

Deloitte.



EmPowerful
Women
| by **Deloitte.**

Deloitte Greece
Survey 2025

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Executive Summary

HerWork. HerVoice. offers a comprehensive, multidimensional view of the lived experiences of women working in Greece, exploring how multiple thematic areas interact across different stages of working life. The findings reflect both meaningful progress and persistent structural pressures that shape women's careers over time.

Career breaks emerge as adaptive transition points rather than disengagement from employment, often occurring at moments where personal aspirations intersect with economic conditions and caregiving demands. Workplace inclusion is generally experienced positively, yet not uniformly sustained across the career lifecycle. Exclusionary and harassing behaviors remain present across age groups and are frequently underreported, highlighting cultural and psychological barriers that limit visibility and collective response.

Perceptions of gender equality in career advancement tend to be stronger early in professional life and become more nuanced as careers evolve, suggesting that equality is assessed not only through formal policies but through accumulated lived experience. Women's intention to stay is consistently shaped by a combination of factors — reinforcing that retention depends on the coherence of the overall employment experience.

Caregiving responsibilities emerge as a central structural dimension of women's careers, intersecting with development opportunities in uneven ways, particularly during mid-career stages when professional and personal demands intensify. Workplace well-being reflects a similar duality: mental health is widely recognized positively with regards to performance, yet workload pressure and burnout remain persistent challenges. Financial well-being and work-life balance further illustrate this complexity, as organizational support and flexibility do not always translate into perceived fairness or sustainable balance.

Overall, women's workplace satisfaction is broadly positive, yet shaped by the cumulative interaction of progression opportunities, cultural dynamics, well-being pressures, caregiving demands, and perceptions of fairness. The findings underscore the importance of sustained, systemic action that addresses both structural frameworks and everyday workplace experiences across the career lifecycle.



What led us to Her Work. Her Voice.

For Deloitte Greece, advancing women is not a symbolic commitment but a deliberate, long-term strategic priority. Women today represent 45% of the organization’s workforce and 33% of leadership roles — a strong foundation that also underscores the importance of continued progress. Through its ALL In Diversity, Equity & Inclusion strategy and long-standing initiatives such as the *Empowerful Women by Deloitte*, the organization identified the need to move beyond internal dialogue and actively listen to women’s lived experiences across the broader business ecosystem. Ongoing feedback from external networks and partners also confirmed that, despite advancements, structural gaps remain — requiring evidence-based insight and targeted actions.

This led to the launch of the nationwide survey “Her Work. Her Voice.” addressed to women working in Greece. Conducted over a period of approximately **3 weeks** (24 days), from 17 October to 9 November 2025, the research gathered 1,788 participants, with **1,200** fully completed **responses**. Through **44** quantitative and qualitative **questions** covering **9 key dimensions**, the survey provided a comprehensive, data-driven view of women’s workplace experiences — offering both a snapshot of progress but also a clearer understanding of the challenges that still need to be addressed.

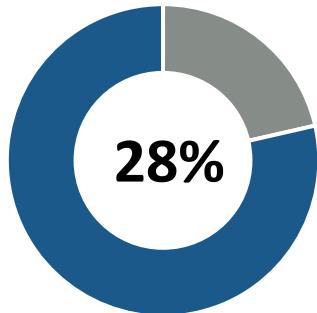
Key Insights

Career Breaks And Their Causes

Early findings suggest that career breaks* emerge as a relatively common feature of women's working lives, reflecting periods of transition rather than disengagement from employment.

28% of respondents report having taken a career break at some point, indicating that career continuity for women is often shaped by changing priorities, responsibilities, and external conditions over time.

Women who have taken a Career Break



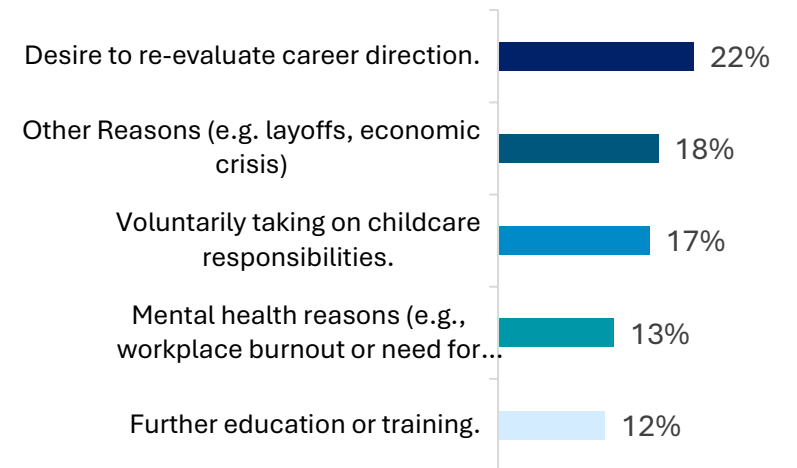
- Yes, within the past 12 months
- Yes, more than 12 months ago



Across the sample, the most frequently cited reasons for taking a career break include **re-evaluating career direction, broader economic or organizational factors, and assuming childcare responsibilities**, alongside mental health considerations and the pursuit of further education or training.

