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2026 British Columbia Pay Transparency Report

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2026 British Columbia Pay Transparency Report

Deloitte Canada is committed to achieving gender equity, across all of its practices, by proactively reviewing and challenging its processes to identify and break down systemic barriers. Deloitte is proud of its long-standing commitment to fair and equitable pay and is working diligently to close the gender pay gap where there continues to be progress year over year. The ongoing efforts toward progress include:

- engaging in annual salary benchmarking;
- the use of salary bands to support consistency and inform how an individual's experience is considered; and
- a pay equity program ensuring like-for-like pay inclusive of leadership checks and balances in the annual compensation processes.

Deloitte also continues to leverage analysis to identify gaps and areas of improvement for hiring, developing and promoting its people which includes the following actions:

- steps to ensure that recruitment processes are run without bias;
- a series of sponsorship, mentoring and development programs;
- learning and development pathways focused on inclusion and allyship;
- a range of health and wellbeing resources and support;
- a range of support for working parents; and
- active monitoring within the talent pipeline.

This report is prepared by Deloitte in accordance with the provisions of British Columbia's Pay Transparency Act. In accordance with the Pay Transparency Act and reporting rules designed to protect the anonymity and privacy of respondents, one or more gender categories has been excluded due to insufficient numbers to meet disclosure requirements.

Employer Details

Employer	Deloitte Canada
Address	410 W. Georgia Street Vancouver, British Columbia V6B 0S7
Reporting Year	2026
Time Period	June 1, 2025 – May 31, 2026
NAICS Code	54 – Professional, scientific and technical services
Number of Employees	1000 or more employees

Hourly pay

The firm's compensation philosophy is pay for performance and merit based. The firm recognizes people's unique strengths and contributions and reward the value they deliver, where those with differentiated performance receive differentiated rewards. The firm is committed to paying its people fairly, aligned to key competitors by paying for performance and the outcomes they achieve. This approach is supplemented by a pay equity program ensuring like-for-like pay inclusive of leadership checks and balances in the annual compensation processes.

The firm has a wide range of roles with different rates of pay, with pay ranges reviewed annually. Women currently have a higher representation within the lower pay quartiles, which results in average pay differences. As Deloitte works towards more equal representation at all levels, the gaps are expected to continue to close over time. The gender pay gap, not to be confused with the issue of equal pay, shows the difference in the average hourly rate of pay between women and men in an organization, expressed as a percentage of mean and median earnings.

	Mean hourly pay gap[1]	Median hourly pay gap[2]
Men	$1.00	$1.00
Women	$0.88	$0.89

Women's average hourly wages were 12% less than men's. For every dollar men earn in average hourly wages, women earn 88 cents. Women's median hourly wages were 11% less than men's. For every dollar men earn in median hourly wages, women earn 89 cents.

Explanatory notes

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid range of pay for each group. Hourly pay does not include bonuses and overtime.

Overtime pay

All permanent employees have a variable pay component that makes up their compensation. This is paid through either overtime pay or bonus pay. Among the British Columbia population, the number of women who worked overtime was higher than men. This reflects a higher representation of women in roles that include overtime compensation. However, men worked for a higher number of overtime hours, impacting the mean and median comparisons.

	Mean overtime pay[3]	Median overtime pay[4]
Men	$1.00	$1.00
Women	$0.55	$0.36

Women's average overtime pay was 45% less than men's, which reflects the fact that men worked more overtime hours than women. For every dollar men earn in average overtime pay, women earn 55 cents. Women's median overtime pay was 64% less than men's. For every dollar men earn in median overtime pay, women earn 36 cents.

Overtime paid hours worked

	Mean overtime paid hours[5]	Median overtime paid hours[6]
Women	-33	-38

The average number of overtime hours worked by women was 33 less than by men. The median number of overtime hours worked by women was 38 less than by men. The differences are presented as compared to men as the reference group.

Percentage of employees in each gender category receiving overtime pay

4%	**Men**
6%	**Women**



Explanatory notes

3. "Mean overtime pay" refers to overtime pay when averaged for each group
4. "Median overtime pay" refers to the middle point of overtime pay for each group
5. "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group
6. "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group

Bonus pay

Bonus pay recognizes performance by providing differentiated rewards for exceptional contributions towards profitable growth and delivery of the firm's strategy. The bonus an employee receives is determined based on individual performance, contributions to growth and strategy, and year-over-year growth of the firm. The table below shows the overall mean and median gender bonus gap, which is impacted by fewer women in senior positions where higher bonuses are paid.

	Mean bonus pay[7]	Median bonus pay[8]
Men	$1.00	$1.00
Women	$0.73	$0.81

Women's average bonus pay was 27% less than men's. For every dollar men earn in average bonus pay, women earn 73 cents. Women's median bonus pay was 19% less than men's. For every dollar men earn in median bonus pay, women earn 81 cents.

Percentage of employees in each gender category receiving bonus pay

53%	**Men**
48%	**Women**

The employees who received bonus pay include 53% of men and 48% of women. These calculations are based on the total British Columbia population, some of whom are not eligible to receive bonus pay because they receive overtime pay.



Explanatory notes

7. "Mean bonus pay" refers to bonus pay when averaged for each group.
8. "Median bonus pay" refers to the middle point of bonus pay for each group.

Percentage of each gender in each pay quartile[9]

Women currently occupy 44% of the highest paid jobs and 60% of the lowest paid jobs.

	Men	Women
Upper	56%	44%
Upper middle	48%	52%
Lower middle	42%	58%
Lower	40%	60%

Explanatory notes

9. "Pay quartile" refers to the percentage of each gender within four equal sized groups based on their hourly pay.

Conclusion

Deloitte is focused on actions to progress talent through the firm, to ensure greater diversity at more senior levels. While the firm continues to make strides that create meaningful change for its people, there is recognition that there is still progress to be made.

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