



Gender Action Plan

Every action counts

Acknowledgement to Country

Deloitte acknowledges the Traditional Custodians of Country throughout Australia and the continued connections Aboriginal and Torres Strait Peoples share with land, water and culture.

As a firm we embrace the diversity of people and place. Our individual and shared experiences - shaped by the vast continents, regions and islands we have migrated from or were born - continue to challenge, nurture, and develop us. Collectively, we pay our respects to Aboriginal and Torres Strait Islander Elders past and present.

Shantelle McCormack
Aranda/Amatyerre artist | A student of Worawa Aboriginal College



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We recognise that some people’s gender experiences and identities cannot be captured by binary language. Even though we recognise that neither sex nor gender exist in binary categories, in this case we have chosen to use binary language to reflect the gendered nature and dynamics of our society.



Adam Powick
Chief Executive Officer

What we have learnt over many years is that there's no silver bullet for achieving gender equity. It requires a continual and holistic focus on a range of factors that can make a meaningful difference.

We need to start by tackling the root causes of societal gender inequity which is why I am so proud of our ground breaking work on gender norms. We also need to take visible leadership accountability for gender equity within Deloitte supported by tangible and targeted action.

Our Gender Equity Plan builds on the work we have done, and lessons we have learnt, over many years. It provides a blueprint for how we can work together to be a truly gender equitable organisation, and that's a goal worth genuinely striving for.



Pip Dexter
Chief People and Purpose Officer

Our Gender Action Plan is our commitment to advancing gender equity through meaningful actions. Too often, women are led to believe that overcoming challenges is their own individual responsibility. It's not. We don't need to fix women; we need to work together to change norms.

We have learned over the years that advancing gender equity takes bold strategic moves coupled with a sustained focus on everyday decisions and actions.

We are proud of the progress that we have made and equally determined to take further meaningful action to advance gender equity at Deloitte.

Making gender equity the norm

Our vision is to build safe, respectful and inclusive workplaces for the future.

Every action counts

Life is not an even playing field. And society isn't either. From the moment we're born, our gender plays a role in shaping our identity and opportunities in life and work.

Employers have an important role to play to shift gender norms and improve workplace inequity and by doing so, we can make a meaningful difference to the lives of our people.

We have a strong history of being a first-mover and innovator on gender equity. We're one of only two organisations who have held the Workplace Gender Equity Agency's (WGEA's) 'Employer of choice for Gender Equality' citation for 22 consecutive years.

For many years, we've been committed to equal pay for women and men. 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 have more to do. Increasing the representation of women at senior levels will foster gender equity across all levels of our organisation, which in turn, will reduce our gender pay gap.

That's why we've committed to having women represent at least 40% of all leadership teams and job levels by FY28.

We have invested in a range of strategies to increase representation of women in the senior levels of our organisation – from market leading parental leave and flexibility policies and gender equity targets, to hiring people from non-traditional talent pools and investing in work re-design for sustainability and wellbeing.

Knowing that cultural change is key to shaping our people's experiences, we've made inclusion a leadership standard with clear expectations around creating safe and respectful environments.

As we tackle deeper systemic barriers, one thing is clear. Every action counts.

This plan outlines the current state of gender equity at Deloitte – our wins, our challenges, and our plan for action in the coming year and beyond.

What drives gender inequity

Research conducted by Deloitte Access Economics (DAE) and published in the 2022 ‘Breaking the norm’ estimates that abolishing gender norms would grow Australia’s economy by at least \$128b each year.