This mix of reasons highlights that career breaks are driven by both **personal reassessment** and **external pressures**, suggesting that they often arise at moments where individual aspirations intersect with structural or contextual constraints.

Highest Reasons for taking a Career Break



*A break is defined as a period during which you were not employed by an employer nor self-employed.

Viewed through an age lens, these reasons take on distinct meanings across life stages

Among women aged **18–28**, career breaks are most strongly associated with **further education or training**, pointing to early-career investment in skills and long-term employability. In the **29–36** age group, **re-evaluating career direction** becomes more prominent, reflecting a phase of consolidation where women reassess long-term career paths and alignment with personal goals. For women aged **37–44**, **economic and organizational factors** gain prominence, suggesting greater exposure to labor-market conditions or organizational change at this stage.

In later age groups, particularly **45 and above**, **assuming childcare responsibilities** emerges as a key factor, while among women aged **52–60**, economic and organizational considerations again take precedence. Finally, for those aged **61 and above**, the desire to **re-evaluate career direction** resurfaces as the primary reason, pointing to later-career reassessment shaped by accumulated experience and shifting priorities.

Taken together, the findings suggest that career breaks are best understood as **adaptive responses to recurring transition points across the career lifecycle**. While similar reasons appear across age groups, their underlying drivers differ, underscoring the importance of interpreting career interruptions through a life-stage perspective rather than a single, uniform narrative.

Highly Rated Reason within Age Groups

18-28

Further education or training

29-36

Desire to re-evaluate career direction

37-44

Other Reasons (e.g. layoffs, economic crisis)

45-51

Voluntarily taking on childcare responsibilities

52-60

Other Reasons (e.g. layoffs, economic crisis)

61+

Desire to re-evaluate career direction



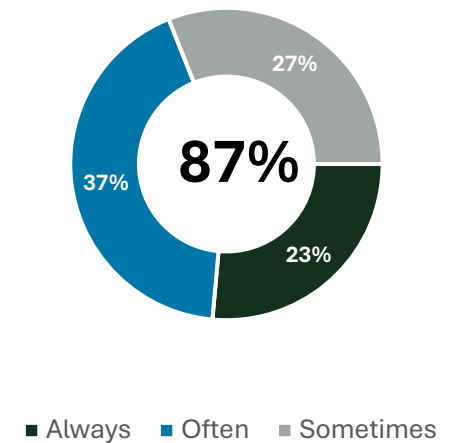
Inclusion in the Workplace

Progress Achieved and Remaining Challenges

Workplace inclusion is perceived largely **positively** across age groups, with the majority of respondents indicating that they experience inclusion **always, often, or sometimes**.

These responses suggest that inclusive behaviors and practices are present in many working environments and form part of women's everyday workplace experience.

How Inclusive are workplaces perceived?





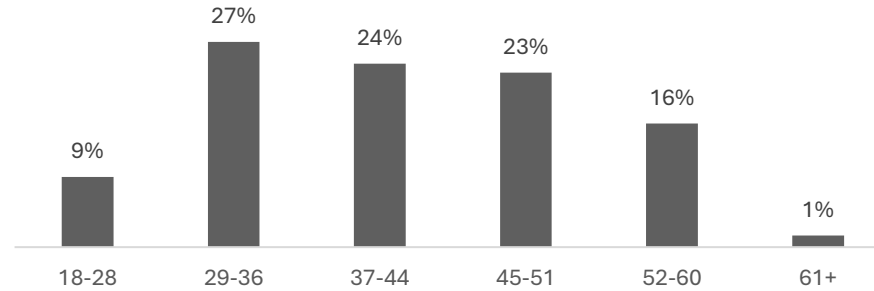
At the same time, findings point to **less consistent experiences as age increases**, particularly from the **37–45 age group onwards**, where more women report mixed or negative perceptions of inclusion. This shift suggests that inclusion may be experienced differently over time, potentially shaped by accumulated workplace interactions, changing roles, and increased visibility or responsibility at later career stages.

The results highlight that while progress has been achieved in fostering inclusive workplaces, inclusion is not experienced uniformly across the career lifecycle. Rather than a fixed condition, inclusion appears to be **dynamic**, influenced by career stage and evolving expectations. This underscores the importance of viewing inclusion as an ongoing experience that may strengthen or weaken over time, even within generally positive workplace environments.

Persistent Exclusionary, Harassment & Reporting Behaviors

51%

Have experienced it



More than half of respondents (51%) report having experienced **exclusionary or harassing behaviors*** at work, indicating that such experiences are not isolated incidents but form part of many women's workplace realities.

The largest share of these experiences **is** reported by women **aged 29–36**, suggesting that exposure peaks during early-to-mid career stages, where professional visibility, workload, and interpersonal interactions often intensify.

Beyond this age group, experiences of exclusion and harassment are reported across all remaining ages, indicating that **the issue is not confined to a single life stage**. While prevalence varies, the persistence of such experiences across the career lifecycle highlights that exclusionary behaviors can surface in different forms as roles, responsibilities, and workplace dynamics evolve.

