

Deloitte.

Deloitte Ireland
2024 Gender Pay
Gap Report

December 2024



Deloitte Ireland's Gender Pay Gap

As of 30 June 2024

At Deloitte, we continue to focus on making leadership a space where women can grow and thrive.

This year, we have made significant improvement in our gender bonus pay gap.

We are focused on addressing the structural gender gap at the upper levels of our firm causing our gender pay gap.

We are proud of the progress to date and over recent years the steps we have implemented, and continue to pursue, have been effective. We have also taken actions that we expect to yield further progress in the coming years.



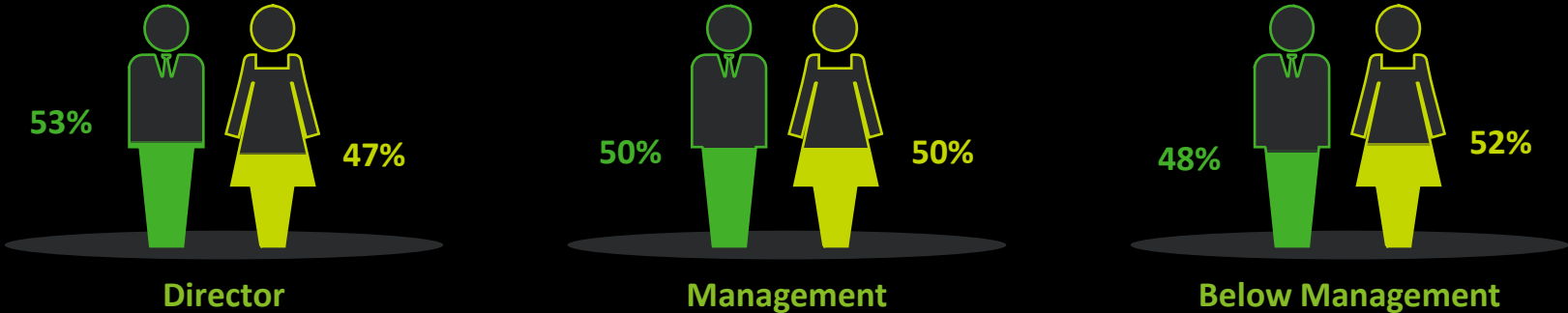
Employee data, excluding Partners



	2024	2023	2022	2018*
Gender pay gap	5.0%	4.9%	7.5%	10.1%
Gender bonus pay gap	2.6%	7.2%	12.8%	23.6%



Gender split by level



* Our 2018 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 calculations are based on target earnings and hours worked, whereas the calculations since 2022 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 5%, as of 30 June 2024, arises because fewer senior positions within the firm are held by women, and women in our management and leadership roles have, on average, less tenure.

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

A balanced gender distribution right across Deloitte and giving women time in role, while continuing our focus on female hiring and retention, will in time narrow 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 150 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 150 employees. Deloitte NI is excluded as it is a separate legal jurisdiction.

Our gender pay gap has remained almost static at 5% (↑0.1%)

While this year we are not reporting an improvement in our gender pay gap, we are confident we are making the right investments to address the structural gender gap at the upper levels of our firm (causing our gender pay gap) and to hold our pay equity (latest review completed in 2022), while progressing towards equal gender representation at all levels of our organisation.

This year we've seen a disparity emerge at some management grades due to a larger proportion of females sitting at the lower end of the pay band of specific grades due to being new in role, negatively impacting our gender pay gap.

Thanks to focused actions such as enhanced leave policies, lifecycle supports, and flexibility, we are seeing an improvement in female retention. We are confident this will lead to future gap reductions with greater numbers of women staying and progressing.

Our gender bonus pay gap has reduced to 2.6% (↓4.6%)

We are pleased with this significant progress.

We have clear guidelines for awarding bonuses encouraging a proactive, transparent approach to allocating performance related bonuses.