^{1,2} State Government of Victoria, Safe and Strong: A Victorian Gender Equality Strategy
³ Australian Bureau of Statistics, Snapshot of Australia 2021
⁴ Workplace Gender Equality Agency, Gender Equality Workplace Statistics at a Glance 2022
^{5,6,8} Workplace Gender Equality Agency, WGEA Gender Equality Scorecard 2022-23
⁷ Centre for Future of Work, The Times They Aren't A-Changin 2023
⁹ Australian Government, National Strategy to Achieve Gender Equality
¹⁰ Australian Human Rights Commission, Leading for Change: A Blueprint for Cultural Diversity and Inclusive Leadership Revisited
¹¹ Australian Bureau of Statistics (2019)
¹² Tech Council of Australia, Australia's Tech Jobs Opportunity – Cracking the Code to Australia's Best Jobs
¹³ Australian Bureau of Statistics, Education and Work, Australia 2021

Gender norms affect children's sense of self

Boys received 8 times more attention in Australian classrooms than girls. Girls receive 11% less pocket money than boys. Children classify jobs as specific to girls or boys.¹

Gender norms affect young people’s choices

Gendered stereotypes affect study choices, behaviour, ambitions and attitudes about relationships. Girls are less likely to participate in organised sport or do advanced maths subjects in the final years of school.²

Women are less likely to work

Over half of the Australian population are women and girls (50.7%) ³, and women comprise 47.9% of Australia’s paid workforce. The workforce participation rate for people aged 15-64 years is 76.2% for women and 83.2% for men.⁴

Women are more likely to work part-time

Women make up 74% of all part-time employees in Australia. Of working Australian women, 43% work full-time, and 57% work part-time.⁵

Women are less likely to be in leadership positions

According to WGEA, 22% of CEOs are women, and just over 40% of managerial roles are occupied by women. One in four boards have no women and only 34% of board members are women.⁶

Women earn less than men

Australian women on a median income will earn \$1m less than their male counterparts over their lifetime and will retire with an average of \$136,000 less in superannuation.⁷ This is due to both lower pay and also career breaks taken including for caring responsibilities.

Australia’s total Gender Pay Gap is 21.7%, and 26.1% for the Professional, Scientific and Technical Services industry.⁸

Women still assume the role of primary carer

54% of families say the main person looking after children are women, while only 4% say a man usually or always looks after children.⁹

