

**Deloitte.**



**Deloitte Ireland**  
**2023 Gender Pay Gap Report**

December 2023



# Deloitte Ireland's Gender Pay Gap

As of 30 June 2023

We are pleased to share an improvement in our Gender Pay Gap. Our 2023 mean gender pay gap shows the largest improvement (2.6% reduction) within a one-year period since we started analysing this data in 2018.

This progress reassures us that the actions we have taken and, continue to take, are working and moving us towards gender balance in senior positions and a zero gender pay gap.

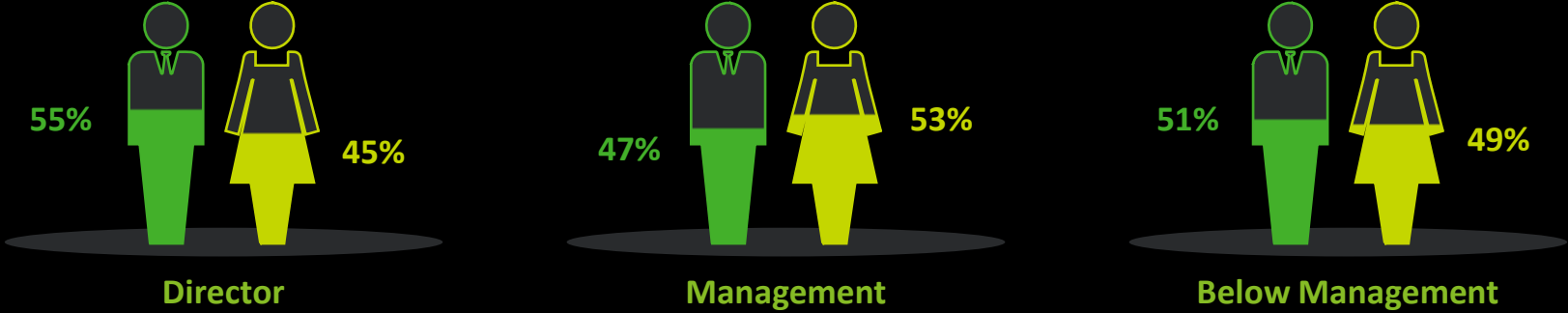
While our progress is moving in the right direction, we are not yet where we want to be and will continue to accelerate progress.

## Employee data, excluding Partners



	2023	2022	2021*	2018*
<b>Gender pay gap</b>	4.9%	7.5%	6.8%	10.1%
<b>Gender bonus pay gap</b>	7.2%	12.8%	12.6%	23.6%

## Gender split by level



\* Our 2018 and 2021 calculations include Deloitte Northern Ireland and are based on a different methodology, as calculations were done in advance of Irish legislation being published and enacted in 2022. The 2018 and 2021 calculations are based on target earnings and hours worked, whereas the 2022 and 2023 calculations are based on actual earnings and hours worked.

# Deloitte Ireland's Gender Pay Gap

## Behind the numbers



### In summary

#### We have a gender pay gap, and here is why

Our gender pay gap of 4.9% as of 30 June 2023, arises because fewer senior positions within the firm are held by women; and those women in senior roles have, on average, less tenure.

We have strong gender balance across our firm, but this starts to fall off in our senior leadership group, which includes the grades attracting the highest level of remuneration.

A balanced distribution of gender right across Deloitte will close the gap.

#### Our approach

Under the regulations, we are required to report our gender pay gap data for each separate legal entity that has at least 250 employees.

Because we consider it important to review, and be transparent about, the picture for all employees, we have included all our Republic of Ireland employees in our salary and bonus gap calculations. This includes five legal entities, some of which have less than 250 employees\*. Deloitte NI is excluded as it is a separate legal jurisdiction.

#### Our gender pay gap has reduced to 4.9% (↓2.6%)

We continue to invest in our reward and undertook a significant compensation review in the summer of 2022, which has contributed towards lowering our gender pay gap this year, as well as positively impacting the retention and attraction of critical talent.

Using analytical methodology for role cohorts, we also participated in an independent Deloitte Global Pay Equity Review in spring of 2023, which did not identify any pay equity discrepancies.

In addition, we believe we are starting to see an improvement leading to improved female retention, due to various other focused cations such as enhanced leave policies and flexibility. This is positively influencing our statistics as women progress to more senior levels.

#### Our Gender Bonus Pay Gap has reduced to 7.2% (↓5.6%)

Our reward review also contributed to the decrease in our Gender Bonus Pay Gap, moving it closer to our ambition of a zero-bonus gap.

