culture and First Nations networks and prominent centring of role models, champions of allies to promote conversations.

Third, we will *Reimagine Representation* through committing to strong targets such as our ambition for 25% of partners to be racially or culturally diverse by FY26. Our recently enhanced 'Engage' survey will provide us with the data we need to understand the profile and intersections of our workforce to drive action while initiatives like Culture Flex, which allows our people to swap two public holidays for other days that are of cultural significance to them, will encourage our people to truly be themselves at work.

Finally, we intend to become a *Force for Systemic Change* in Australia's business community through partnering with other businesses and leaders to drive systemic change and equitable outcomes across the ecosystem.



Talent Awards and Recognitions

EMPLOYER OF CHOICE

Gender Equity

Workplace Gender Equality Agency (WGEA) since 2001

FAMILY INCLUSIVE WORKPLACE CERTIFIED EMPLOYER

Family Friendly Workplaces (2021, 2022, 2023)

PLATINUM AWARD

LGBTI+ Inclusion Awards (AWEI)

This official recognition comes as a result of achieving 4 golds within the last five consecutive years

WINNER

Most Desirable Employer 2024 (Randstad)

Best Leadership Development Program – Deloitte Building Brilliant Leaders (Australian Institute of Training & Development)

Grad Connection/AFR – Top 100 Most Popular Graduate Employer Award 2024 (#5)

#1 Accounting and Advisory Grad Employer (Prosple)

Employer of Choice award and Best Use of Technology 2023 (Australian HR Awards)

Most Popular Graduate Recruiter/Outstanding Integrated Marketing Campaign 2023

(Australian Association of Graduate Employers)

Internal Talent Awards – Best TA Tech Stack 2023

Women Leading Tech Awards 2024, Cyber Security (Kate Monckton)

FINALISTS

Seek Best Diversity, Equity and Inclusion Initiative 2023

Internal Talent Awards – Talent Acquisition Leader of the Year 2023

Internal Talent Awards – Excellence in Employer Branding 2023

Women Leading Tech Awards 2024 - Sustainability Crusader (Andrea Culligan) and Innovator & Data Science (Dr Kellie Nuttall)

Market Impact

At the heart of everything we do is helping clients navigate the complexities and challenges of a rapidly changing world through services that create value and drive innovation, productivity and sustainable growth. This is underpinned by strong ethical and cultural practices.

The last year has been incredibly complex: as well as pushing for growth in an uncertain business environment, our clients have been grappling with ongoing geopolitical complexities, workforce challenges, the implementation of climate strategies and comprehending the risks and opportunities inherent in the generative AI revolution.

What has remained clear through the complexity is that standing still is not an option and transformation is a necessity.

Adhering to evolving regulatory frameworks such as emerging ESG reporting standards and Australia's upcoming mandatory climate-related financial disclosure regime are continuing to emerge as significant areas of focus.

Digital transformation is another area of continuing focus, but transformation cannot happen in isolation. Clients have had to simultaneously prioritise investments in cybersecurity, improving their data analytics to gain better insights, and adopting generative artificial intelligence to drive greater efficiencies.

This year our **Privacy Index** report took a deep dive into the privacy practices of leading Australian organisations, businesses and government and how they are having to review and revise their practices to meet and exceed consumer expectations and keep pace with regulatory reform.

At the same time public, financial, and resource sectors are increasingly focused on modern work practices and workforce transformation with our **Human Capital Trends** report finding 73% of respondents recognise the importance of aligning human capabilities with technological advancements.

To help our clients manage the modern work transition, we have continued to invest in and grow our workforce, human capital and payroll management offerings, with the teams from the Australian arm of **Enforce Consulting** and the team from **ATEO** joining Deloitte Australia in FY24.

How we help our clients

CASE STUDY: BUILDING A WORLD-CLASS DIGITAL DESTINATION

As Australia's leading prestige beauty retailer MECCA are renowned for their exceptional customer service, setting the standard for in-store experiences.

To replicate this experience online, MECCA needed a partner that could help them harness the transformative power of technology to create lasting impact for their customers, teams, and business. Deloitte Digital worked with MECCA to develop a solution that was human-led and tech-enabled, integrating leading platforms and capabilities to power a new digital flagship experience.

Mecca.com now offers a truly 1:1 personalised shopping experience for their customers, which seamlessly connects their marketing, sales, and service channels.