**(e.g., physical, sexual, verbal/psychological, online/digital, or identity-based harassment, such as microaggressions, inappropriate comments)*





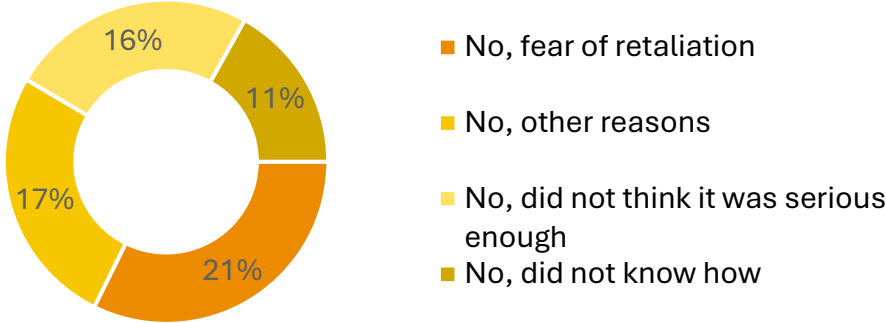
A particularly notable finding is that **the majority of those who experienced such behaviors did not report them.**



65%

Did not report it

The most frequently cited reasons include **fear of retaliation, other personal or contextual considerations, not perceiving the incident as serious enough**, and, to a lesser extent, **lack of clarity around reporting procedures**. These barriers suggest that non-reporting is shaped not only by process-related factors, but also by cultural norms and psychological considerations.



Importantly, **the highest proportions of non-reporting are observed among women aged 29–36 and 45–51**, followed by those aged **37–44**, indicating that underreporting is particularly pronounced at mid-career stages. When incidents remain unreported, their prevalence may be underestimated and their impact absorbed at an individual level rather than addressed collectively. Taken together, the findings point to exclusionary and harassing behaviors as experiences that are both **widespread and systematically underreported**, underscoring the importance of interpreting reported incidents alongside the significant share that remain unseen.



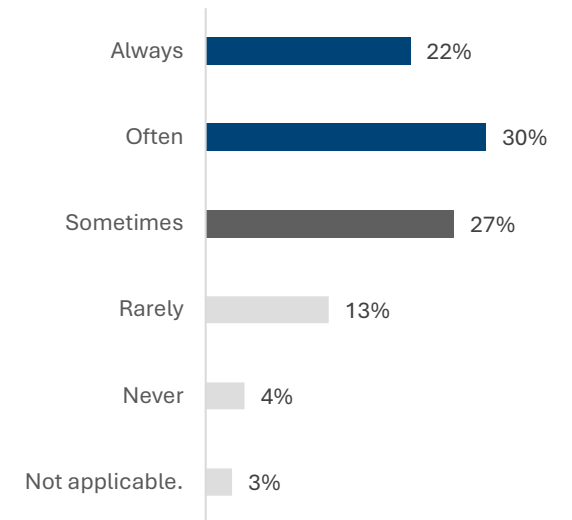
Gender Equality in Career Advancement Gaps and Age Variations

Overall, perceptions of gender equality in career advancement are positive, with a substantial share of respondents indicating that promotion opportunities are available **always, often, or sometimes**. These responses suggest that, at a general level, many women view formal advancement pathways as accessible within their organizations.

At the same time, a clear age-related pattern emerges, with **confidence in equal promotion opportunities declining as age increases**. Younger women, particularly those aged **18–28**, are more likely to perceive promotion opportunities as consistently available, reflecting higher levels of optimism early in their careers. This confidence gradually weakens with age, as experiences and expectations evolve over time (Women **61+** see such opportunities as **inconsistent** (“Sometimes”) or **lacking** (“Rarely”/“Never”).

This suggests that while promotion opportunities may appear equitable early in the career lifecycle, **perceptions of equality are increasingly tested as careers progress**. The gradual rise in skepticism with age highlights that gender equality in advancement is experienced not only through formal structures, but through **cumulative outcomes and lived experiences** across a career.

Are Promotion Opportunities Considered Equal?





Women's Intention to Stay

Results indicate that women's intention to stay with their organization is primarily driven by a combination of **material conditions and everyday workplace experience**. **Competitive salary and benefits** emerge as the strongest motivator, followed closely by **recognition and appreciation for work, opportunities for career growth** or promotion, and a **positive workplace culture** and relationships with colleagues. **Flexible working hours** and remote work options also rank highly, reinforcing the importance of adaptability in how work is structured.

Beyond these top-ranked factors, a second cluster of motivators—**opportunities for learning and professional development, supportive management and leadership, and job security or stability**—each receive similar levels of importance. Their consistent presence highlights that women's intention to stay is shaped not only by immediate rewards, but also by longer-term prospects, trust in leadership, and a sense of continuity.

By contrast, **other factors**, such as adherence to labor law or internal mobility, are cited far less frequently, indicating that while these elements matter, they are generally perceived as baseline expectations rather than primary drivers of retention. The absence of meaningful differences across age groups suggests that these motivators are **widely shared across the career lifecycle**.

Taken together, the results point to retention as a function of how well organizations combine fair compensation, recognition, growth, supportive leadership, and stability into a coherent and sustainable work experience.

