



Deloitte Ireland
2022 Gender Pay Gap Report

December 2022



Foreword

We are pleased to share Deloitte Ireland's second Gender Pay Gap report.

In December 2021, we took the opportunity to publish our first gender pay gap report ahead of a legal requirement to do so. We welcome the fact that the legislation has now been enacted as it will support the public and private sector in Ireland to continue making progress towards gender equality. In this year's report, we [share progress](#) made from our first report to our current snapshot date of 30 June 2022, and the [ongoing actions](#) we are taking to achieve our ambitions around gender balance.

The legislation is a positive step towards increasing the focus on the barriers to women participating at the most senior leadership levels. In our experience this requirement is leading to important conversations, transparency and tangible actions, in a greater number of organisations, on how we work towards increasing the representation and influence of women at all levels of business and society.

Within this report, we publish our gender pay gap data in accordance with the legislation which excludes partners. However, we recognise that this is a limited measure given that partners, as the owners of the business, is where we must see meaningful change in gender balance. In 2021, we took the opportunity to include an additional section in our report on how we think about the make-up of our partnership, and how we are holding ourselves to account on our ambition of better balance at all levels of the firm. We have included and updated this section for 2022.

Progress will only be sustained when we are measuring and reporting on relevant metrics, across all levels of our business. Using data is a key part of our strategy, as we know it will provide us with valuable feedback and guide our actions to where they will have greatest impact. Identifying and communicating this full picture is what we believe will drive constructive action.

This has been a focus for us for some time. Throughout the pages in this report, you will see the improvements we have made in addressing the causes of the gender pay gap in our business; most notably in the number of women in senior leadership roles. In this regard, the gender pay gap is a useful metric, and highlights that we have more males with longer tenure in our most senior, highest paying roles. We are progressing several actions aimed at increasing the proportion of senior female leaders, which we believe will, in turn, reduce our gender pay gap.

Foreword

While progress is being made, obstacles do remain. Long-standing challenges have been exacerbated by several factors in recent years, including, for example, the Great Resignation with higher levels of attrition and the challenge of hiring in a very competitive labour market with inflationary pressures. The tight local labour market has resulted in additional hiring from overseas, which has attracted more male candidates, particularly for tech roles. This calls for increased focus and creativity, which we have tried to address through the introduction of our new flexible working approach, Deloitte Works, new and enhanced paid leave policies and a new Women Returnship programme. We are committed to progressing our gender balance action plan and are resolute in our target of 35% female partners by 2025.

In addition to our gender balance action plan, we have also outlined our broader inclusion ambition and the initiatives we are implementing to help us achieve a more diverse workforce that represents society and brings diversity of thought, to drive success. In addition to being a signatory of BITC's inclusive workplace pledge, [Elevate](#), we have also pledged commitment to the 30% Club Professional Services Flourishing Equally Framework and the [Women in Finance Charter](#).

At Deloitte Ireland, we remain focused on our inclusion ambition – for the benefit of our people, our clients, our business, and indeed the societies in which we operate.

Regards,



Harry Goddard

CEO, Deloitte Ireland

A handwritten signature in black ink, appearing to read 'H. Goddard'.

Sinead Gogan

Chief Human Resources Officer,
Deloitte Ireland

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Our five principles for embedding an inclusive culture are: providing equal opportunities; developing people to succeed and thrive; driving and evolving our culture and behaviours; leveraging the Deloitte brand and platform; measuring and reporting on our progress.



A comparison of our figures over the past few years shows an improving picture, with our average gender pay gap reducing. We believe this is as a result of a continued focus to ensure we build a strong pipeline of future female leaders through the application of a gender lens on our recruitment, reward, promotion, performance and development processes. This is also evidenced in the increasingly balanced headcount at all levels, which in turn reduces our gender pay gap.



While we continue to make strides that create meaningful change for our people, we know we still have a lot to do, and much to learn.