Women at the intersections face compounded barriers

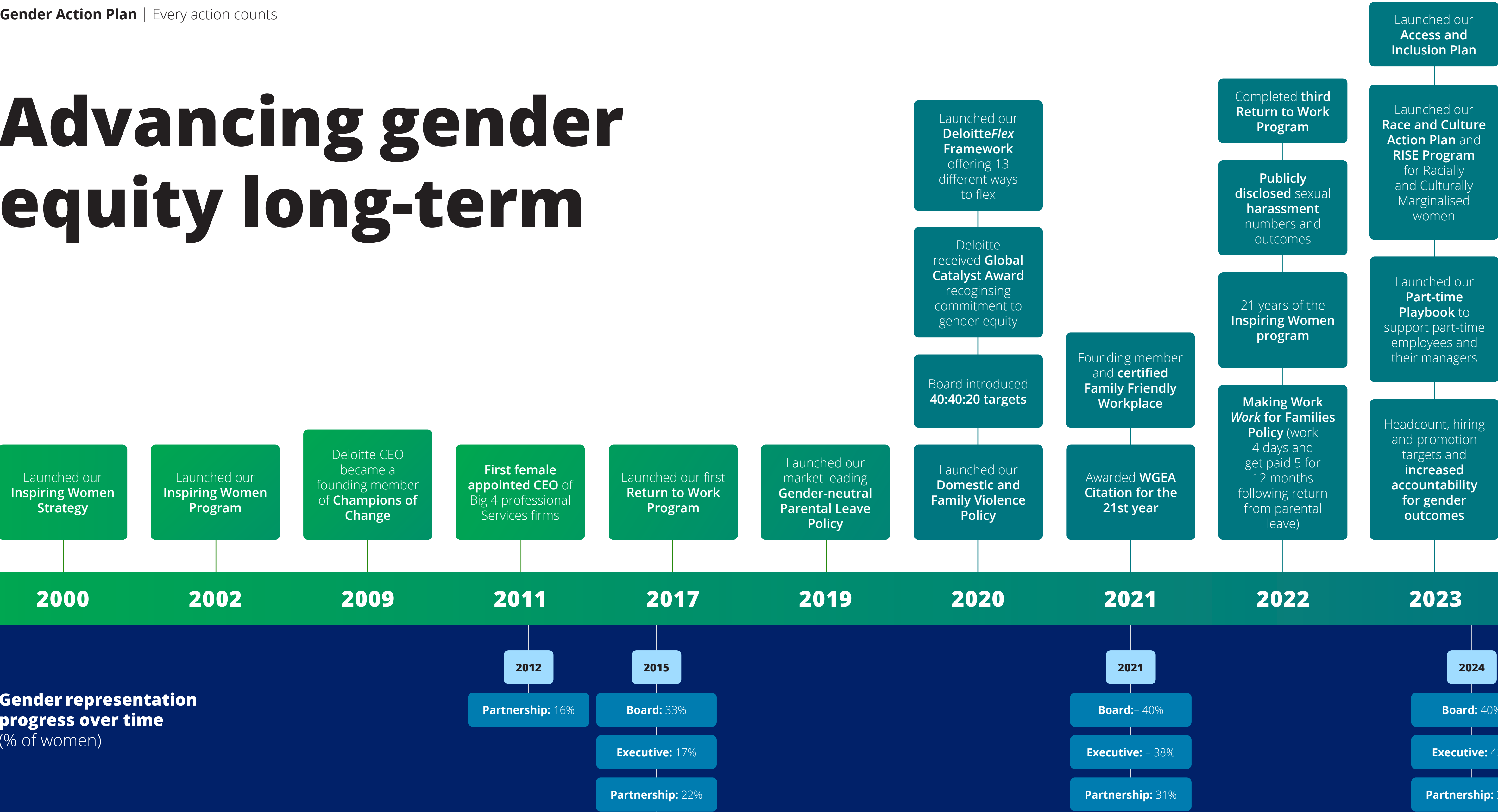
Non-European people hold only 5% of senior leadership positions in Australia¹⁰ and women with a disability are less likely to be employed than men with a disability (46% compared to 50%).¹¹

Women are underrepresented in non-traditional careers

On average women make up 26% of the tech workforce compared to 48% across all industries.¹²

In 2021, women represented 28.1% of Australians studying Information Technology fields and 11% of Australians studying Engineering and related fields.¹³