Women's Intention to Stay

Key Motivators Ranked from Highest to Lowest

15%

14%

13%

13%

12%

11%

11%

11%

1%

Competitive
Salary & Benefits

Recognition &
Appreciation for
their Work

Opportunities for
career growth
and/or
promotion

Positive
workplace
culture &
relationships
with colleagues

Flexible working
hours / remote
work options

Opportunities
for learning and
professional
development

Supportive
management
and leadership

Job security /
stability

Other (e.g.
adherence to
labor law,
internal mobility)





Navigating Career Development Amid Caregiving Obligations

Nearly half of respondents report being involved in a caregiving situation, highlighting that caregiving is a **central and widespread aspect of women's working lives**, rather than a marginal experience.

This underscores how paid work and care responsibilities frequently coexist, shaping day-to-day availability, energy, and career decision-making.

49%

Involved in a caregiving situation

Types of Caregiving

Among those with caregiving responsibilities, the most common form is **caring for children**, followed by **caring for elderly relatives**. Smaller, yet meaningful, shares of respondents report other caregiving-related situations, including **supporting extended family members, managing their own health conditions, or caring for people with disabilities**. This distribution points to caregiving as a **diverse and evolving responsibility**, extending beyond traditional childcare alone.

35%

Caring for
children

9%

Caring for
elderly
relatives

4%

Other e.g.
managing own
health conditions,
caring for extended
family

1%

Caring for
people
with
disabilities

The prominence of childcare reflects life-stage demands that often coincide with active career development, while the presence of elder care highlights how caregiving responsibilities can extend into later stages of working life. At the same time, the coexistence of multiple caregiving types suggests that women may face **overlapping or cumulative care responsibilities** over time. As a result, these results position caregiving as a **structural factor** that intersects with career development across multiple life stages.



Impact of Caregiving Responsibilities on Career Opportunities

4%

state that caregiving responsibilities have **positively affected** their career opportunities.

42%

state that caregiving responsibilities have **negatively affected** their career opportunities.

54%

state that caregiving responsibilities either **have not affected** their career opportunities **or are not sure**.

A smaller share of respondents (4%) report that caregiving responsibilities have had a **positive effect** on their career opportunities, with this response appearing more frequently among younger women 18-28 years (18%*). While limited in scale, this finding suggests that, for some, caregiving may coexist with career development without being perceived as a barrier or may be experienced alongside supportive work arrangements or personal circumstances that allow continuity.

In contrast, a substantial proportion of respondents (42%) state that caregiving responsibilities have **negatively affected their career opportunities**, indicating that for many women, care is associated with constraints on progression or access to opportunities. This negative impact is most pronounced among women aged 37–44 (52%*), pointing to mid-career as a phase where caregiving responsibilities and career demands are more likely to intersect in ways that women perceive as limiting. It's also observed among women aged 45 and above (38%–43%*).

At the same time, a majority of respondents (54%) indicate that caregiving has **not affected their career opportunities or that they are unsure** about its impact. This suggests that the relationship between caregiving and career outcomes is **not uniform**. Rather than operating as a consistent barrier, caregiving appears to be experienced differently depending on individual circumstances, roles, and contexts, with its career implications varying across women's working lives.

The findings indicate that caregiving responsibilities can be associated with positive, neutral, or negative career experiences, reinforcing the view that their impact is uneven and context-dependent, rather than universally constraining or enabling.

Workplace Culture & Well-being:

Physical and Mental Health Overview

46%

find available **physical health*** resources **sufficient****

58%

believe that **mental well-being** affects own ability to perform at work (**very**) **positively**

48%

feel **supported** by their **supervisor** in seeking flexibility for physical and mental health reasons

