

Deloitte.

Every action counts

11.5%

Average*

Industry comparison group is 11.3%

14.7%

Median*

Industry comparison group is 13.7%

Our average gender pay gap reduced by 1.8% and our median increased by 0.2%

Equal pay for equal work

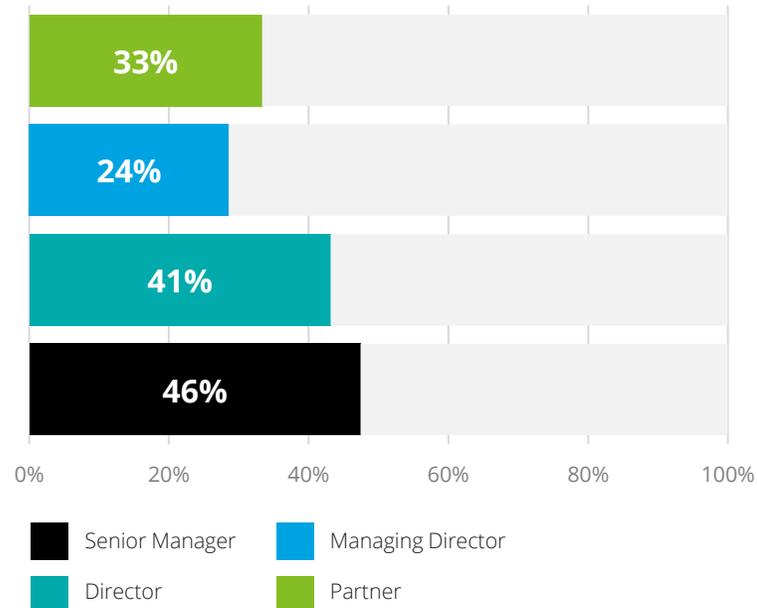
At Deloitte we have been committed to equal pay for women and men for many years. We **review** the pay of all our people **twice a year to ensure** that there is **less than a 1% difference** between genders for the same or similar roles.

* Total Reward Gap. In line with WGEA guidelines, Partner remuneration is excluded from our gender pay gap calculations.

Gender representation is the key driver of Deloitte's gender pay gaps

Our workforce composition reflects a diverse mix of backgrounds and expertise, where women make up 51% of our workforce and 33% of our Partnership. The drivers of our gap include a higher concentration of men in senior positions.

Current representation of women by role level*:



* Data as of December 2025

Our Commitment

Our Gender Action Plan sets out Deloitte's commitment to gender inclusion, outlining our progress, priorities and areas for continued focus.

We are proud to be **one of only two organisations** recognised as a WGEA Employer of Choice for Gender Equality for twenty-four consecutive years – a reflection of sustained progress and our responsibility to keep driving change.

We remain focused on closing the gender pay gap and increasing women's representation in senior roles through targeted, evidence-based action, supported by regular pay equity reviews.

While challenges remain, our priority is continuous progress and lasting impact – embedding women leaders, role models and allies across our business to shape decisions and outcomes.

“Gender equality is something I care deeply about. Narrowing our gender pay gap is linked to improving representation in senior roles. Over the past year we’ve taken steps to address this by strengthening gender balance at leadership levels, but we know there is a lot more to do. Long-held gender norms, particularly around carers responsibilities, still shape choices and opportunities. By normalising flexible work for everyone and nurturing a culture of care, respect and inclusion, we’re creating a workplace where every voice is valued and people can bring their best.”

Joanne Gorton
CEO, Deloitte Australia



We're making progress

2025 Achievements

Holding Leaders Accountable

- Introduced new Gender Leadership Metrics and Business Unit Action Plans in every business.

Building our Pipeline

- New approach to Succession Planning and Leadership Appointments led to more women in leadership roles.
- Enhanced processes for hiring, career development and retention, saw a 1.53% increase in women at Director over the past 2 years.
- Ran our Inspiring Women Program for the 24th year.
- Annual Awards recognised outstanding Women in Tech.

Reshaping Gender Norms

- Recognised as a Family Friendly Workplace, named a Top Workplace for Carers (Family Care Index).
- Supported over 900 people to take Parental Leave through our Leading Parental Leave Policy
- Enhanced support for carers through our partnership with Parents at work, education and new resources.

Impacting change beyond Deloitte

- Released the 2025 Board Diversity Index Report in collaboration with AICD.
- Led conversations internally and externally on gender diversity and inclusion to drive change.

Women in leadership roles*

55%

of our
Board

40%

of our
Executive
team

43%

of our **BU**
Executive
teams

* Data as of December 2025

Our focus for 2026

Deloitte's focus for year ahead is clear: improve representation, retention, and experience at Director, Managing Director, and Partner levels.

We will track progress closely and hold leaders accountable to clear, measurable targets, ensuring gender inclusion remains central to our leadership agenda.

Through continued investment in leadership development, we are strengthening a culture that is safe, respectful and inclusive – delivering better outcomes for our people, clients and communities.