Meaningful and sustained change takes time; our gender pay gap is as a result of having fewer women with less tenure in senior positions, we are moving in the right direction and have huge ambition to do better.



We are focusing our efforts across five key areas of activity: providing equal opportunities; developing people to succeed and thrive; driving and evolving our culture and behaviours; leveraging our brand and platform; and, measuring and reporting progress.



Improving the proportion of female partners has been an executive-led priority since 2012. We have increased our proportion of female partners from 13% in 2012 to 28% today. We have set an ambitious goal of having 35% female partners by 2025, and to achieve this are taking steps to not only attract more women into our firm, but to retain and support them to progress.

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Fostering inclusion has always been at the heart of our firm. Everyone at Deloitte, no matter who they are or where they are from, should feel able to be their true self, be heard and supported, and have a real sense of belonging.



We continue to see a marked increase in the number of women in senior positions; for example, on 1 September 2022, 50% of our director promotions were women. This is up from 38% in 2019. In 2022, we also had the largest number of promotions ever, including 247 at management level; indicating that an even greater pipeline of future leaders, male and female is being developed.



In March 2021, we launched a refreshed gender balance strategy and commitment to increasing our proportion of female senior leaders. Since then, we have made good progress in addressing a number of the levers related to gender balance such as retention, promotions and leadership roles.



Measuring and reporting our progress will be key to us achieving our targets. The gender pay gap and the percentage of female partners are among the metrics we are using to measure progress and drive action around gender balance at all levels of the firm.



We remain focused on the actions required to bring about the steady, relevant, and sustained change required to close our gender pay gap.

* Our headcount and gender pay gap calculations are calculated based on those who have identified as female within Deloitte Ireland

Gender pay gap reporting explained



The gender pay gap shows the difference in the average hourly rate of pay between women and men in an organisation, expressed as a percentage of the average male earnings.



A gender pay gap can be driven by several factors including, crucially, a lack of women in highly paid leadership roles and an over representation of women in lower paid and part-time positions.

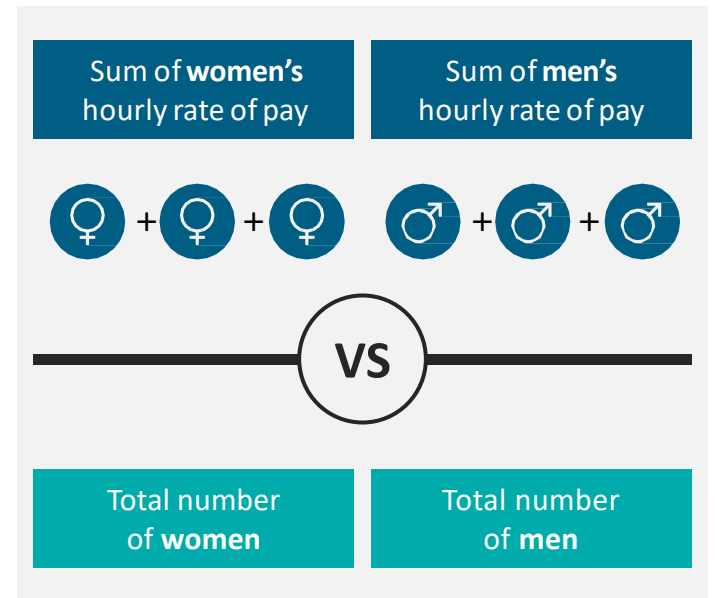


It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay men and women the same for equal work – which is governed by the Employment Equality Act.



Having completed an independent gender equity exercise in 2021, using analytical methodology for role cohorts, we have determined that our gender pay gap does not relate to pay inequity, but arises due to the number of women in senior grades and their tenure in those grades. We have planned to redo this exercise in January 2023.

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 women and men, based on average hourly earnings of all Deloitte Ireland employees - not just people doing the same job or at the same level or working pattern.

At a glance



Headline gender pay figures for Deloitte Ireland

The metrics here show our overall gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 30 June 2022, and bonuses paid in the year to 30 June 2022.