54%

find their workload **from** **sometimes overwhelming** to **very unmanageable**

80%

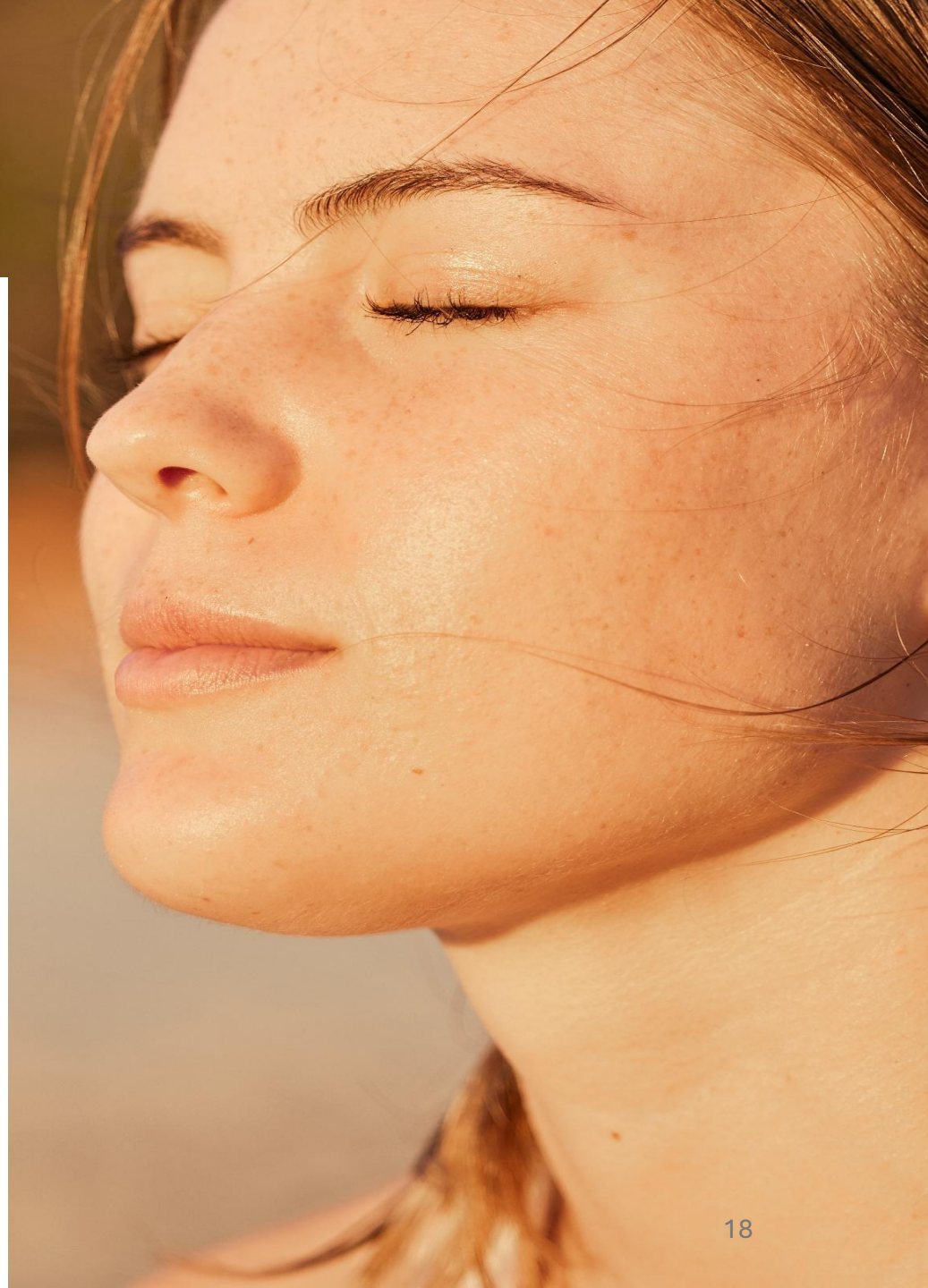
have experienced **burnout**

25%

feel **sometimes supported** by their supervisor

**Physical Health for Women: The state of a woman's body and its functions, including reproductive and hormonal health, as well as the natural physiological processes such as menstruation, fertility, and menopause.*

***Sufficiency: The adequacy and effectiveness of workplace resources and support in enabling women to maintain, manage, and address their physical health needs, including accessibility, responsiveness, and availability of health-related provisions.*





Workplace Culture & Well-being

Overall, the findings reflect a mixed but informative picture of women's workplace well-being. Nearly half of respondents report that **available physical health resources are sufficient**, while a clear majority indicate that **mental well-being has a positive or very positive effect on their ability to perform at work**. Taken together, these responses suggest that physical and mental health are recognised as relevant dimensions of the workplace experience, with mental well-being in particular perceived as closely linked to effectiveness and performance.

At the same time, the data points to significant pressure beneath this surface. More than half of respondents report that their **workload is sometimes overwhelming to very unmanageable**, and a striking **80% state that they have experienced burnout**. These findings indicate that, despite the perceived importance of well-being, many women operate under sustained levels of intensity that challenge manageability and recovery.

However, experiences of well-being are also shaped by the degree of **support received from direct supervisors**. Just under half of respondents feel supported when seeking flexibility for physical or mental health reasons, while a further share report feeling only sometimes supported. This suggests that support is present but not consistently experienced, highlighting variability in how well-being needs are recognised and accommodated at the managerial level.

These results illustrate that women's workplace well-being is characterized by **coexisting signals of support and strain**. While health and well-being are acknowledged as important and performance-enhancing, high workload and widespread burnout continue to place pressure on women's ability to sustain their well-being over time.



Well-being Challenges

Key Insights from Age Groups

Physical Health

Perceptions of physical health support vary across age groups. Younger employees **18-28** generally find the physical health resources **sufficient** (56%*), while older employees **61+** tend to view them as **insufficient** (50%*). The rest of the age groups show mixed perceptions. This pattern suggests that experiences of physical health support may change over time, potentially reflecting evolving health needs or differing expectations as careers and life circumstances progress.

Workload

Workload pressures are reported across all age groups, though their intensity appears to increase with age. Younger women **18-28** are more likely to describe their workload as manageable, while women in mid-to-late career stages more frequently report their workload as sometimes overwhelming or unmanageable. This trend points to growing demands and responsibilities over time, which may shape how workload is experienced across the career progression.

Burnout

Burnout is consistently high across all age groups, with **rates equal to or exceeding 65% in all cases**, indicating that it is a widespread challenge rather than one limited to specific stages of working life. However, the highest levels of burnout are observed among women in mid-career and later-career age groups (**45-51** (88%*), and **37-44 & 61+** (86%*). This suggests that burnout may reflect cumulative exposure to sustained pressure, rather than short-term fluctuations, and highlights its persistence across different career stages.