This 3-year digital transformation has positioned MECCA for global expansion, boasting a scalable, future-proof solution that sets new experience standards not just in beauty but cross-industries.

CASE STUDY: SUPPORTING SUSTAINABLE REPORTING

Sustainability reporting standards are evolving across the world, creating a complex web of requirements that organisations must carefully navigate.

A major global technology company recently partnered with Deloitte to transform their approach to sustainability reporting by employing a data-driven approach to assess their sustainability reporting readiness under the European Union's Corporate Sustainability Reporting Directive (CSRD) and the International Sustainability Standards Board (ISSB) disclosure standards.

Using Deloitte's AI-enabled Gap Analysis tool, **SustainNext™**, Deloitte's network of sustainability reporting experts across Australia and The Netherlands were able to review over 1200 reporting requirements in the CSRD and ISSB standards across more than 900 pages of the company's reporting documents.

The insights Deloitte provided across environmental, social and governance topics, focused on identifying key actions and strategies to enhance sustainability reporting readiness to meet new requirements, putting the company on a pathway to sustainability reporting readiness.

Market Impact

CASE STUDY: POWERING A TECHNOLOGY-ENABLED TRANSITION

The transition to a low-emission future cannot happen without technological innovation.

That is why we developed GreenSpace Tech – an AI-powered platform that connects climate tech intelligence and innovators to industry to accelerate the transformation to net zero. To date we have completed over 110 **GreenSpace Tech** projects globally for more than 85 clients.

The platform was recently used to support a global energy and resources company in identifying impactful, viable and scalable technologies and vendors to reduce their carbon footprint.

The 12-month subscription allowed for five sequential areas of focus – Grid & Energy Management, Fugitive Emissions, Alternative Energy Systems, Green Steel (Hydrogen and CCUS), and a co-branded event connecting our client to stakeholders and innovators.

For each of the focus areas the full suite of **GreenSpace Tech** tools was utilised in conjunction with our standard Deloitte Consulting services to identify decarbonisation pathways and technologies, prioritise technology options leveraging techno-economic analysis and conduct an in-depth due diligence process with selected technology vendors.

This enabled us to make final recommendations and relevant introductions for potential partnerships.

Importantly, the entire process was completed in just 8-10 weeks per focus area. Our proudest moment came when the client mentioned that it would have taken up to 18 months if attempted in house for a single area of focus.



Climate

Leading in the age of climate

Climate change continues to be a foremost concern of our clients in every sector, presenting complex risks and significant opportunities.

In FY24 Deloitte maintained its leading position as an ambitious advocate for climate action and decarbonisation in Australia and around the world.

The strength of our insights and points of view on climate and sustainability has enabled us to assist a diverse array of clients decarbonise their operations while improving their environmental, social and governance (ESG) standards – all to help realise the economic upside of the transition while maintaining a strong focus on equity.

Transitioning to low carbon Infrastructure

If Australia is to achieve net zero by 2050 then it must consciously decarbonise across all systems of the economy – from mining to agriculture to transport.

Our **All Systems Go: Powering Ahead**, the second report in a series produced for NAB, details the extensive economy-wide capital reallocation that net zero requires. But it also highlights the \$435bn economic opportunity that the transition presents to Australia through the creation of green export industries and manufacturing.

Our work has also delved into the logistical challenges involved in decarbonising systems.

Our **EV Charging Infrastructure: The Next Frontier** revealed that the number of public EV chargers must increase eight fold within a decade to keep up with demand for electric cars.

On a global level, our **Financing the Green Energy Transition** report released in advance of COP28 last year examined how to close the green financing gap and unlock the capital needed to fund the global transition to net zero.

ESG Regulation, Compliance and Reporting

The proliferation of transparency-enhancing standardised environmental, social and governance (ESG) related frameworks is one of the most significant developments in corporate governance in decades.

ESG frameworks crystallise the concept that a social licence to operate is essential for modern organisations. Retaining this social licence requires fair and equitable treatment of stakeholders – be they customers, employees, shareholders or local communities.

Deloitte has deep expertise across these key frameworks and can help organisations realise the opportunity inherent in them and mitigate the risks that come with a failure to comply.

For example, 17 clients have used our new **SustainNext™** platform which uses generative AI to simplify the complex process of diagnosing and reviewing their current approach of environmental, social and governance (ESG) reporting against regulatory reporting standards including ISSB, the recently released Australian Sustainability Reporting Standard (ASRS) exposure draft, and European CSRD standards.