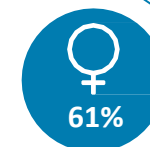
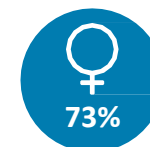
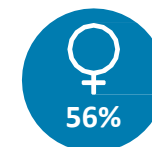
Under the Regulations, we are required to report our gender pay gap data for each separate legal entity that has at least 250 employees.

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 on this page and in the Appendix. This includes five legal entities, some of which have less than 250 employees**. Deloitte NI is excluded as it is a separate legal jurisdiction.

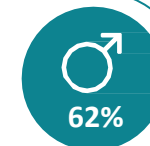
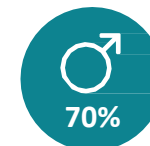
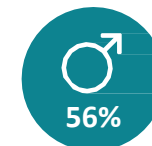
The explanation for the gender pay and bonus gap is outlined in the subsequent pages. The drop in the proportion of people receiving a bonus payment in 2022 is a result of the snapshot date being in June. As bonus payments are made in July, anyone who joined Deloitte in the snapshot period would not have received a bonus.

Deloitte Ireland	2022	2021*	2018*
Gender pay gap	7.5%	6.8%	10.1%
Gender bonus pay gap	12.8%	12.6%	23.6%

The proportion of females receiving a bonus payment



The proportion of males receiving a bonus payment



* 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 calculations are based on actual earnings and hours worked.

** 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.*

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Understanding the gap

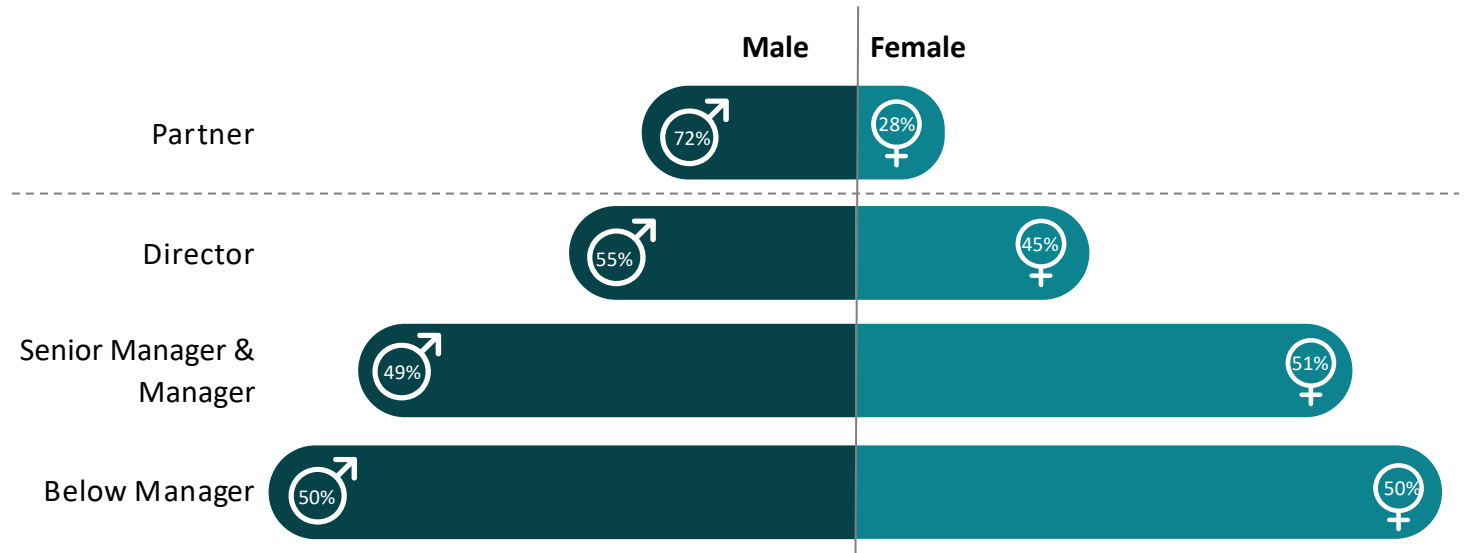
Our gender pay gap, as of 30 June 2022, arises because fewer senior positions within the firm are held by women; and those women in senior roles have, on average, less tenure.

