



This document provides a summary of our performance against the metrics that underpin our responsible business framework. It also includes a high level view of our financial performance

It is intended to be read in conjunction with the narrative in our FY21 digital Annual Report and [Accounts](#).

Over the next two fiscal years we aim to expand internal data collection to increase the transparency of our reporting and to reflect increasingly important societal issues.

Further reading: [Deloitte's index of reporting against WEF/ESG metrics and disclosures](#).

Performance metrics

	FY19	FY20	FY21
Scope: all figures represent UK & Swiss operations (and exclude CIS)			
Total revenue (£m)	3,950	4,310	4,491
Business revenue (£m)			
Audit & Assurance	585	636	665
Risk Advisory	509	539	484
Tax	877	939	969
Consulting	966	1,081	1,189
Financial Advisory	500	525	578
UK business total	3,437	3,720	3,885
Switzerland total	513	590	606
UK & Switzerland total	3,950	4,310	4,491
Industry revenue (£m) – UK operations only			
Financial Services	1,167	1,255	1,194
Consumer	782	854	790
Technology, Media & Telecoms	408	565	584
Energy, Resources & Industrials	363	366	350
Government & Public Services	362	429	665
Life Sciences & Health Care	161	154	157
Other	194	97	145
Additional financial information			
Distributable profit (£m)	617	518	590
Average profit per equity partner (£k)	882	731	854
Average effective tax rate per equity partner % ⁽¹⁾	49	51	51.3
Tax paid to HMRC (£m) ⁽²⁾	419	438	485
Business taxes collected on behalf of HMRC (£m) ⁽³⁾	638	760	838
Total UK tax contribution (£m)	1,057	1,199	1,323
Quality and care (new metric in FY20)			
Net promoter score ⁽⁴⁾		57	56
Client satisfaction score ⁽⁵⁾		83	85
The average number of equity partners and employees on a full time equivalent basis during the year:			
Equity partners	699	709	691
Employees	18,405	20,510	21,045
Total	19,104	21,219	21,736

Footnotes

(1) Includes NI contributions as well as income tax.

(2) Includes corporate tax, income tax and NI.

(3) Deloitte collects business taxes on behalf of the UK Exchequer, including employee tax, NI and VAT.

(4) Net promoter score is used as an indicator of client loyalty and is calculated using the answer to a single question, using a 0-10 scale: "How likely is it that you would recommend Deloitte to peers and colleagues?"

(5) Client satisfaction score indicated the extent to which Deloitte is exceeding expectations.

People metrics

	FY19	FY20	FY21	Ambition
Scope: all figures reflect UK data only				
Learning and development spend (actual)	£31.1m	£38.5m	£29.5m	
Number of hours on learning and development	544,223	512,834	444,044	
Number of promotions across the business	5,300	5,665	5,435	
Number of partner and director promotions	273	315	289	
Number of experienced hires recruited	3,071	3,264	2,201	
Number of graduates, school leavers, interns and work placements ¹	1,679	1,842	1,603	
Standard voluntary attrition rate	14.8%	12.8%	9.7%	
Gender (employee/partner split)				
% of women on the UK Executive	33%	33%	38%	
% of women on the UK Oversight Board (including INEs)		29%	50%	
% of women on the Audit Governance Board (AGB)			43%	
% of female partners	19.1%	21.7%	24.5%	40% by 2030
% of female employees	45.0%	45.0%	45.1%	
CEO to employee pay ratio (new metric in FY21)				
25th percentile			54:1	
Median			35:1	
75th percentile			22:1	
Gender pay gap (April 2021)				
Gender pay gap using mean hourly pay	18.7%	17.8%	16.2%	
Gender pay gap using median hourly pay	16.1%	15.7%	13.6%	
Average mean gender pay gap within grade pools	3.5%	2.9%	2.4%	
Gender bonus gap using mean bonus	51.1%	51.6%	51.6%	
Gender bonus gap using median bonus	35.1%	38.6%	33.3%	
Equity partner gap using mean hourly pay	12.0%	12.2%	14.0%	
Equity partner gap using median hourly pay	12.6%	8.3%	18.2%	
Total earnings gap using mean hourly pay	39.3%	34.8%	32.7%	
Total earnings gap using median hourly pay	14.4%	13.2%	14.8%	
Ethnic group (employee/partner split)				
% of ethnic minority employees (excluding Black employees)	21.7%	18.4%	17.9%	
% of ethnic minority partners (excluding Black partners)	5.4%	5.0%	5.7%	12% by 2025
% of Black employees		3.3%	3.4%	
% of Black partners		0.5%	0.6%	3% by 2025
Ethnicity pay gap (April 2021)				
Ethnicity pay gap using mean hourly pay	14.5%	14.6%	13.8%	
Ethnicity pay gap using median hourly pay	6.7%	7.3%	7.6%	
Ethnicity bonus gap using mean bonus	42.9%	44.4%	42.8%	
Ethnicity bonus gap using median bonus	27.7%	33.9%	25.0%	
Ethnicity equity partner gap using mean hourly pay	14.2%	10.2%	11.9%	
Ethnicity equity partner gap using median hourly pay	12.5%	8.3%	8.3%	
Ethnicity total earnings gap using mean hourly pay	43.5%	40.1%	37.9%	
Ethnicity total earnings gap using median hourly pay	12.8%	11.5%	9.3%	