Market Impact

CASE STUDY: SOLVING REAL CONGESTION PROBLEMS THROUGH OPTIMAL REALITY

Another fast-developing technology with both potential and current real-world applications is digital twins, which are essentially digital models of a real-life physical asset that can be utilised to run millions of permutations of scenarios to drive optimal decision-making. This year Deloitte's digital twin capability, **Optimal Reality**, went live as part of a project working with a major Australian state transport operator, which aims to reduce delays and improve journey reliability on the state's major roads.

By integrating the road network performance, event information, computer vision across its CCTV network and **IoT (internet of things)** data from thousands of devices on the network in real time on a user-friendly display, **Optimal Reality** can help perform crucial tasks like evaluating the best response to accidents across the network and optimising the detour routes and communication to the public to ease congestion in real time.

Transformation through emerging technologies

Generative AI

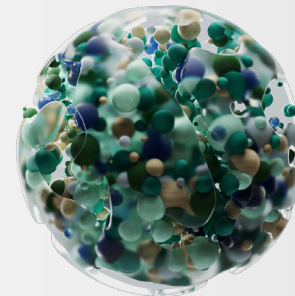
This year we have seen the enormous impact and potential of generative AI across every industry and sector. Deloitte's groundbreaking report/research **Generation AI: Ready or not, here we come!** was one of the first comprehensive pieces of AI-related economic analysis in the Australian context.

Its prediction that 26% of the Australian economy, accounting for almost \$600 billion in activity, will be rapidly disrupted by generative AI put into words what everyone knew: adopt this technology and disrupt, or be disrupted.

We have already delivered more than 700 generative AI projects for clients globally. But equally important is our ambition is to become an AI-fuelled organisation – unlocking the power of GenAI at scale for our firm, so we can:

- 1 Transform our service delivery to improve the speed and quality of client outcomes
- 2 Create solutions, services, and offerings that unlock new sources of value for our clients and our people
- 3 Continue to shape the agenda on the safe and ethical use of AI.

Deloitte.



Generation AI:
Ready or not, here we come!

Deloitte AI Institute

Deloitte
Access Economics



Ethics & Integrity

Our ability to make a positive impact and serve clients through attracting and retaining talent is founded on having a trusted and respected brand that is underpinned by an ethical culture.

It is pleasing that so many respondents to our annual Ethics Survey agreed that Deloitte is a workplace of integrity, with the vast majority of people not having observed or experienced unethical conduct.

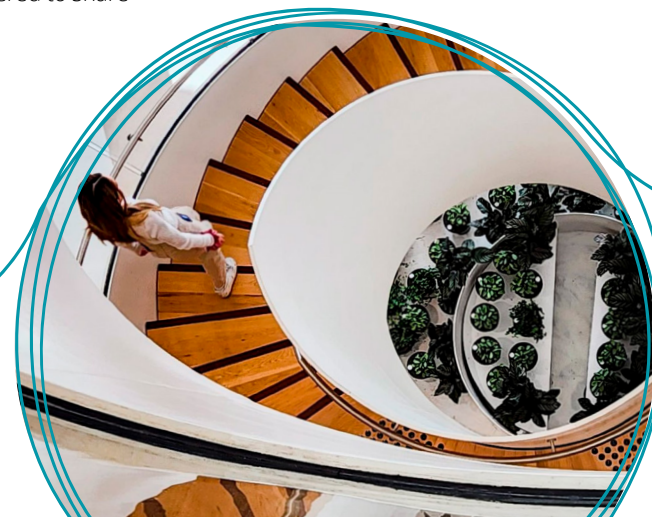
However, we don't take these results for granted and continually strive to improve the practices and initiatives necessary to build and maintain a strong culture. Regular feedback from our people allows us to identify areas of improvement and foster an environment where people are empowered to share their perspective.

In our 2023 Ethics Survey

96% Believe Deloitte is an ethical place to work.

91% Believe they can report unethical conduct without fear of retaliation.

94% Did not observe or experience unethical conduct in the past 12 months.



Ethics & Integrity

What we've been working on

Leading with Integrity Workshops

A workplace's culture always comes from the top. In 2023 we rolled out our **Leading with Integrity Workshops** to more than 880 partners, strengthening their ethical leadership and ability to hold ethics & integrity discussions with their teams.