These **age-related patterns** show that well-being challenges evolve over time, with physical health perceptions, workload pressures, and burnout interacting differently as women progress through their careers.

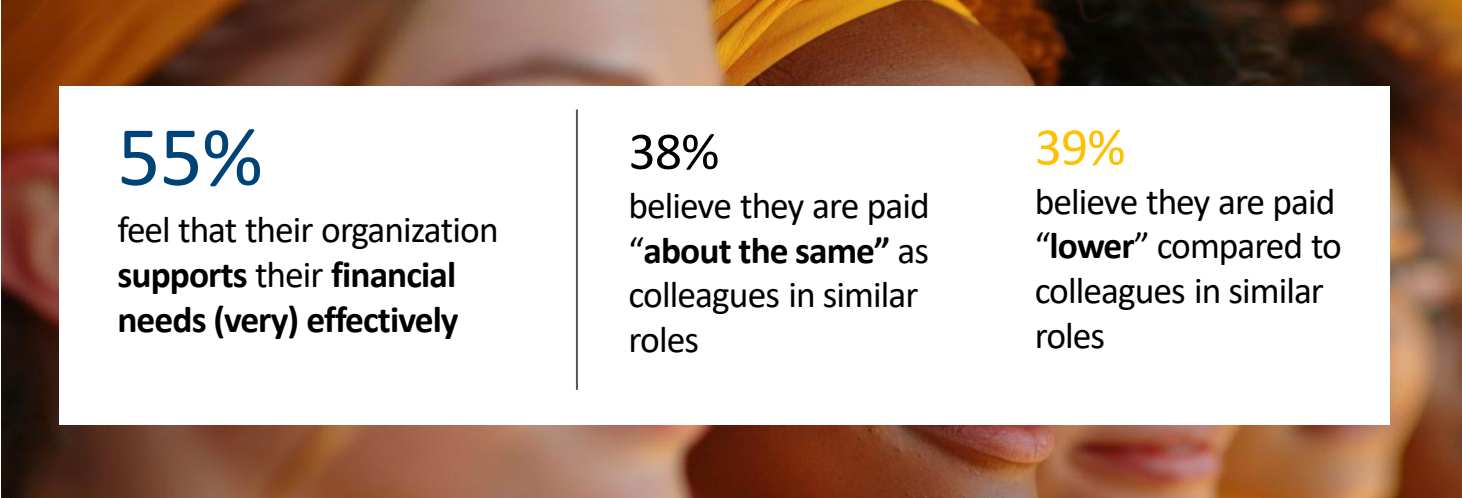
*% derived from the answers of the respective age group

Financial Well-Being & Organizational Support

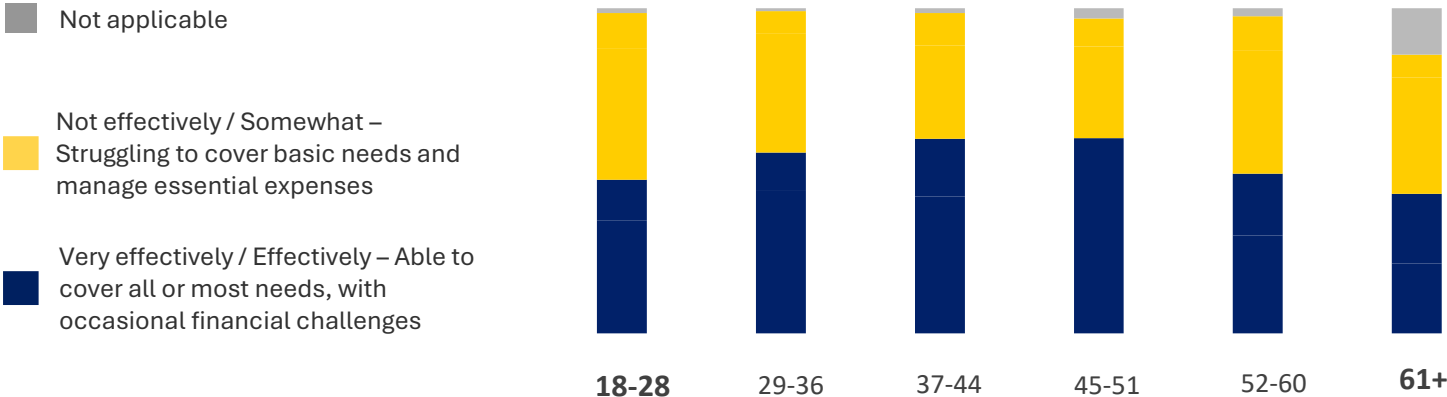
The findings present a nuanced picture of women’s financial well-being in the workplace. Just over half of respondents report that their organization supports their financial needs **effectively or very effectively**, suggesting that many women perceive a baseline level of financial support within their working environment.

At the same time, perceptions of pay equity are more divided. A substantial share of respondents believe they are paid **about the same** as colleagues in similar roles, while a comparable proportion perceive that they are paid **lower** than their peers. This split indicates that experiences of financial well-being are not uniform and that perceptions of fairness vary meaningfully among women.