The Deloitte [Pay](#) Report for FY21 contains all of our regulatory disclosures, workforce success sharing initiatives, progress against our inclusion agenda, how we support the wellbeing of our people and our employee recognition schemes.

Footnotes

- (1) Deloitte hires early careers talent throughout the year and honoured all offers that were made in FY21. The uncertainty of COVID-19 on the UK economy from March 2020 onwards resulted in Deloitte taking a cautious approach and reducing offers for the remainder of the financial year. This led to a total reduction of early careers hires for FY21.

Community metrics⁽¹⁾

	FY19	FY20	FY21
Scope: all figures reflect UK data only.			
5 Million Futures strategy ⁽²⁾			
Total 'Futures' impacted as part of 5 Million Futures Strategy	417,023	199,653	356,337
'Material' impact as proportion of total Futures impacted	11%	35%	29%
5 Million Futures – total number of society partnerships	63	70	70
Community contribution			
Total firm contribution ⁽³⁾	£5.9m	£6.2m	£6.9m
Number of community volunteers	5,267	2,595	2,920
Community volunteering hours ⁽⁴⁾	28,735	26,175	23,243
Number of pro bono hours ⁽⁵⁾	11,733	9,437	11,946

Footnotes

(1) The [Basis of Reporting](#) is available here.

(2) 5 Million Futures (5MF) is our Deloitte North and South Europe societal impact ambition to help five million people get to where they want to be. In the UK we work alongside a network of charities, schools and social enterprises to give access to education and employment and empower individuals with the skills needed to succeed in today's economy.

(3) Our community contribution is the financial value of our societal impact including donations, pro bono and volunteering hours; all of which support our 5 Million Futures ambition to help people overcome barriers to education and employment.

(4) Our people are making an impact that matters by using their skills and expertise through volunteering, amplifying the impact of our charities, schools and social enterprises partners. This is our Purpose in action.

(5) Offering professional expertise – pro bono – to charities and social enterprises is a core feature of the 5 Million Futures programme. Our professionals serve our society partners like we do our clients, delivering projects to address their business challenges.

Ethics metrics

	FY21
Scope: all figures reflect UK data only (new metrics for FY21)	
# of ethics cases raised ⁽¹⁾	228
rate – per 100 FTE	1
% breakdown by top five issues	
respect & fair treatment	31%
discrimination	18%
compliance	16%
bribery, fraud or corruption	11%
harrassment, including sexual harrassment	8%
% of respondents who agreed with the statement, “Deloitte is an ethical place to work” ⁽²⁾	
	95%

Full regulatory disclosures and audit quality indicators are available in the [Deloitte UK Transparency Report](#). Our Leadership and Governance body composition is outlined [here](#) and in the [Deloitte UK Transparency Report](#).

(1) For an outline of our mechanisms for reporting, please [click here](#).

(2) The Deloitte Ethics Survey consists of eighteen questions. All partners and employees are invited to respond. In FY21 the response rate was c.25%.

Climate metrics

Scope: all figures reflect UK data

We have a global strategy, [WorldClimate](#), to drive responsible climate choices within our organization and beyond. Part of this strategy includes our commitment to become Net Zero for our own operations by 2030. We will reduce our total emissions in line with a 1.5°C pathway, and while we are on this decarbonisation journey we will also maintain carbon neutrality across our business by sourcing 100% renewable electricity and investing in carbon offsets to compensate for our residual emissions.