Ethics Champion Network (ECN)

We are continuing to refresh the ECN, which provides support on how to lead with integrity and "Ethical Nudges," which provides practical guidance on how to behave with integrity in ethically challenging scenarios

We have also launched **mandatory firmwide Ethics Refresher training** to strengthen ethics awareness.

Speaking up and Non-Retaliation

A strong and ethical culture cannot exist unless our people feel supported to speak up. One of our key priorities is to continue build confidence in our complaints reporting framework and non-retaliation policy so those who witness to unethical conduct feel they can come forward without fear of reprisal. This year we have seen an increase in the number of reports per 100 full-time equivalent employees, which gives us confidence that people are more comfortable speaking up.

One of the ways we build this confidence is by being transparent with unethical conduct complaint figures. The top 3 substantiated concerns fell into the following categories:

- **Respect and fair treatment:** Primarily includes behaviours such as the use of unprofessional language or tone, rude, intimidating or belittling behaviour, inappropriate comments and poor leadership.
- **Violation of Policy:** Primarily relates to integrity & professional behaviour, confidentiality, and information security acceptable use policy.
- **Harassment:** Primarily relates to behaviour that was bullying in nature.

Concerns raised by team	FY24	FY23
Investigated and closed out	206	179
Per 100 employees	1.6	1.3
Substantiated with actions	144	121
Counselling & Training	27	47
Reprimands	93	46
Firm exit	24	28



Responsible Business

Walking and working with First Nations people

Our Reconciliation Action Plan

Aligned with our firm's Race and Culture Plan, we continue our tangible actions towards reconciliation with Aboriginal and Torres Strait Islander peoples.

Central to this is our Reconciliation Action Plan (RAP), which is a collection of specific goals and targets endorsed by Reconciliation Australia that helps enhance economic equity and self-determination for First Nations Australians.

Our RAP is classified as a "stretch RAP" by Reconciliation Australia, which is defined by a long-term focus on embedding reconciliation initiatives as "business as usual" within organisations that have a proven track record on delivering in this area internally and within their sphere of influence.

This year we will launch our second 'Stretch' RAP, having achieved 86 of the 90 actions outlined in our first Stretch RAP.

Partnering with Indigenous Organisations

We are always seeking to deepen our existing strong relationships with Indigenous-focused organisations, as well as developing new connections.

Through our recent sponsorship with the respected, Indigenous-led SharingStories Foundation, we aim to collaborate with First Nations communities to preserve Indigenous culture and stories that will promote healthy cultural connections within First Nations communities and throughout non-Indigenous communities.



Image credit: Reconciliation SA, National Reconciliation Week 2024 Breakfast, Wendy Pech, Hendri Mentz, Jason Bender, Tom Imbesi, Jason Downs, Prof Deen Sanders OAM.

Supporting First Nations Businesses

In FY24 we continued to procure goods and services from First Nations businesses registered with Supply Nation. Deloitte will continue to work towards lifting the volume and capture of Indigenous procurement, knowing that it is key to economic empowerment for First Nations peoples as well as an increasingly important requirement for client acceptance.

We will engage in other alliances and sponsorships including participating in Reconciliation Australia's Indigenous Governance Program with a recipient of Reconciliation Australia's Indigenous Governance Awards.

This project will be a significant Indigenous-led governance-focused project and is hoped to result in a long-term relationship with the Indigenous organisation concerned.



SOCIAL IMPACT BY THE NUMBERS

52,436 HOURS

Volunteering – **33,841 hours skilled** and **18,595 hours traditional**

\$1.3m

Direct charitable donations

42,745 HOURS

Pro bono services to charities and social enterprises

484

Deloitte Foundation Champions

693

Climate Action Community members

In FY23 a change in reporting methodology resulted in the incorrect reporting of pro bono hours delivered to charities and social enterprises in last year's annual report. The re-calculated amount is 50,467hrs.

Impact Day is an icon of Deloitte's purpose-led culture

Impact Day continues to be an important day for our people as hundreds of Deloitte Australia teams from Perth to PNG and Hobart to Darwin – plus everywhere in between – showed up in force for Impact Day 2023 to volunteer their time and efforts for a worthy cause.

This year's special focus on teaming played out to great effect over three days across all Deloitte offices with more than 4,400 people joining 347 separate events for a total of 171 diverse charities.