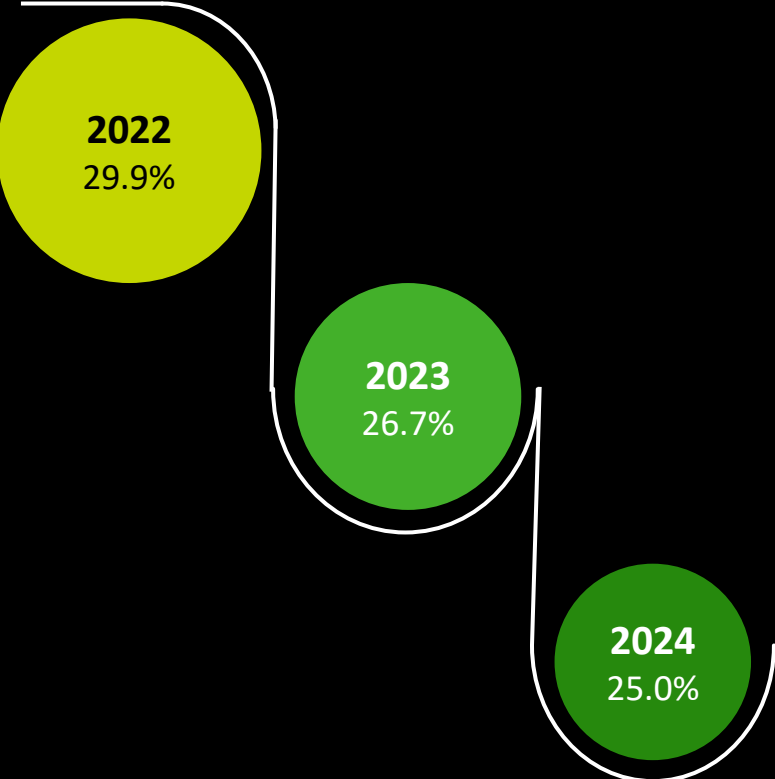
We also observed a sizeable increase in the proportion of employees receiving a bonus this year, largely due to growth in our management group, who are eligible for bonus.

We are glad to report significant progress in reducing our bonus pay gap.

The Bigger Picture

The ownership of our business

Gender Pay Gap, including Partner earnings

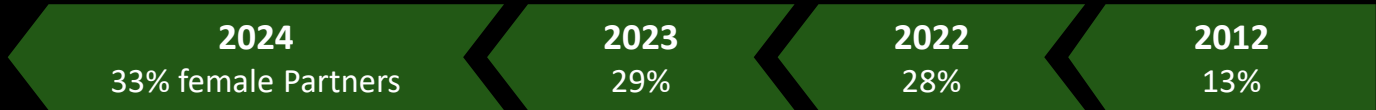


How it works
Our Partners invest into the capital of the firm over their career, growing their shareholding and sharing in both the risk and reward associated with ownership. Partner earnings are determined by reference to the level of capital they hold and the firm's previous year's profitability.

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 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. Notably this year 69% of our Partner promotions were female and our executive became gender balanced. We 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 are working towards a goal of 35% female Partners by 2025, which we are on track to achieve.



Closing our Gender Pay Gap

Progress against commitments from last year's report

New Female Partner target

Our executive have set a new target to achieve 40% female Partners by 2027. In the interim we will work towards setting a 50% target. Additionally, we are proud to share that for the first time our executive is now gender balanced.

Gender Balance Partner Workshops

Completed 13 workshops for Partners in 2024, to build greater leadership awareness of barriers to gender balance and value of sponsorship, with each Partner owning a sponsorship action.

Gender Balanced Development Opportunities

A gender lens has been applied to succession planning and nominations for development programmes. Balanced slates are a requirement with no exceptions made.

Return to Work programme

We were proud to offer 100% of our 2023 returners permanent contracts in March 2024, with all accepting and continuing their journey with Deloitte after successfully re-launching their career with us.