Advancing gender equity long-term



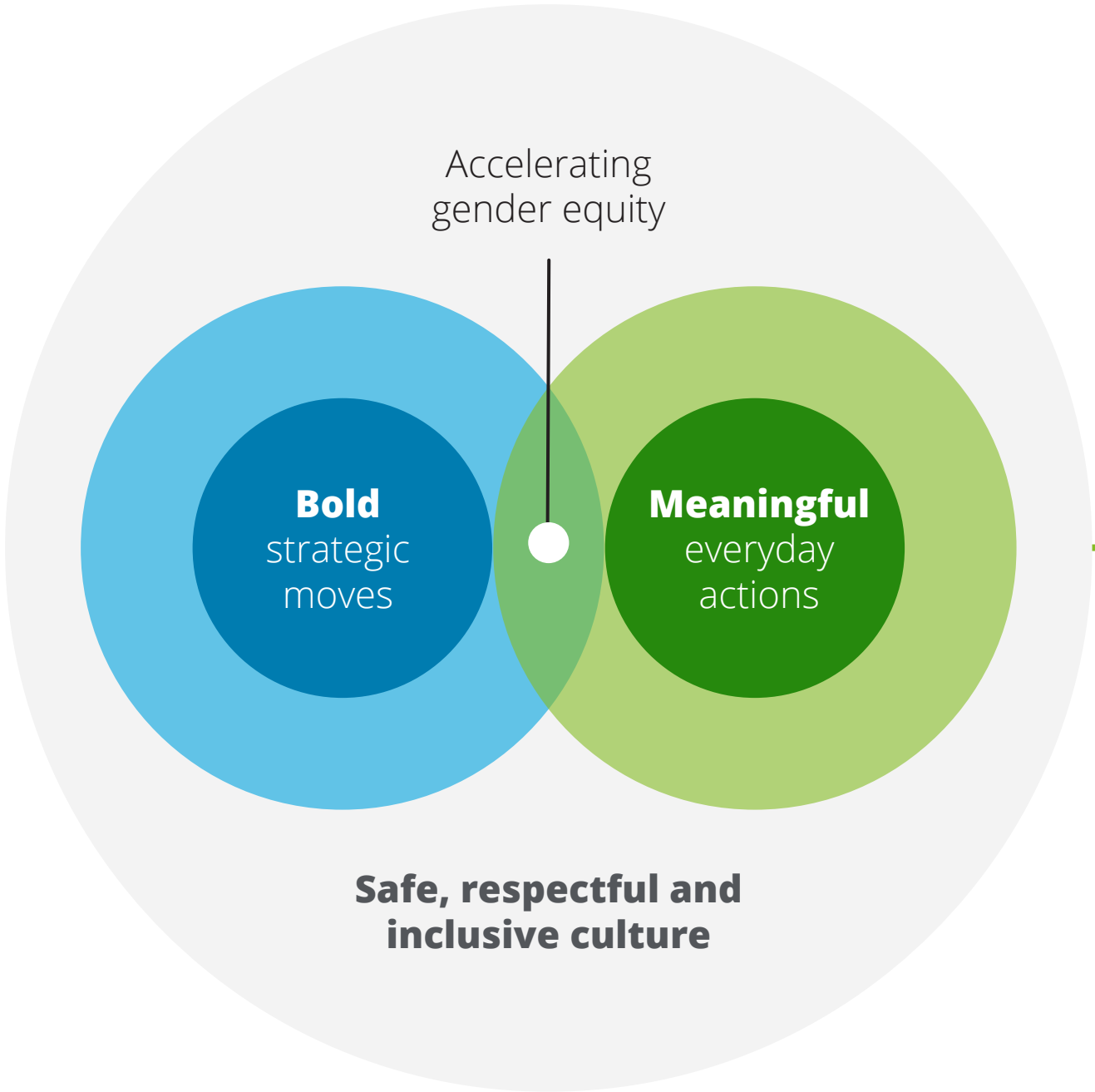
Lessons learned

We have learned that for accelerated momentum on gender equity, bold strategic moves must be coupled with a sustained focus on everyday decisions and actions.

Advancing gender equity has remained a high priority at Deloitte. We've generated momentum with bold moves such as our Inclusive Leadership training, Return to Work program, Making Work *Work* for Families Policy, Deloitte*Flex*, and enhanced gender targets.

These moves have been powerful enablers of tackling systemic barriers, creating a strong foundation for gender equity and an inclusive culture.

Despite this, we have seen slower progress and plateauing of gender representation at our more senior job levels. Investigating this, we found that the cumulation of everyday leadership decisions and actions were impacting our gender equity outcomes.



Addressing gender equity is a complex challenge.

Here are some of the things we have learned on our journey so far.

1

Double down on leadership accountability

What gets measured gets done. Granular targets and reporting are essential mechanisms to create a gender-equitable pipeline.

2

Ground decision making in data

It makes investment requests more compelling and ensures that solutions are fit for purpose.

3

Front of mind, always

Maintaining a commitment to gender equity is straightforward during typical operations, but it is equally important under varying conditions, whether in times of high growth or restrained finances.

4

Bold moves backed by everyday actions

Market leading policies are a worthwhile investment, but to drive change they must be combined with leadership accountability, a supportive culture, visible role models, and showcasing of diverse stories and voices.

5

Allyship is critical

Everyone must be equipped with Inclusive leadership skills and men need to be involved in inspiring and driving change.

6

Reflective listening

Listening to employees and testing ideas with them leads to better outcomes.

In their own words: our people stories

Ayushi Jain

As a mum of two daughters, it's crucial for me to walk the talk. Showing them the value of independence, celebrating wins at work, and sharing household duties helps break outdated gender stereotypes.