Taken together, these results suggest that financial support and pay equity are related but **not identical experiences**. Women may feel supported in some aspects of financial security, while still questioning comparability or transparency in pay. The findings highlight financial well-being as a multidimensional concept, shaped not only by support mechanisms but also by perceived fairness and clarity around remuneration.



Age Group Variations in Meeting Basic Financial Needs



Work-Life Balance and Impact on Career Development

35%

Are **satisfied** with their current **work-life balance**, while 45% have mixed feelings

52%

Feel **positively** about their **right to disconnect**

46%

Believe that flexible work arrangements **enhance career opportunities**

The findings suggest that work-life balance is experienced as **partial rather than fully achieved** for many women. While satisfaction with balance remains limited, with only around one-third of women reporting satisfaction, positive perceptions of the right to disconnect and the perceived career value of flexible work indicate growing acceptance of flexibility as a legitimate part of working life.

At the same time, the gap between the widespread availability of flexible arrangements and mixed levels of balance satisfaction highlights that flexibility alone does not guarantee balance. Work-life balance appears to be shaped not only by access to flexible options, but by how these options interact with workload intensity and everyday work expectations, influencing the extent to which flexibility is experienced as supportive rather than symbolic.

75%

believe that **flexible working arrangements** are offered at least sometimes, overall reflecting a **positive perception**. Specifically, 30% feel these arrangements are offered often, while 20% say they are always available.

Overall, **positive results** are observed across age groups.

Specifically, the **highest percentages** are found in the age groups **18-28** (59%*) and **29-36** (55%*), while the **45-51** (35%*) and **52-60** (33%*) age groups show the lowest, but still considerable, levels of positive responses.

**% derived from the answers of the respective age group*





Taken together, work–life balance is experienced as **partial rather than fully achieved** for many women. While satisfaction with balance remains limited, with only around one-third of women reporting satisfaction, positive perceptions of the right to disconnect and the perceived career value of flexible work indicate growing acceptance of flexibility as a legitimate part of working life.

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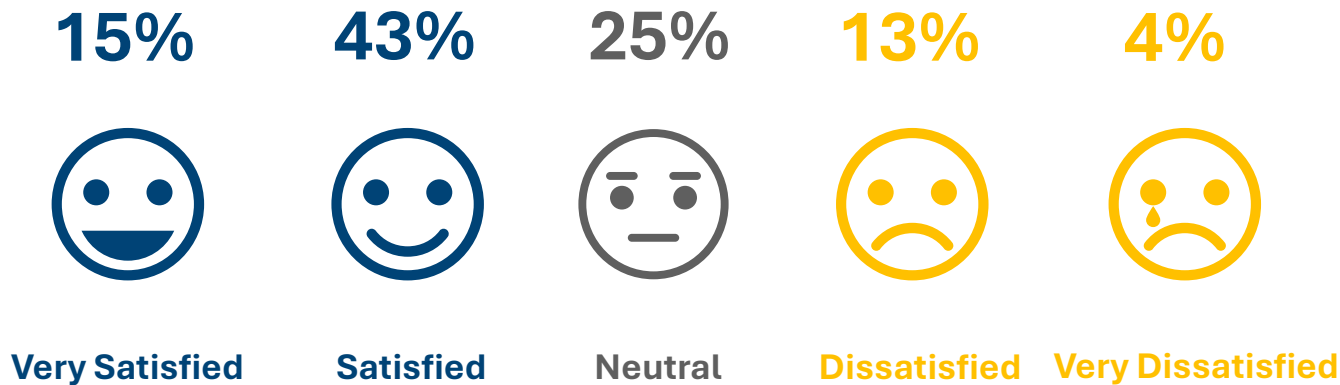


Women's Workplace Satisfaction

The Big Picture

Overall, women's workplace satisfaction is generally positive, with **the majority of respondents reporting satisfaction or neutrality**. At the same time, the presence of a sizeable neutral group indicates experiences that are stable but not firmly positive. Higher levels of **dissatisfaction among women aged 37–60** align with earlier findings related to workload pressure, caregiving responsibilities, and perceptions of career progression.

Overall, the results show that satisfaction is shaped by the **accumulation of experiences over time**, rather than by any single factor. Women's workplace satisfaction therefore emerges as a dynamic outcome, influenced by how effectively work environments support progression, well-being, and balance across different stages of working life.