Female Sponsorship

Following the Gender Balance Partner Workshops, all Partners committed to sponsor at least one female Director or Senior Manager and have been actively engaging with them throughout the year.

Lifecycle Supports

Introduced new policies for women at various life stages, including a Menopause & Menstruation Policy and a Fertility Policy. We've increased our menopause supports and received a Menopause Workplace Excellence Award.

Deloitte Global Panel Promise

Embedded our panel promise and committed to ensuring internal panels are balanced; while also influencing external panels we are part of, empowering our people to action.

New Women's Network

Our Strategy, Risk & Transactions (SR&T) Advisory Women's Network has been well established with 5 events last year, providing a network for females working in this more male dominated sector.

Focused Female Hiring

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

Closing our Gender Pay Gap

New commitments for upcoming year



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



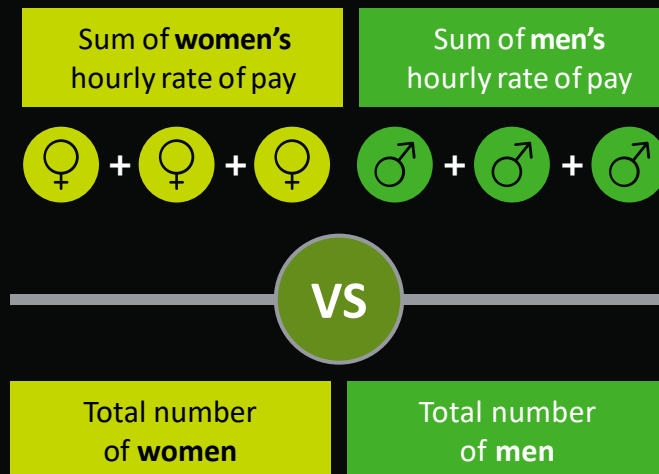
Equal pay measures whether males and females are being paid equally for similar work, qualifications, and experience.

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 150 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

2024 GPG Information Act 2021 Reporting Requirements (snapshot date 30 June 2024)

Gender pay gap fields	June 2024	June 2023	June 2022
1. Mean hourly gender pay gap (all)	5.0%	4.90%	7.47%
2. Mean hourly gender pay gap (part-time)	39.46%	19.8%	17.32%
3. Mean hourly gender pay gap (temporary contract)	-18.32%	-0.80%	1.41%
4. Median hourly gender pay gap (all)	7.2%	7.10%	7.81%
5. Median hourly gender pay gap (part-time)	46.80%	40.15%	42.25%
6. Median hourly gender pay gap (temporary contract)	-7.44%	0.00%	1.54%
7. Mean hourly performance related bonus gender pay gap (all)	2.57%	7.20%	12.77%
8. Median hourly performance related bonus gender pay gap (all)	0.00%	0.00%	0.00%
9. Percentage of employees per gender to receive a performance related bonus remuneration	65% (M)	43% (M)	56% (M)
	65% (F)	44% (F)	56% (F)
10. Percentage of employees per gender to receive benefit-in-kind*	78% (M)	63% (M)	53% (M)
	80% (F)	61% (F)	57% (F)
11. Percentage of employees within lower remuneration quartile	51% (M)	52% (M)	50% (M)
	49% (F)	48% (F)	50% (F)
12. Percentage of employees within lower middle remuneration quartile	44% (M)	49% (M)	47% (M)
	56% (F)	51% (F)	53% (F)
13. Percentage of employees within upper middle remuneration quartile	51% (M)	53% (M)	49% (M)
	49% (F)	47% (F)	51% (F)
14. Percentage of employees within upper remuneration quartile	52% (M)	52% (M)	56% (M)
	48% (F)	48% (F)	44% (F)

* All employees are eligible for private health insurance. However, participation is voluntary and not all employees have chosen to avail of this benefit.



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