Having a career is a big part of who I am. It fuels my purpose, enables me to make a real impact, and helps me grow professionally. Right now, I'm loving the balance of part-time work and having more quality time with my girls. As life changes, I'm grateful that I have the freedom to take on new opportunities when the time feels right.

Consulting
Senior Manager



Designing work for gender equitable outcomes

Flexible and family-friendly work solutions that enable all parents to play an active role at home and at work play a significant role in enabling equitable outcomes.

Making Work Work for Families

Establishing shared parenting responsibilities is instrumental in shaping long-term family dynamics and setting the foundation for equitable households. **We offer a market-leading 28.4 weeks of parental leave to parents of all genders.** This is the combination of 18 weeks paid parental leave and the ability to receive up to 10.4 weeks of additional paid leave as a part of our return-to-work support payment.

More than half of people who take parental leave firmwide are men, which means this policy is changing the way dads care for their families. The percentage of men taking parental leave as an 18 week block has increased significantly, and there has been a 21% increase in men returning part-time.

Removing barriers to inclusion with DeloitteFlex

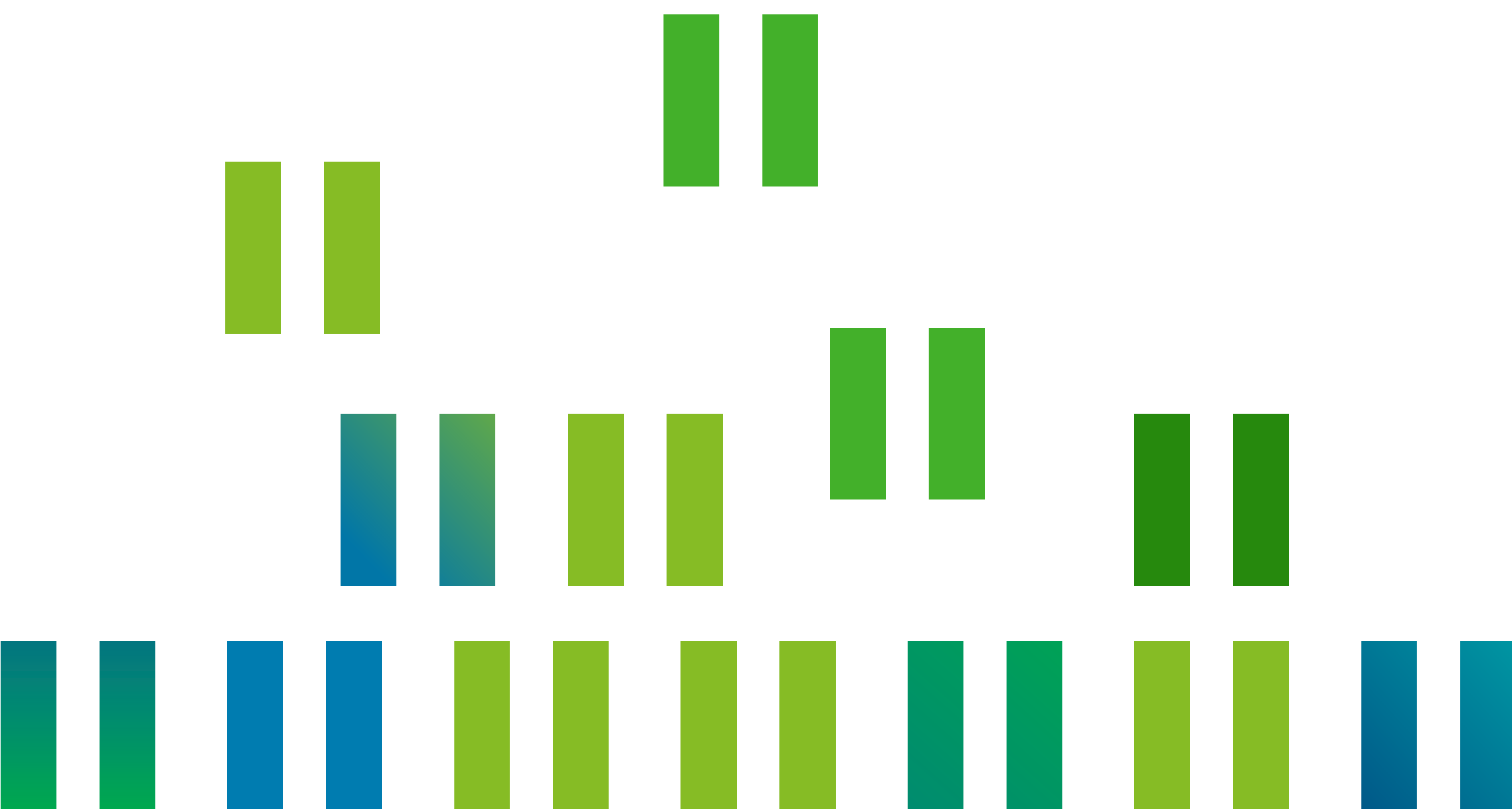
We are proud that our DeloitteFlex policy continues to challenge outdated work arrangements and supports and empowers everyone with 13 ways to flex across multiple career and life stages. Founded on concepts of trust, balance, well-being and the importance of personal connection, our DeloitteFlex approach empowers our people to make choices about where they work based on their client, team and individual needs.