Our people relished the opportunity to connect with their team members outside of the office while contributing to our communities as well as having fun. The 32% firmwide participation was up from 23% on the previous year.

As Renee Jaszewski one of a ten-strong team in Brisbane who sorted clothes for the charity Suited to Success, noted, "It's great to see how different skill sets come to life in different environments. Not everyone's comfortable sorting clothes. But it's a bit of fun and we all put ourselves out there for the greater good."

In another example, a team from our PNG office utilised their professional skills to hold a workshop on financial literacy to all staff of the longstanding local charity Buk bilong Pikinini.

Digital Career Compass

The Covid-19 pandemic accelerated the digital transformation of the global economy, making digital literacy skills a necessity for almost 90% of all jobs in Australia.

To bridge the digital skills gap, Deloitte has expanded its Digital Career Compass program, partnering with Salesforce, Sitecore and AWS to upskill adults from diverse cross-sections of the community including Indigenous Australians, women returning to the workforce, retired athletes, and former military service men and women.

Since launching in 2022, more than 200 people have participated in the program, half which were aged 40+ with 70% identifying as female.



Deloitte Foundation

Formed in 2005, The Deloitte Foundation has been the cornerstone of our commitment to our community.

The Deloitte Foundation focuses on philanthropic programs and a small number of strong alliances, which we support through a range of activities across the year. It also nurtures Deloitte talent through its Young Voice Director program, a 2-year appointment providing great leadership and governance experiences for successful candidates.

The Deloitte Foundation aims to build value in our community through a number of programs. This year we:

- Delivered more than 52,000 hours of free or significantly discounted professional services to Not-For-Profits.
- Mobilised more than 4,400 people to volunteer at 347 separate events for a total of 171 diverse charities across Australia and Papua New Guinea for Impact Day.
- Continued our social investment into Climate Action, Education and Digital Literacy, and supporting Indigenous Voices with our strategic partnerships with WWF Australia, The Smith Family, LiteHaus and SharingStories Foundation.

Responsible Business



One Young World

The challenge of climate change is only becoming more urgent. As we recover from the pandemic, it's crucial to not return to old ways but to find innovative solutions.

As a partner of One Young World, we're proud to support the 2023 Deloitte One Young World Scholarship. In 2023 the Scholarship enabled five young leaders to attend the One Young World summit in Belfast with another five to attend the 2024 summit in Montreal.

This scholarship aims to empower leaders tackling climate change and improving education and opportunities globally.

Our 2023 OYW Delegates:



Alex von der Borch
Risk Advisory, Adelaide

"Being an Asia Pacific Delegate at the 2023 One Young World Summit in Belfast among such an incredible group of people was truly an honour.

Working with the Young Purpose Leaders Council, OYW Ambassadors, Purpose Leaders, and colleagues has been incredibly fulfilling as we accelerate Deloitte's global social impact efforts across areas like climate, education, and health equity."



Elizabeth de Szoeko
Consulting, Brisbane

"The experience was incredibly positive for me. I built a strong network of peers from around the world that I'm still talking to.

The quality of speakers was second to none – giving a real opportunity to learn what frameworks and lessons are working in what context across climate, education, mental health, peace and resettlement and the food crisis at all levels: from community initiatives to multi-national and federal governments."

Congratulations to our Australian 2024 Delegates



Elle Richards
Risk Advisory, Melbourne



Lucas Teunissen
Consulting, Perth



Samantha Maxine Santos
Consulting, Adelaide

Deloitte Executive Team



L T O R **Dennis Krallis**, Chief Strategy & Transformation Officer
Nicola Alcorn, Chief Strategy Officer
Brett Greig, Managing Partner, Tax & Legal
Paul Rehder, Chief Growth Officer
Ellen Derrick, Managing Partner, Technology & Transformation
Sneza Pelusi, Chief Risk Officer
Adam Powick, Chief Executive Officer

Peter Forrester, Chief Commercial Officer
Andrew Griffiths, Chief Operating Officer
Pip Dexter, Chief People & Purpose Officer
Joanne Gorton, Managing Partner, Audit & Assurance
David McCarthy, Managing Partner, Strategy, Risk & Transactions
Vanessa Matthijssen, Client Agendas & Industries
Steve Jansz, Managing Partner, Risk Advisory

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