Whilst women now make up 47% of our overall workforce, in June 2022, our senior leadership group is made up of 28% female partners and 44% female directors (the grades attracting the highest level of remuneration).

- The data shows a reduction in our gender pay gap – decreasing by 2.6% since 2018, to 7.5% today – and even more so our bonus pay gap.
- There has been almost no change from our reported figures for 2021 as the snapshot date from September 2021 included the 2021 reward cycle. The 2022 reward cycle happened after our snapshot date of 30 June 2022. The small change in our gender pay gap is primarily as a result of attrition and hiring.
- While we maintain focus on increasing the number of women in senior positions, we are also working hard to minimise any in-grade gaps. Our analysis shows that the average gender pay gap within grade pools is -2.2% (7.6% in 2018)



Gender breakdown by level



Focusing on the actions



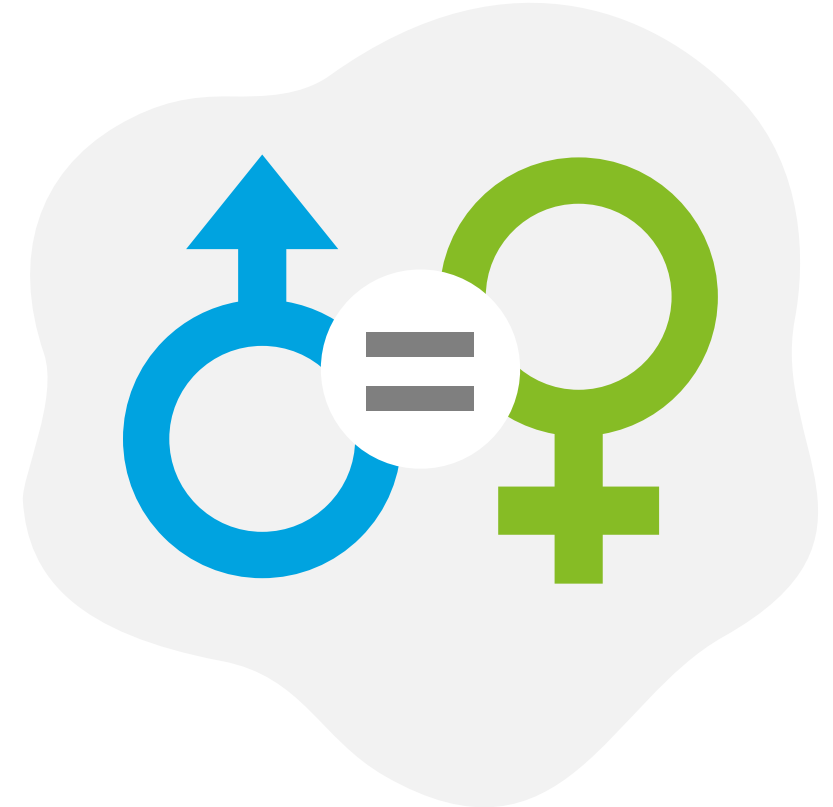
Actions taken in the past year to improve gender balance

We undertook a significant reward review in the summer of 2022 in support of the rising cost of living and inflationary pressures in the market. This will not have impacted our gender pay gap for this year, as it was implemented post our snapshot date of 30 June 2022. However, we believe this will support our longer-term progress, as it will support with the retention and attraction of critical talent.

We launched a pilot Return to Work programme with [Women Returners](#) that resulted in 8 women who had taken extended breaks from the workplace being offered 6-month contracts, 6 of whom have stayed on in roles with the firm following the programme. We are expanding on the pilot with a larger cohort in 2023.

