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Deloitte Ireland 2025 Gender Pay Gap Report







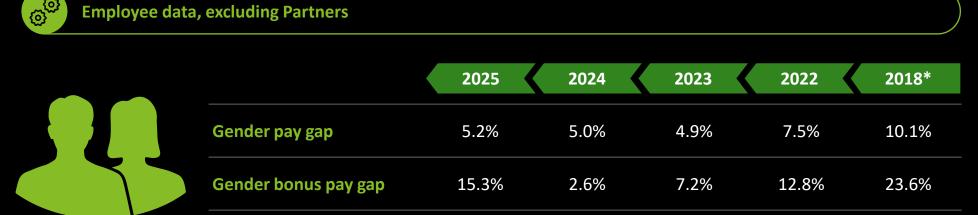
Deloitte Ireland's Gender Pay Gap

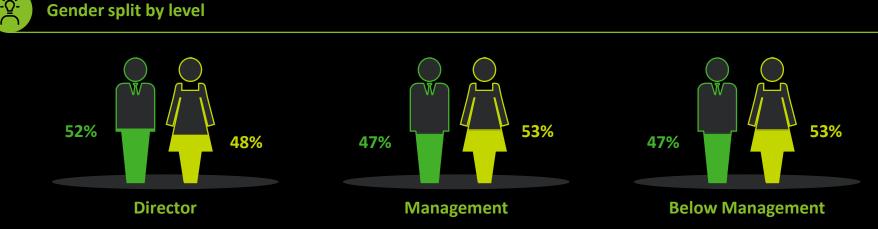
As of 30 June 2025

At Deloitte, we remain committed to creating leadership spaces where everyone can grow and thrive. We are focused on addressing the gender imbalance at our most senior levels causing our gender pay gap.

As of November 2025, are proud to have met our target of 35% female Partners. We aim to increase this to 40% by 2027, with a 50% longer-term goal.

We have made significant progress in recent years and continue to work to drive sustained and inclusive progress that benefits everyone.





^{*} 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.

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Deloitte Ireland's Gender Pay Gap

Behind the numbers



We have a gender pay gap, and here is why

As of 30 June 2025, we have a 5.2% gender pay gap, primarily because fewer senior roles are held by women. Also, women in our management grades and above generally have shorter tenure.

We have strong gender balance across the firm, but this diminishes at the most senior leadership levels, which correspond to the highest remuneration bands.

We have stood up various focused initiatives, as outlined later in the report, aiming to achieve a balanced gender distribution throughout Deloitte benefiting everyone. This, in time, will narrow the gap.

Our approach

Under the regulations, we are required to report our gender pay gap data for each legal entity with at least 50 employees.

However, to ensure transparency and to provide a full picture, we have included all Republic of Ireland employees in our calculations. This encompasses five legal entities, some with fewer than 50 employees.

Deloitte Northern Ireland operates under a separate legal jurisdiction and therefore is not covered by the Irish gender pay gap legislation.

Our gender pay gap has remained almost static at 5.2% (个0.2%)

We remain confident that our investments to address our gender imbalance at the most senior levels, which is driving a pay gap, and to maintain pay equity (latest review completed in 2025) are the right steps. Our gender pay gap is low, at 5.2%, and we are committed to shrinking it further.

Positively, our median hourly pay gap decreased to 4.6% (\downarrow 2.6%), reflecting an improvement in the typical pay difference between genders.

Thanks to focused actions such as our Return to Work Programme, we are attracting more women at mid-senior levels. Enhanced leave policies, lifecycle supports, and flexible working patterns have improved retention by enabling a better balance of personal and professional commitments for all genders. We are confident these efforts, together with longer tenure among our senior women, will lead to future reductions in our gap.

Our gender bonus pay gap has increased to 15.3% (个12.7%)

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

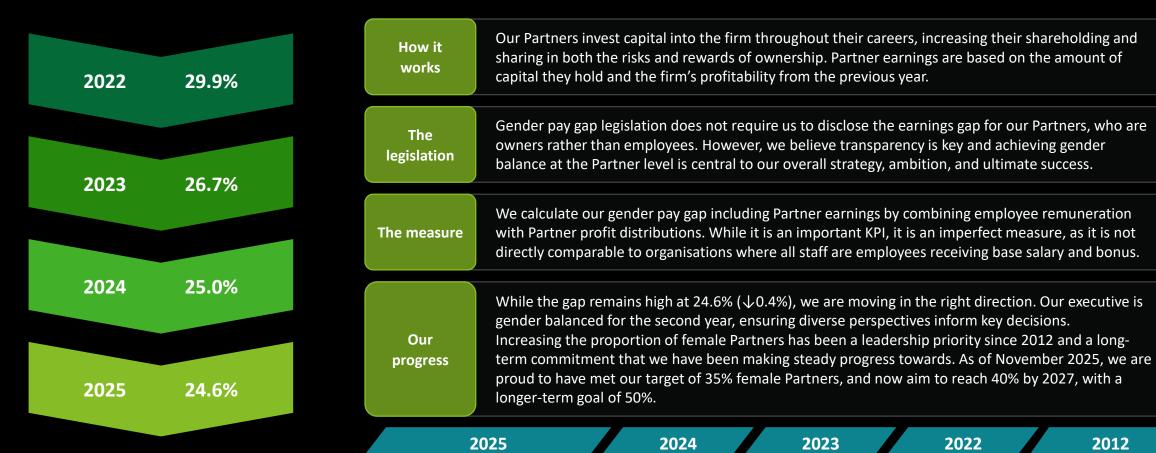
The increase observed is largely due to the recent disproportionate rise in women taking unpaid family leave. This has resulted in the proration of their performance bonuses, and consequently has widened the bonus gap.