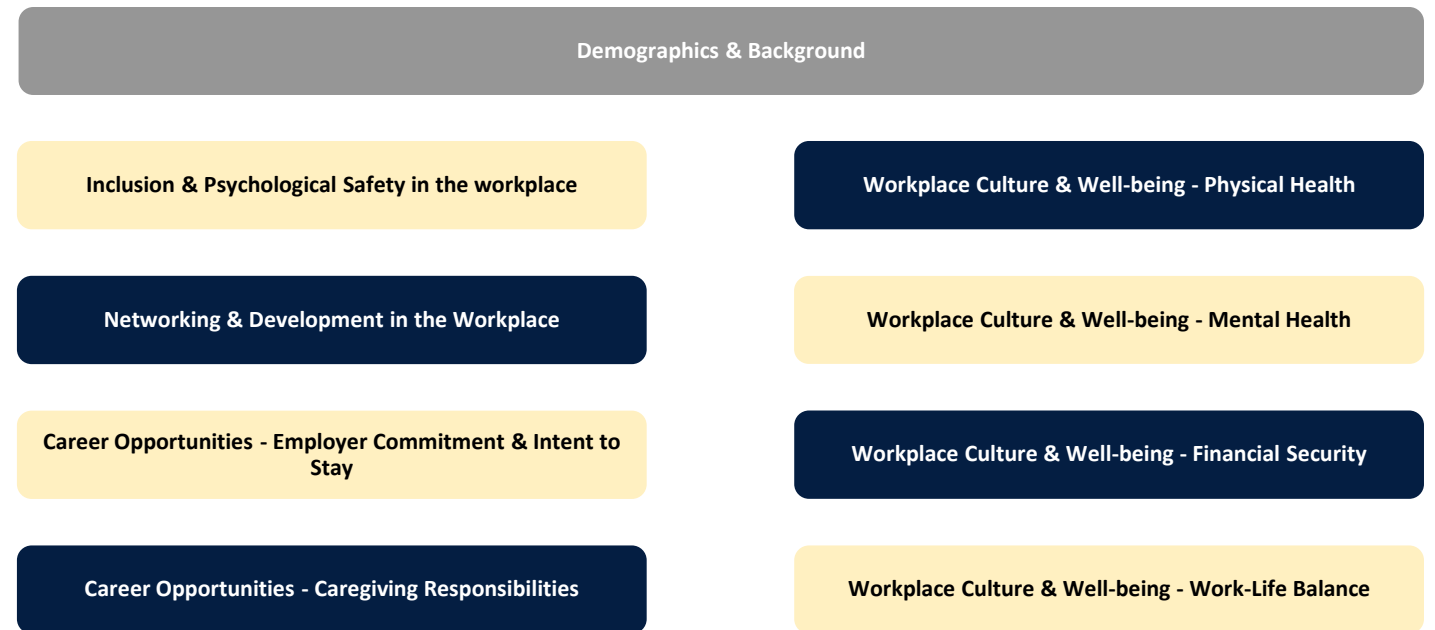
Areas Examined & Survey Demographics

Key Dimensions Examined



The survey explored women’s workplace experiences through a **holistic and multi-layered lens**. It examined participants’ **backgrounds and career context**, their sense of **inclusion and psychological safety**, and the extent to which **networking, development, and career opportunities** are accessible and sustainable.

It also assessed how organizational commitment intersects with **caregiving responsibilities**, while placing strong emphasis on **workplace culture and well-being**—covering physical and mental health, financial security, and work–life balance. The survey concluded with open feedback questions, ensuring that participants could share both structured insights and personal perspectives.



Demographics: Top Categories

Age Groups



Participants are mainly aged between **29-44 (50%)**

Education



Majority holds a **MSc degree (57%)** or a **BSc (33%)**

Experience



45% have **> 15y** of overall **experience**, while **43%** between **4-5y**

Work Location



86% work in large urban centers (**Athens, Thessaloniki**)

Employment Status



95% of participants are currently **employed**

Work Location / Type



Most respondents (**84%**) have **permanent / indefinite contracts**





Demographics: Top Categories

Job Role / Level



38% are specialists with **> 3y** of experience, **19%** are **managers** or department heads, and **13%** are **entry-level** employees

Work Location / Arrangement



The majority of participants work in an **office-based setting (47%)**, with a significant portion working in a **hybrid model** combining on-site and remote work (**38%**)

Industry



The largest industry groups:

- **Consulting (24%)**
- **Technology / IT / Telecommunications (17%)**
- **Finance / Banking / Insurance (15%)**

Notes

1. **OECD (2025)** - *Gender gaps in paid and unpaid work persist*
https://www.oecd.org/en/publications/gender-gaps-in-paid-and-unpaid-work-persist_25a6c5dc-en.html
2. **OECD (2024)** - *OECD Economic Surveys: Greece 2024*
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3. **OECD (2023)** - *Gender Equality in a Changing World*
https://www.oecd.org/en/publications/gender-equality-in-a-changing-world_e808086f-en.html
4. **Eurofound (2025)** - *Unpaid care in the EU*
<https://www.eurofound.europa.eu/en/publications/all/unpaid-care-eu>
5. **European Commission** - *Women's situation in the labour market*
https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/women-labour-market-work-life-balance/womens-situation-labour-market_en
6. **Deloitte (2025)** - *Women @ Work 2025: A Global Outlook*
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7. **World Health Organization (2019)** - *Burn-out as an occupational phenomenon (ICD-11)*
<https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases>
8. **EU-OSHA** - *Psychosocial risks and mental health at work*
<https://osha.europa.eu/en/themes/psychosocial-risks-and-mental-health>
9. **OECD (2024)** - *Gender-based violence*
<https://www.oecd.org/en/topics/sub-issues/gender-based-violence.html>
10. **World Health Organization (2024)** - *Mental health at work*
<https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>



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