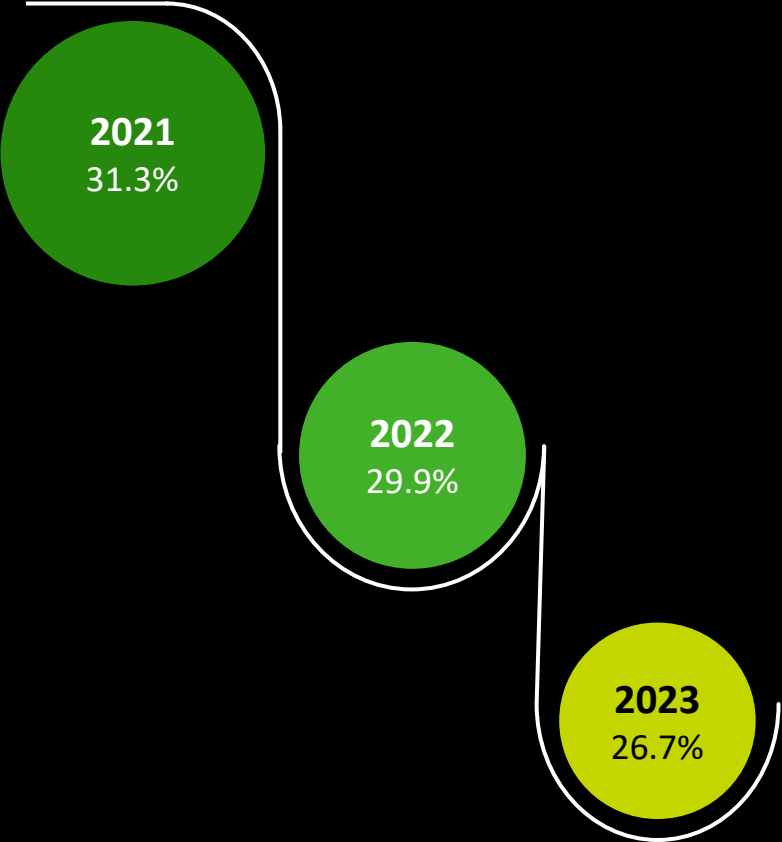
We observed an overall decrease in the proportion of employees receiving a bonus. This is due to a change in proportions between below management and management levels within the last financial year.

\* Our five legal entities reported on include; Deloitte Ireland LLP, Deloitte Ireland Ltd, Deloitte Services Unlimited, DNR Technologies Solutions Limited, Deloitte R and D Incentives Ireland Ltd.

# The Bigger Picture

## The ownership of our business

### Gender Pay Gap, including Partner earnings

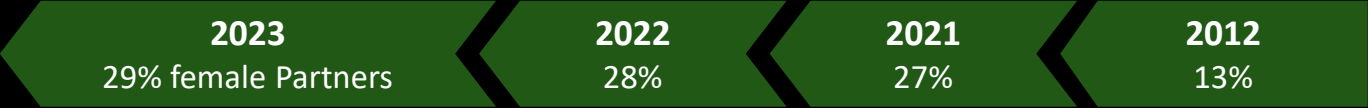


**How it works**  
Our equity partners invest into the capital of the firm over their career, growing their shareholding and sharing in both the risk and reward associated with ownership. Each partner’s earnings are determined by reference to the level of capital they hold and the firm’s previous year’s profitability.

**The legislation**  
The gender pay gap legislation does not require us to disclose the earnings gap for our partners (as owners rather than employees of the business), however we believe it’s important to be transparent as gender balance at the partner level is key in our overall gender balance strategy and ambition.

**The measure**  
We calculate our GPG including Partner earnings by adding employee remuneration, together with partner distributions of profit for the year. While it is an important KPI, it is an imperfect measure as it is not directly comparable to organisations where everyone is an employee and receives a base salary and bonus. While the gap is still high, we are travelling in the right direction and are continuously focused on increasing female leadership representation across the firm.

**Growth of females in partnership**  
Increasing the proportion of female partners has been a leadership priority since 2012 and is a long-term commitment which we have been making steady progress towards achieving. We have set a goal of having 35% female partners by 2025.



# Closing our Gender Pay Gap

New/ enhanced commitments for the upcoming year, with progress to be tracked throughout

## **New 50% Female Partner target**

We will set a new 50% female Partner target with details to be included in our next Gender Pay Gap Report. To drive progress towards targets our executive will set and be measured against gender balanced related objectives.

## **Return to Work programme**

Expand our Return to Work programme, supporting individuals with an extended career break to re-launch their career. The majority of career returners are women and we aim to take on more returners in 2024.

## **Deloitte Global Panel Promise**

Embed and drive awareness of our recently launched panel promise, committing to ensure internal panels will be balanced, and also to influence external panels we are part of, empowering our people to action.

