

**Deloitte.**



Deloitte Reward Services

# Who we are?

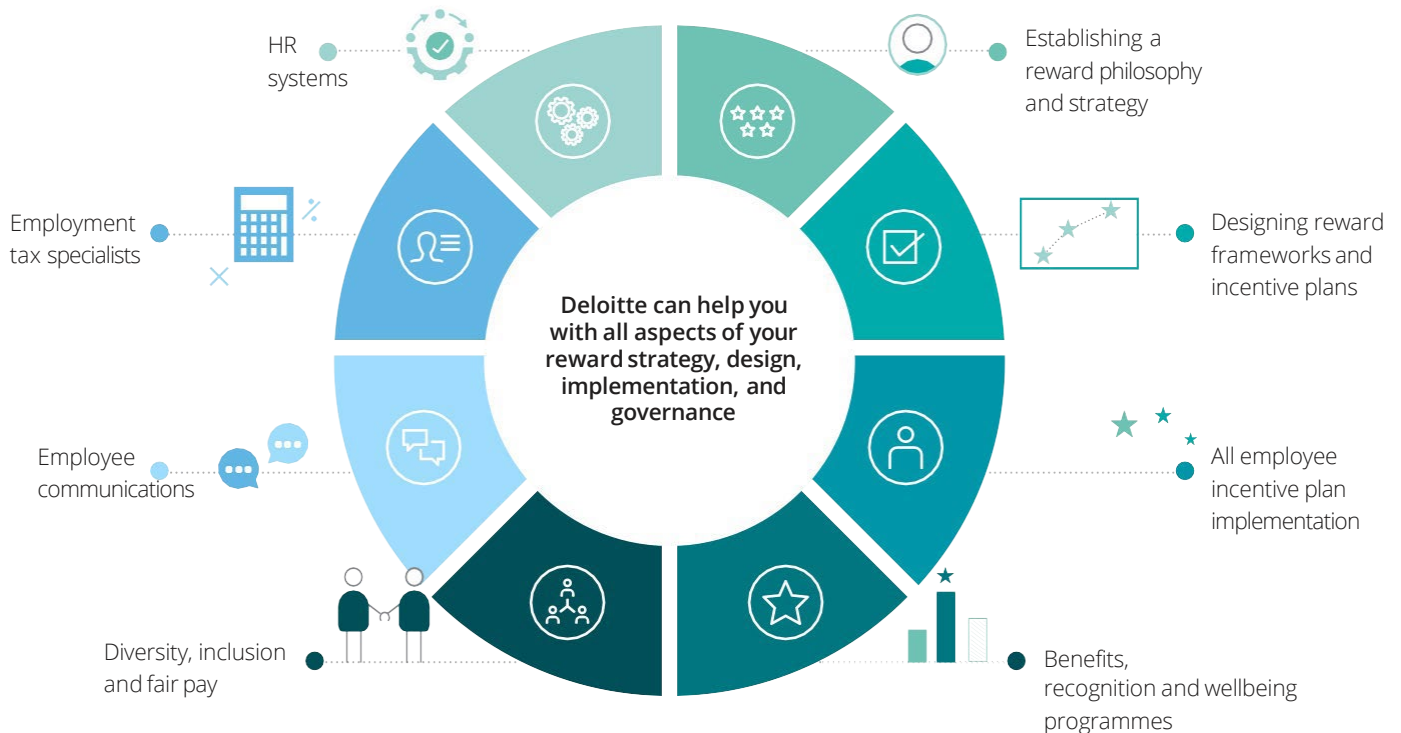
## Deloitte Reward Services

In a new era of reward thinking, organisations are reviewing their traditional reward structures to ensure they can still achieve the company's current and long-term goals.

Our Reward Services team can provide you with strategic and tactical support for all aspects of your organisation's reward offering, ensuring it continues to drive a high performance culture and a differentiated employee experience.

By combining reward expertise and business advisory skills, we can apply insights gained from our understanding of various industries and sectors to ensure your reward strategy enables the business to meet its strategic goals.

# How can Deloitte help?



# How we can support you?

In an environment where employees have a wider array of employment opportunities, organisations increasingly need to balance the attractiveness of their reward programmes to hire and retain talent, while also maintaining their ease of governance and affordability.



We can help you navigate the complexities of modern reward offerings to ensure they are delivering the value needed to drive your organisation's talent agenda.



Broad Employee Reward			Executive Reward		
Gender Pay Gap	Workforce Reward	Equity and Incentive Plans	Executive Remuneration	Financial Regulation	ESG
<p><b>How can we support you?</b></p> <p>Gender Pay Gap legislation in Ireland, organisation's compliance, and wider Diversity, Equity &amp; Inclusion (DEI) strategy.</p>	<p><b>How can we support you?</b></p> <p>Advisory services in relation to workforce reward strategy, market best practice, and the future of reward.</p>	<p><b>How can we support you?</b></p> <p>Support with</p> <ul style="list-style-type: none"> <li>• Plan Design,</li> <li>• Governance &amp; Compliance,</li> <li>• Tax, Legal &amp; Regulatory, Operations,</li> <li>• Communications,</li> <li>• Accounting,</li> <li>• Valuation and Finance.</li> </ul>	<p><b>How can we support you?</b></p> <p>Advisory services across all aspects of executive director, non-executive director, and senior management remuneration, inclusive of market best practice and governance insights.</p>	<p><b>How can we support you?</b></p> <p>Remuneration advisory services on EU and Irish financial regulation (CRDV, IFD / IFR, Solvency II).</p> <p>Solvency II (Insurance undertakings).</p> <p>Impact on executive remuneration and wider workforce.</p>	<p><b>How can we support you?</b></p> <p>Incorporating ESG (environmental, social, and governance) metrics into short and long term incentive plans.</p>
<p><b>Challenges your organisation faces</b></p> <p>Irish Legislation &amp; DEI Agenda.</p>	<p><b>Challenges your organisation faces</b></p> <p>Company Growth, Retention, Governance.</p>	<p><b>Challenges your organisation faces</b></p> <p>Talent Attraction &amp; Retention.</p>	<p><b>Challenges your organisation faces</b></p> <p>Talent Retention, Governance, and Scrutiny of CEO Pay.</p>	<p><b>Challenges your organisation faces</b></p> <p>EU, Irish (U.K. where applicable) Legislation for companies based in Ireland.</p>	<p><b>Challenges your organisation faces</b></p> <p>Sustainability &amp; Stakeholder Responsibility.</p>