Attrition has been a challenge over the past year, although we are encouraged that we have been able to retain a higher proportion of female employees, with female attrition tracking 3% lower than male attrition this financial year. We believe this can be attributed to our investment in enhanced paid leave policies around important life events such as miscarriage, fostering, fertility treatment and menopause, as well as the implementation of Deloitte Works, our approach to flexible and hybrid working.

One challenge with higher levels of attrition in a tight labour market has been the need to recruit more people from overseas. Our experience is that overseas applicants are more likely to be male, which has heightened our focus on ensuring we also attract overseas female applicants through the support packages we offer to people relocating and onboarding support when they join Deloitte.



The ownership of our business

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 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 share how we are thinking about the make-up and gender balance in our partnership.

Our demographics today tell us



We have increased our proportion of female partners from 13% in 2012, to 28% in 2022



The average tenure of our female partners is 12.6 years compared to 14.2 years for our male partners



Of the partners that are within 10 years of retirement, 80% are male

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. To achieve this, we are taking steps to not only attract more women into our firm, but to retain and support them to progress. All of our executive leadership team have diversity targets included in their objectives.

In a partnership, profits and shareholdings change annually. If we take all employee remuneration, together with partner distributions of profit for one year...

...we would have an assumed gender pay gap of **29.9%**

for the period up to 30 June 2022, down from 31.3% in 2021.

We appreciate that this is an imperfect measure. It is not directly comparable to situations where everyone in an organisation is an employee who receives base salary and bonus. However, we see it as an important internal KPI. By being transparent and holding ourselves accountable through measurement, we will succeed in our ambition to have better gender balance in our partnership.



29%

of our executive leadership team are women



57%

of our Partner Council are female

Our gender balance action plan

In 2021 our CEO and leadership team agreed our refreshed gender balance strategy. This extensive and detailed plan – which was derived through analysis of our career lifecycle from a gender perspective and extensive consultation with our employees over a few years – comprises a number of targeted interventions and, most critically, a focus on our culture and ways of working. Our plan includes the following actions:

- Using targets and metrics to build and monitor the talent pipeline
- Sponsorship, mentoring and development opportunities
- Strengthening our gender balance network
- A range of support for all working parents, including enhanced leave policies
- Normalising flexible working, through implementation of Deloitte Works
- Continuing to build a culture of diversity, respect and inclusion

Gender balance is an Executive-led priority and targets are included in leaders' objectives.

We continually measure progress. All Executive reporting on talent is analysed and reported by gender, and progress against targets is reported to the Executive on a quarterly basis.

We have set targets to accelerate the pace of change and we've seen our female partner numbers increase annually as a result. As of today (December 2022) this stands at 28%.

While our data shows that we have identified – and are focusing on – the correct actions, it also shows that meaningful and sustained change will take time and consistent focus by our most senior leaders.

We know that some of the actions we are taking to improve the gap over the longer-term may have short-term distorting effects, for example, increasing the number of women at student entry may have an initial negative impact on our gap.



Launched new returnship programme for 8 females who have taken longer career breaks

More about our gender balance aims and actions

Whilst targets help maintain our focus, we know that what's really important is ensuring we have the right interventions in place. Our gender balance strategy is focused on five areas, making gradual changes alongside bold moves to accelerate progress. These five areas are:

- Providing equal opportunities;
- Developing people to succeed and thrive;
- Driving and evolving our culture and behaviours;
- Leveraging our brand and platform; and,
- Measuring and reporting on progress.