## **Gender Balance Partner Workshops**

Ensure 100% of Partners complete this workshop, to build greater leadership awareness of barriers to gender balance and value of sponsorship.

## **Female Sponsorship**

Gain commitment from all Partners to sponsor at least one female Director or Senior Manager, actively engaging with them throughout the year.

## **New Financial Advisory Women's Network**

Grow our newly launched Financial Advisory Women's Network, to provide a network and support for females working in this more male dominated sector.

## **Gender Balanced Development Opportunities**

Apply a gender lens to succession planning and nominations for development programmes. Continue to provide greater transparency around our promotion process.

## **Lifecycle Supports**

Focus on improving our policies and supports for women through various life stages, including menstruation, maternity leave, and menopause.

## **Focused Female Hiring**

Increased incentives for agencies who source senior female candidates and requirement to have a gender diverse panel of candidates before making senior hiring decisions.

# Useful Notes

## Interpreting the data

### Gender pay gap vs equal pay

The gender pay gap is not the same as equal pay. Equal pay is our legal obligation, as an employer, to give equal pay for equal work. At Deloitte we regularly review and evaluate our pay practices to ensure all our employees are paid fairly, regardless of their gender.

#### Gender Pay Gap



Gender pay gap is the difference between what males and females are paid at all levels. This is measured by calculating the average earnings of both genders.

#### Equal Pay



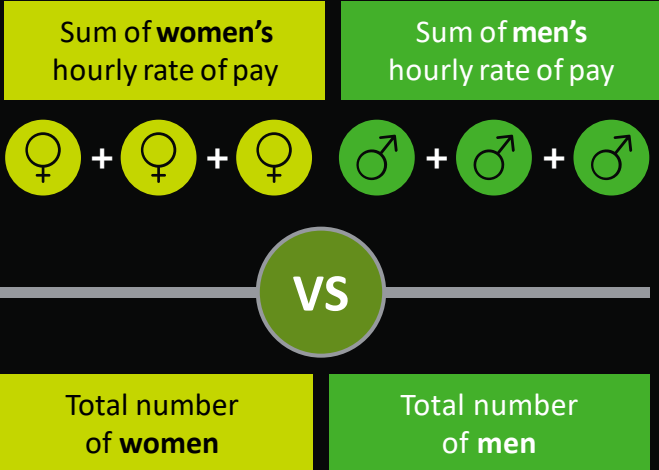
Equal pay measures whether males and females are being paid equally for similar work, qualifications, and experience.

### The gender pay gap calculation

The gender pay gap is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

The gender pay gap refers to the difference between what is earned, on average by males and females, based on average hourly earnings of all Deloitte Ireland employees.

#### Gender Pay Gap calculation



### Reminder of the legislative requirements

In line with the Gender Pay Gap Information Act 2021, employers of over 250 employees are required to report their gender pay gap annually, and the measures that are being taken to eliminate or reduce the gap.

Employers are required to take snapshot data from June, and the figures look at the previous twelve months.

Each December, eligible employers must publish a report on their website that details their hourly gender pay gap across a range of metrics.



# Appendix

## 2023 GPG Information Act 2021 Reporting Requirements (snapshot date 30 June 2023)

Gender pay gap fields	June 2023	June 2022
1. Mean hourly gender pay gap (all)	4.90%	7.47%
2. Mean hourly gender pay gap (part-time)	10.36%	17.32%
3. Mean hourly gender pay gap (temporary contract)	-0.80%	1.41%
4. Median hourly gender pay gap (all)	5.97%	7.81%
5. Median hourly gender pay gap (part-time)	36.32%	42.25%
6. Median hourly gender pay gap (temporary contract)	0.00%	1.54%
7. Mean hourly performance related bonus gender pay gap (all)	7.20%	12.77%
8. Median hourly performance related bonus gender pay gap (all)	0.00%	0.00%
9. Percentage of employees per gender to receive a performance related bonus remuneration	43% (M)	56% (M)
	44% (F)	56% (F)
10. Percentage of employees per gender to receive benefit-in-kind	63% (M)	53% (M)
	61% (F)	57% (F)
11. Percentage of employees within lower remuneration quartile	52% (M)	50% (M)
	48% (F)	50% (F)
12. Percentage of employees within lower middle remuneration quartile	49% (M)	47% (M)
	51% (F)	53% (F)
13. Percentage of employees within upper middle remuneration quartile	53% (M)	49% (M)
	47% (F)	51% (F)
14. Percentage of employees within upper remuneration quartile	52% (M)	56% (M)
	48% (F)	44% (F)





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