The Bigger Picture

The ownership of our business



Gender Pay Gap, including Partner earnings



35% female Partners

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33%

29%

28%

2012

13%

Closing our Gender Pay Gap

Progress against commitments since last year's report

Continued Progress towards Targets

Currently at 35% female Partners, we have met our 2025 target and now progress towards 40% by 2027. For the second consecutive year, our executive remains gender balanced, ensuring diverse perspectives inform key decisions.

Empowering Part-time Working

A series of focus groups explored the experience of part-time working in our Audit & Assurance business. The aim was to understand what works well and implement improvements to enhance attractiveness and successful arrangements.

Inclusive Leadership & Female Sponsorship

We continued delivering our Gender Balance Leadership Workshops using real case studies, with all participants committing to sponsor at least one high-performing senior female with active engagement throughout the year.

Driving Change in Professional Services (PS)

By chairing the 30% Club PS group, we are uniquely placed to drive sector-wide change. Independent research, conducted with 24 firms, explored the experiences of high-performing senior women in PS to inform improvements.

New Women in Leadership Network

Launched a new Women in Leadership Network for women in management grades in client-facing roles. Targeting areas with gender imbalance, it focuses on connection and empowerment, supporting business development opportunities.

Future Workplace Planning

As we plan a new Dublin campus, we held workshops to brainstorm ideas, share learnings, and gather best practices. Inclusion for people of all genders and life stages is central to creating an attractive, thriving workplace for everyone.

Growing our Return to Work Programme

This year, we doubled the number of participants on our Return to Work programme, with 10 individuals re-launching their careers after a break. We are proud to have offered 80% of our 2024 cohort opportunities to continue with us.

Review of all People Policies

We are currently reviewing our people policies, focusing on inclusive language, user-friendliness, and enhanced offerings. We look forward to improvements that help all colleagues balance work and life, supporting gender diversity.

Bringing Everyone on the Journey

We recognise the importance of bringing everyone on the journey - gender balance is not a zero-sum game. We've taken opportunities at various all-hands to discuss 'the why' and 'the how', ensuring we make progress together.

Closing our Gender Pay Gap

Commitments for upcoming year

Executive Commitments

To prioritise progress, our executive take ownership of our targets and drive from the top. Leadership of each business unit has gender balance embedded in their goals and regularly reports on progress through their management routines.



30%+ Club - Professional Services (PS) Impact

As chair of the PS group, we are committed to enhancing the sector's appeal to women. Based on completed research, we will engage Managing Partners across PS to commission 2-3 projects that drive sector-wide change for greater impact.



commitments, with progress to be tracked throughout



Balanced Slates for Every Opportunity

New/ enhanced

We will continue to build on our commitment to balanced slates across hiring, development, promotions, and succession planning, ensuring equitable access to opportunities and fostering inclusive growth.

Embed new Women in Leadership Network

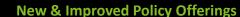
Embed our newly launched network for women in management grades in client-facing roles by empowering a committee of senior women to lead a successful network focused on connection, supported by quarterly network events.

Foster Connection of Women in Teams

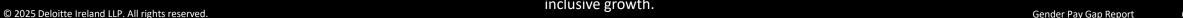
Under the umbrella of Women in Leadership, provide enhanced opportunities for women within our various businesses and industries to connect, empowering networking and collaboration among those working in similar fields.

Return to Work programme

Building on recent progress, continuing to grow the reach of our Return-to-Work programme, supporting more individuals returning from extended breaks to re-launch their careers. As most returners are women, this proves to be an excellent talent pipeline.



Through our review of all people policies, we are committed to enhance our offerings for colleagues of all genders and life stages, with a focus on equity, improving awareness, and accessibility to create a more balanced and inclusive workplace.



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

Sum of women's hourly rate of pay

Sum of **men's** hourly rate of pay







Total number of **women**

Total number of **men**

Reminder of the legislative requirements

In line with the Gender Pay Gap Information Act 2021, employers of over 50 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 November, eligible employers must publish a report on their website that details their hourly gender pay gap across a range of metrics.



Appendix

2025 GPG Information Act 2021 Reporting Requirements (snapshot date 30 June 2025)

Gender pay gap fields		June 2025	June 2024	June 2023	June 2022
1. Mean hourly gender pay gap (all)		5.21%	5.0%	4.90%	7.47%
2. Mean hourly gender pay gap (part-time)		50.08%	39.46%	19.8%	17.32%
3. Mean hourly gender pay gap (temporary contract)		-7.75%	-18.32%	-0.80%	1.41%
4. Median hourly gender pay gap (all)		4.62%	7.2%	7.10%	7.81%
5. Median hourly gender pay gap (part-time)		47.10%	46.80%	40.15%	42.25%
6. Median hourly gender pay gap (temporary contract)		-2.49%	-7.44%	0.00%	1.54%
7. Mean hourly performance related bonus gender pay gap (all)		15.32%	2.57%	7.20%	12.77%
8. Median hourly performance related bonus gender pay gap (all)		10.85%	0.00%	0.00%	0.00%
9. Percentage of employees per gender to receive a performance related bonus remuneration	М	64%	65%	43%	56%
	F	69%	65%	44%	56%
10. Percentage of employees per gender to receive benefit-in-kind*	М	77%	78%	63%	53%
	F	79%	80%	61%	57%
11. Percentage of employees within lower remuneration quartile	M	51%	51%	52%	50%
	F	49%	49%	48%	50%
12. Percentage of employees within lower middle remuneration quartile	M	45%	44%	49%	47%
	F	55%	56%	51%	53%
13. Percentage of employees within upper middle remuneration quartile	М	49%	51%	53%	49%
	F	51%	49%	47%	51%
14. Percentage of employees within upper remuneration quartile	М	52%	52%	52%	56%
	F	48%	48%	48%	44%

^{*} 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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