Flexibility is one of the top reasons that people choose to stay with us at Deloitte.

Putting wellbeing at the centre with Work Well

In response to market research and our people's feedback, we launched Work Well in 2023 - a firm wide transformation program designed to modernise our ways of working. The goal is to create a positive work experience by empowering everyone to work more flexibly, sustainably and effectively.

We know families come in all shapes and sizes. Whether you are a carer, parent (including birth, adoptive, surrogate and foster), spouse, or friend-family matters.



In their own words: our people stories

Andrew Yang

The Return to Work Support Payment encouraged me to take my parental leave as an 18 week block when my daughter was born, rather than flexibly as I'd originally planned. Being there for my daughter for the first 4 months of her life made me feel like an equal parent, with my partner and I learning her cues, likes and needs together. I'm now encouraging my friends and other new fathers to take that initial family time, too.

Coming back to work from parental leave 4 days a week has helped my partner transition back into work – she has also returned to work part-time and my extra day at home helps us both balance our family responsibilities.

Tax & Legal
Director



Supporting all women to progress their careers

Investing in the next generation of female leaders

Our Inspiring Women program, now in its 22nd year, grows women's leadership capabilities and connects them with a network of talented and ambitious women.

Over 1000 women have completed the program and data shows that Inspiring Women alumni are more likely to receive a promotion upon completion, and more likely to stay at Deloitte.

Inclusivity as a leadership must-have

Coaching is at the heart of what we do at Deloitte. To equip all our coaches in equitable practices, we've introduced a framework outlining the key diversity, equity, inclusion and wellbeing skills expected at each leadership level through our Building Brilliant Leadership program for coaches.

Applying an intersectional lens

We know that not all women experience gender inequity in the same way, as women with multiple marginalised identities across race, sexuality, neurodiversity and disability can face compounding barriers in society and at work.

To address this, we've enacted a range of strategies:

- **Race and Culture Action Plan** – To increase racial and cultural representation. We are also proud to be one of only 3 organisations in Australia to participate in the RISE (Realise Inspire Support Energise) program designed to help address barriers that culturally and racially diverse women face.
- **Access and Inclusion Plan** – Improving disability and neurodiversity inclusion and enhancing accessibility in our ways of working.
- **Networks** – LGBTI+ women and trans inclusion networks, support programs, and leave to support gender affirmation.



In their own words: our people stories

Rhiannon Yetsenga

Doing meaningful work is important to me. My role at Deloitte Access Economics has increasingly focused on gender economics – unpacking why gender gaps exist, what their economic impacts are, and how to narrow them. It has also given me the chance to work with strong female role models, which is so important, especially in an industry like economics where there are traditionally more men.