01. Providing equal opportunities

Mitigating systemic bias and adopting policies that encourage diversity and inclusion

- We continue to increase the diverse representation of our people (including women) in our video content, imagery, case studies and representation at our student attraction events
- Our job descriptions are written in gender-neutral language and show our commitment to flexible working
- We strive for gender-balanced candidate shortlists. In the year to December 2022, 44% of experienced hires and 51% of graduate recruits were female. Our aim is for this both figures to be at least 50%
- We are committed to having 50/50 participation on our talent programmes for leaders, to accelerate and build a balanced talent pipeline. We have maintained this since 2021
- In 2020, we refreshed our approach for identifying future talent. This includes a development framework to ensure a diverse set of leaders
- In 2021, we launched a number of new policies to support people through a variety of life events that can be challenging or require extra supports and/or leave, such as surrogacy, fostering, fertility treatments, miscarriage and menopause. We also introduced a domestic violence support policy and enhanced our policies around maternity leave; parents' leave and compassionate leave



50%
of director
promotes in 2022
were women



51%
of graduates
hired in 2022
were female

More about our gender balance aims and actions (Contd')



02. Developing people to succeed and thrive

Targeted development to ensure we have a strong, diverse pipeline of future leaders

- We are focused on building the pipeline for the long-term and particularly in areas where women are under-represented. We have, therefore, partnered with [iWish](#) and schools in disadvantaged areas to create Transition Year work experience and intern opportunities for girls and women
- In 2022, we piloted a successful Return to Work programme with Women Returners, providing an opportunity for individuals who have had a career break of 18+ months to re-launch their career through a structured and supported programme. We had eight female participants on the pilot with six continuing their career with Deloitte after their initial 6-month placement
- Celebrating International Day of the Girl this year, we held a Future Female Innovators hackathon in partnership with Meta and Irish Life, with over 100 participants joining from all over Europe.



35

girls from disadvantaged backgrounds have benefited from one of our Transition Year programmes in the past year



03. Driving and evolving our culture and behaviours

Creating an environment where everyone can thrive, driven by leaders who role model every day inclusive behaviours at all times

- Since 2015, we have focused on embedding formal and informal agile working – ensuring that all our people are able to work in a way that enables them to balance a successful career with commitments outside of work. This has further accelerated through Deloitte Works, our new flexible ways of working policy launched in September 2021
- In 2021, we launched our Inclusion Passport; a framework and tool to support individuals agree supports and ways of working with their career coach to help them thrive both personally and professionally
- We rolled out Inclusive Leadership Activation Labs to our leaders this year. We have set targets to ensure 100% of partners and directors are trained up in inclusive leadership and to reach 50% of the rest of the management group this financial year
- In 2021, we rebranded our 'Women's Initiative network' to the 'Gender Balance network' to reflect that everyone is welcome and that involving all perspectives will move us towards our targets. The rebrand resulted in greater allyship and awareness with male attendance of our 2022 International Women's Day event increasing significantly in comparison to previous years
- In 2022, we launched a Parent & Caregiver network to ensure this group feel connected and supported, with females making up a large part of this group

More about our gender balance aims and actions (Contd')



04. Leveraging the Deloitte brand and platform

Using the breadth of our influence and strength of our brand to drive societal change.

- We are members of the [30% Club](#) and collaborate with the 30% Club to deliver a 'Board Readiness' programme for senior industry females
- We have partnered with [iWish](#) since 2020, to reach 10k+ schoolgirls to inspire them to consider careers in STEM
- In 2022 we showcased the success of our Return-to-Work programme by co-hosting a panel discussion with [Women Returners](#) in the Deloitte office and inviting clients and other organisations to hear about our offering with key insights and lessons learned shared
- Deloitte was invited to present the story of the Inclusion Passport from conception to implementation, at this year's Workday Rising Europe in Stockholm



05. Measuring and reporting on progress

Being transparent about our goals and holding leadership accountable for making progress towards them.

- Our target is to have 35% female partners by 2025 (with an interim target of 30% by 2023)
- As of today (December 2022) 28% of our partners are women, up from 13% in 2012
- All of our executive have diversity targets included in their objectives
- In 2021 we signed the [30% Club pledge](#)
- In 2022 we signed up to the [Women in Finance charter](#), showcasing our commitment to achieving our gender balance targets



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28%

of our partners
are women

Our inclusion networks

Our ambition is a more diverse workforce that represents society, and brings diversity of thought, to drive success.