# How are we different?

Our strength and depth of expertise allows us to guide clients through all aspects of reward strategy, design, and implementation.

---



## **1. A Team with Diverse Experience**

Our Reward Services team have a wealth of experience grounded in both industry and consulting. This allows us to efficiently provide advisory services, inclusive of project management and deep technical knowledge, ensuring stakeholders have the requisite knowledge to implement our solutions and recommendations.



## **2. Independence**

Our team provides truly independent advice. We will act in the best interests of your organisation's goals, reviewing all options independently to find the optimal solution.



## **3. Connected Advisory Group**

To ensure all angles have been considered, we can offer a wide range of connected advisory services.



## **4. Global Reach**

We have a truly global office reach and regularly collaborate with our Reward Services colleagues in Deloitte offices across multiple jurisdictions. This will allow you to consider the implications for your reward offerings in both Ireland and abroad.

# How we can add value to your organisation

## Our Experience



### Remuneration Strategy Review

#### Industry Sector

Consumer



#### Business problem

Align Total Reward philosophy and strategy to company culture and purpose.

Deloitte was involved with a professional service company to conduct a total reward review to understand market competitiveness across all business groups and identify changes required to retain and attract talent to support the business growth strategy.



#### How we helped

- We conducted stakeholder interviews to establish alignment on key focus areas for the business in meeting their objectives.
- We conducted a detailed gap analysis to illustrate position to market against base pay, incentive plan and benefits.
- Our report included recommendations on how the company could reduce their gap to market for both cash remuneration and benefits. We developed a roadmap for implementation that prioritised key actions based on an employee impact and cost analysis.



### Reward Regulatory Compliance Review

#### Industry Sector

Financial Services



#### Business problem

Deloitte was involved with a US Financial Services company to conduct a reward regulatory compliance review of their remuneration policies and practices against EU and Irish financial regulations for the Irish entity.



#### How we helped

- We conducted a detailed gap analysis, including a review of the approach to Material Risk Takers identification to illustrate compliance to the relevant EU and Irish financial regulations.
- Our key executive summary report included insights on market practice and practical recommendations for the implementation of proposed enhancements to the company's current approach in a timely manner given year end rewards and ongoing best practice in relation to compliance and governance.



## Incentive Design Case

### Industry Sector

Technology



### Business problem

Deloitte was involved with an Irish technology company to design an annual incentive plan for all levels of the organisation. The key goal was to provide a programme that both incentivised the achievement of ambitious short term growth goals and retention of key staff.



### How we helped

- We outlined a number of options, ranging from those commonly found in the market to others that are less common but more innovative in achieving their results.
- Our final report outlined how all elements of the incentive plan should operate, along with a breakdown of how the programme should be structured for the various levels within the organisation in order to best achieve the company's desired result.



## Gender Pay Gap (GPG)

### Industry Sector

Financial Services



### Business problem

GPG Information Act 2021 will require employers with 250 or more employees to publish pay differences between female and male employees. Deloitte was engaged with a financial services company to calculate their GPG to help them understand their data. Deloitte put in place an effective and measurable action plan to enhance their current Diversity and Inclusion strategy that aligned with their company culture and business objectives.



### How we helped

- We analysed the company's data using our GPG reporting tool, providing key statistics and graphically displayed their gender pay and bonus gaps, identifying key root causes.
- Our key executive summary report included recommendations on how the company could take appropriate action to reduce their GPG and how to write the narrative around the data to inform and influence key stakeholders.

# Meet the team



**Colin Forbes**

**Partner**

[cforbes@DELOITTE.ie](mailto:cforbes@DELOITTE.ie)



**Anne Kelleher**

**Director**

[ankelleher@deloitte.ie](mailto:ankelleher@deloitte.ie)





At Deloitte, we make an impact that matters for our clients, our people, our profession, and in the wider society by delivering the solutions and insights they need to address their most complex business challenges. As the largest global professional services and consulting network, with over 312,000 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. In Ireland, Deloitte has over 3,000 people providing audit, tax, consulting, and corporate finance services to public and private clients spanning multiple industries. Our people have the leadership capabilities, experience and insight to collaborate with clients so they can move forward with confidence.

This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte Ireland LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte Ireland LLP is a limited liability partnership registered in Northern Ireland with registered number NC001499 and its registered office at at 27-45 Great Victoria Street, Lincoln Building, Belfast, BT2 7SL, Northern Ireland.

Deloitte Ireland LLP is the Ireland affiliate of Deloitte NSE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NSE LLP do not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

© 2023 Deloitte Ireland LLP. All rights reserved.