In 2022 I was part of Deloitte's Inspiring Women program; a great opportunity to connect with incredibly talented women, raise my profile, and invest in my own career development.

**Deloitte Access
Economics**
Associate Director



Taking responsibility and holding leaders accountable

Every action counts

Across the employee lifecycle, there are key moments that impact gender equity: who we hire, who we develop and promote, and what we measure.

Inclusive behaviour requires intentionality. That's why we've introduced targets and created scorecards to track progress

We have met our 40% women leadership target on our Board, National Executive and Client Industries and Markets (CI&M) Executive teams. Deloitte's two flagship leadership development programs will have 49% and 52% women representation for 2024 and in 2023, we saw a 7% increase of women in our lead service roles.

For more information on our gender representation data, see our [Gender Equity page](#).

Measurable targets

We have set targets to increase the representation of women at Deloitte, which will also help to narrow our gender pay gaps.

Gender representation	We have targets in place for gender representation across all our businesses.
Hires	We have a target of 50% representation of women in new hires across all levels.
Promotions	We require gender equitable promotions across all role levels
Development	We are committed to having 50% women in our flagship leadership development programs.
Succession	Our active succession planning for leadership roles requires 50% women candidates in succession pools.

Holding ourselves accountable

Targets work best when leaders are held accountable for meeting them.

Performance expectations	All leaders have gender representation KPIs.
Access to data	Leaders can track progress towards gender targets through our gender dashboards.
Executive visibility	Progress towards gender targets are regularly discussed at National Executive and Board.
Transparency	We publicly share progress in our Annual Report.

Gender Action Plan

Our goal is to have women represent at least **40% of all leadership teams and job levels by FY28**, strongly influencing decision making and change.

By increasing the number of women in senior roles, we'll reduce our gender pay gaps.

Our pillars of impact capture the actions we will take to achieve this goal.



Pillars

	Leadership accountability	Dismantling barriers	A force for good
Objectives	To empower leaders to make more gender-equitable decisions, we'll increase visibility with clear targets and data to measure progress.	To help women reach senior levels, we'll build in equitable systems and challenge the status quo within our leader succession strategy.	To lead the way, we'll take bold positions, and continue to innovate and influence in partnership with our business community.
Initiatives	<p>Inclusivity from the top Placing expectations on leaders to create a culture of safety, respect and inclusion through role modelling inclusive behaviours.</p> <p>Enhance data for action Deepening our understanding of our people with more accurate and intersectional data. This will help inform targeted interventions.</p> <p>Doubling down on accountability Holding leaders accountable with a suite of targets and measures in place.</p> <p>Empowering allies and advocates Expanding education and storytelling resources to profile inspiring role models, champions and allies.</p>	<p>Leadership pipeline Creating deeper succession planning at scale and targeted interventions to support a gender balanced and diverse progression strategy.</p> <p>Untapped talent pools Building new pathways for diverse talent and creating a pipeline for equitable representation across technology industries.</p> <p>Equitable pathways Actively addressing barriers disproportionately impacting women, such as Domestic and Family Violence and sexual harassment.</p> <p>Breaking norms at key life stages Providing intentional support in the moments that matter, e.g. parenthood and menopause.</p>	<p>Lead by example Committing to external benchmarking to ensure we're continually raising our standards.</p> <p>Be the change Shifting mindsets through new research and perspectives on gender equity workplace strategies.</p> <p>External impact Partnering with clients and communities to shape a more equitable society and bolster our social impact agenda.</p> <p>Measure our progress Being transparent about our progress internally and externally, always.</p>

Desired outcomes

Leaders take ownership for, and proactively sustain gender equitable outcomes.

Equity is embedded into every stage of the talent lifecycle and regularly reviewed for bias.

We are leading the conversation at a national and industry level, and this filters to our own organisational culture and environment.

Key contacts



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