We want our people to be themselves: their true selves with their own strengths, perspectives and personality. So, we are creating an inclusive environment where everyone belongs, is supported and heard, and is empowered to make a valuable, personal contribution.

While gender balance remains a priority, we recognise the needs of other groups, and how an individual's diversity has many different facets. We have found having employee networks to be a huge advantage in ensuring inclusion is embedded into our people policies and processes as their advice and insights are invaluable, as well as creating awareness and supporting one another as a community.

Our employee-led inclusion networks have a large reach with over 550 of our people being a member of one or more networks:



Gender Balance

Our longest running network, previously known as the Women Initiative Network, driving gender balance across our firm through awareness campaigns, events and targeted initiatives.



Pride

Our established Pride network's objective is for all at Deloitte to be proudly, visibly and unquestionably inclusive of LGBT+ people, in an environment where all our LGBT+ colleagues feel comfortable being themselves without hesitation, and able to thrive.



Multicultural

Launched in 2020, the Multicultural network's objective to provide an environment that is deliberately and steadfastly anti-racist, where cultural diversity is celebrated, and our colleagues feel safe from racial discrimination at work.



69

different nationalities



15

of our 2021 interns came from Access programmes



Parent & Caregiver

In April 2022, we launched our Parent & Caregiver network. Their vision is to ensure all parents and caregivers feel connected, supported, and to ensure an inclusive culture for all.



Mental Health

In July 2022, we launched our Mental Health network, which aims to reduce stigma around mental health, share knowledge and support in driving mental health initiatives.



Neurodiversity

We are currently planning for the launch of our new neurodiversity network to support our neurodiverse colleagues, share experiences and raise awareness.

Our wider diversity

- 69 nationalities represented across firm
- Appointed first 2 Partners from ethnic minority backgrounds this year
- 6 different nationalities represented in the partner group
- 48% of our people are under 30 years old
- 12% of our people are over 45 years old / 6% of our people are over 50 years old
- 70% of Partners are under 50 years old



- 0.8% of respondents identified as having a disability in our recent people engagement survey
- 3.5% of respondents identified as LGBT+ in our recent people engagement survey
- *46% of 2022 new hires identify with an ethnicity other than “white Irish”
- *7.3% of 2022 new hires identify as part of the LGBT+ community
- *9.8% of 2022 new hires have caring responsibilities
- *2.6% of 2022 new hires have a disability

*based on responders of pre-hire questionnaire

Appendix

Gender Pay Gap Breakdown 30 June 2022

2022 GPG Information Act 2021 Reporting Requirements (Snapshot date 30 June 2022)

Gender pay gap requirements	Percentage
1. Mean hourly gender pay gap (All)	7.47%
2. Mean hourly gender pay gap (Part-time)	17.32%
3. Mean hourly gender pay gap (Temporary contract)	1.41%
4. Median hourly gender pay gap (All)	7.81%
5. Median hourly gender pay gap (Part-time)	42.25%
6. Median hourly gender pay gap (Temporary contract)	1.54%
7. Mean hourly performance related bonus gender pay gap (All)	12.77%
8. Median hourly performance related bonus gender pay gap (All)	0%
9. Percentage of employees per gender to receive a performance related bonus remuneration	56% (M)
	56% (F)
10. Percentage of employees per gender to receive benefit-in-kind	53% (M)
	57% (F)
11. Percentage of employees within lower remuneration quartile	50.38% (M)
	49.62% (F)
12. Percentage of employees within lower middle remuneration quartile	46.82% (M)
	53.18% (F)
13. Percentage of employees within upper middle remuneration quartile	49.17% (M)
	50.83% (F)
14. Percentage of employees within upper remuneration quartile	55.96% (M)
	44.04% (F)



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