The following disclosure relates to Deloitte LLP, our UK geography. All metrics have been calculated in line with the [Basis of Reporting](#). Limited assurance was provided by BDO LLP over the consolidated Deloitte NSE carbon metrics, as per their [assurance statement](#). This included consideration of the underlying country data in Belgium, Denmark, Finland, Greece, Iceland, Ireland, Italy, Malta, Middle East, Netherlands, Norway, Sweden, Switzerland and the UK. Detailed emissions statements have been created for the [UK](#) and our [North & South Europe \(NSE\)](#) member firm.

Our Taskforce on Climate-related Financial Disclosures (TCFD) statement is published on our [DTTL site](#).

Carbon reduction plans have been developed for [Deloitte LLP](#) and [Deloitte MCS](#) in line with the UK Government's PPN 06/21.

Greenhouse Gas Emissions (tCO ₂ e)	FY19 (Baseline Year)	FY20	FY21	% change compared to FY19 baseline
Scope 1				
Fuel combustion	3,083	2,300	2,045	-34%
Vehicle fleet (Internal Combustion Engine)	109	124	12	-89%
Scope 2				
Electricity (Market-based)	3,353	0	0	-100%
District heating & cooling	258	142	127	-51%
Vehicle fleet (Electric)	3	3	0	-100%
Total Gross "Operational" Emissions	6,807	2,570	2,184	-68%
Scope 3				
Business travel (excl. radiative forcing)	50,099	39,945	1,512	-97%
Purchased goods and services	92,279	73,504	77,751	-16%
Total Gross "Operational & Travel" Emissions	57,806	42,515	3,696	-94%
Total Gross "Operational & Value Chain" Emissions	150,085	116,020	81,447	-46%
Certified Emission Reductions				
Certified Emission Reductions (CERS)	0	42,515	81,447	
Total Net "Operational & Travel" Emissions	57,806	0	0	-100%
Total Net "Operational & Value Chain" Emissions	150,085	73,504	0	-100%
Total Gross Greenhouse Gas Emissions/Normalised (tCO₂e per FTE*)				
"Operational" Emissions	0.38	0.13	0.11	-72%
"Operational & Travel" Emissions	3.21	2.13	0.18	-94%
"Operational & Value Chain" Emissions	8.34	5.82	3.94	-53%

* The Full-Time Equivalents (FTE) data used to normalise our climate metrics is sourced from Deloitte NSE internal management reporting. This is to ensure consistency of reporting across Deloitte NSE. These FTE amounts vary slightly with those reported in statutory financial statements depending on country-specific reporting requirements.

Climate metrics (continued)

Other Metrics	FY19 (Baseline Year)	FY20	FY21	% change compared to FY19 baseline
Fuel Consumption (kWh)	11,391,238	8,911,626	1,667,319	-85%
Owned, Internal Combustion Engine Vehicles	444,447	505,598	47,343	-89%
Owned, Electric Vehicles	7,941	9,249	1,086	-86%
% electric/plug-in hybrid vehicles in corporate fleet	0%	26%	62%	
Reimbursed Mileage & Car Rentals	10,938,850	8,396,780	1,618,889	-85%
Utilities Consumption (kWh)	49,441,472	38,402,671	31,481,950	-36%
Gas	16,758,611	12,510,278	11,123,521	-34%
Electricity	31,661,469	25,234,861	19,713,553	-38%
Electricity (Renewables via REGO/RECs)	22,859,866	25,234,861	19,713,553	-14%
Electricity (Renewables via REGO/RECs) (%)	72%	100%	100%	
District Heating	285,232	270,551	386,596	36%
District Cooling	736,160	386,980	258,280	-65%
Total Energy Consumption (kWh)	60,832,710	47,314,297	33,149,270	-46%
Water Usage (m³)	141,010	108,491	53,007	-62%
Waste Production (tonnes)	2,635	2,078	382	-86%
Recycled (%)	55%	57%	50%	
Diverted from Landfill (%)	99%	99%	100%	
% of DTTL Supply Chain (by emissions) that have set a science-based carbon reduction target (SBT)				8%
Other Metrics/Normalised (tCO₂e per FTE)				
Energy Consumption (kWh per FTE)	3,382	2,372	1,605	-53%
Water Usage (m³ per FTE)	7.84	5.44	2.57	-67%
Waste Production (tonnes per FTE)	0.146	0.104	0.018	-87%



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