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Deloitte UK
Business and
ESG Performance
Metrics FY22

This document provides a high level view of our **business** performance metrics, as well as the **environmental**, **social** and **governance** (ESG) metrics that underpin our approach as a responsible business.

It is intended to be read in conjunction with the narrative in our FY22 Annual Review and **Accounts**.

Alongside these performance metrics, we also report against the **WEF Stakeholder Capitalism framework**.

Business

Business performance metrics

	FY20	FY21	FY22
Revenue £m			
Total revenue	4,310	4,491	4,940
UK revenue	3,720	3,885	4,299
Switzerland revenue	590	606	641
Audit & Assurance	636	665	723
Risk Advisory	539	484	501
Tax	939	969	1,107
Consulting	1,081	1,189	1,370
Financial Advisory	525	578	598
Industry Revenue (UK only)			
Financial Services	1,255	1,194	1,394
Consumer	854	790	763
Technology, Media & Telecomms	565	584	654
Energy, Resources & Industrials	366	350	477
Government & Public Services	429	665	628
Life Sciences & Healthcare	154	157	187
Other	97	145	196
Additional Financial Information			
Distributable profit (£m)	518	590	711
Average profit per equity partner (£k)	731	854	1,058
Average effective tax rate per equity partner % ⁽¹⁾	51	51	55
Tax paid to HMRC (£m) ⁽²⁾	438	485	594
Business taxes collected on behalf of HMRC (£m) ⁽³⁾	760	838	902
Total UK tax contribution (£m)	1,199	1,323	1,496
Number of full-time equivalents (financial year average)			
Equity partners	709	691	672
Employees	20,510	21,045	22,699
Quality and client care			
Net promoter score ⁽⁴⁾	57	56	51
Client satisfaction score ⁽⁵⁾	83	85	85

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 indicates the extent to which Deloitte is exceeding expectations.

Environment

Environmental metrics

Our [WorldClimate](#) initiative commits us to achieve science-based net zero ⁽¹⁾ across our operations and value-chain, drive responsible climate choices within Deloitte and be a catalyst for change beyond. Transparent and accountable reporting of our climate impact is a priority for us. The below metrics relate to Deloitte UK; detailed Greenhouse Gas (GHG) emissions statements are available for [Deloitte UK](#) and [Deloitte North & South Europe \(NSE\)](#). GHG and environmental metrics have been compiled following this [Basis of Reporting](#). All reported GHG and environmental metrics have undergone limited assurance from BDO at an NSE level, with consideration of the underlying UK data. See the [assurance statement](#) for details.

We have also created Carbon Reduction Plans, in line with UK Government PPN 06/21, for [Deloitte LLP](#) and [Deloitte MCS](#).

Greenhouse Gas emissions (tCO ₂)	FY19 (baseline year)	FY21	FY22	% change to baseline	WorldClimate target
Scope 1	3,192	2,057	1,981	-38%	
Fuel combustion	3,083	2,045	1,958		
Vehicle fleet (Internal Combustion Engine)	109	12	23		
Scope 2	3,614	127	133	-96%	
Electricity (market-based) ⁽²⁾	3,353	0	0		
District heating and cooling	258	127	133		
Vehicle fleet (Electric; market-based) ⁽²⁾	3	0	0		
Total Operational Emissions	6,806	2,184	2,114	-69%	-70% by 2030
Scope 3	119,577	46,453	82,535	-31%	
Business travel (excl. radiative forcing)	50,999	1,512	8,658	-83%	-50% / FTE by 2030
Purchased goods and services	54,938	40,653	67,077		
Employee commuting and homeworking ⁽³⁾	13,640	4,288	6,800		
Total Gross Emissions	126,383	48,637	84,649	-33%	Net Zero
Certified Emission Reductions (CERs) ⁽⁴⁾	37,246	44,349	84,649		
Total Net Emissions	89,137	4,288	0	-100%	Carbon Neutral
Normalised Emissions (tCO₂/FTE) ⁽⁵⁾					
Scopes 1 & 2	0.38	0.11	0.09	-75%	
Scope 3	6.65	2.36	3.67	-45%	
Total Gross	7.03	2.36	3.76	-46%	

Footnotes

- (1) Deloitte's near-term (2030) greenhouse gas reduction goals have been validated by the Science Based Targets initiative (SBTi) as 1.5°C-aligned, science-based targets. Deloitte has also committed to set long-term emissions reduction targets using the SBTi's Net Zero Standard.
- (2) From FY20 Energy Attribute Certificates (EACs) have been purchased to cover all non-renewable electricity consumption. Under the market-based method this means our electricity consumption is reported as zero-emissions. For comparative emissions under the location-based method, see the UK GHG Statement.
- (3) FY22 is the first year we have reported emissions from employee commuting and homeworking. Covid-19 has had significant implications for working patterns and consequently a hybrid working model has become embedded during FY22. This means we consider commuting and homeworking now to be a fundamental part of our operating model. For transparency and comparability, we have retrospectively calculated emissions in this category and reflected this in the Gross and Net emissions totals for FY19 – FY21.
- (4) In FY19 CERs were purchased only to cover Scopes 1 & 2 plus air travel emissions; in FY21 the discrepancy between CERs and total gross emissions is caused by the retrospective addition of commuting and homeworking emissions to the total.
- (5) The Full-Time Equivalents (FTE) data used here is sourced from Deloitte NSE internal management reporting. This is to ensure consistency of reporting across Deloitte NSE. These FTE amounts vary slightly to those reported in statutory financial statements, depending on country-specific reporting requirements.

Environment

Environmental metrics (continued)

Other environmental metrics	FY19 (baseline year)	FY21	FY22	% change to to baseline	WorldClimate target
Fuel Consumption (kWh)	11,391,238	1,667,319	2,236,250	-80%	
Owned Vehicles, Internal Combustion Engine	444,447	47,343	93,812		
Owned Vehicles, Electric	7,941	1,086	8,664		
% electric/plug-in hybrid vehicles in fleet	0%	62%	81%		100% by 2030
Reimbursed Mileage & Car Rentals	10,938,850	1,618,889	2,133,774		
Utilities Consumption (kWh)	49,441,472	31,481,950	33,229,198	-33%	
Gas	16,758,611	11,123,521	10,691,475		
Electricity	31,661,469	19,713,553	21,846,123		
% electricity from renewables	72%	100%	100%		100% by 2030
District Cooling	736,160	258,280	351,890		
District Heating	285,232	386,596	339,711		
Total Energy Consumption (kWh)	60,832,710	33,149,269	35,465,448	-42%	
Water Usage (m3)	141,010	53,007	60,340	-57%	
Waste Production (tonnes)	2,635	382	984	-63%	
Recycled (%)	55%	50%	57%		
Diverted from Landfill (%)	99%	100%	100%		
% of DTTL supply chain (by emissions) with Science-Based Target (SBT)	-	8%	14%		-67% by 2025

Social

People metrics

Deloitte is an equal opportunities employer – we are committed to ensuring all our people receive fair and equitable treatment. Our people are the heart of our firm. United by our shared values, each of us at Deloitte brings our own ideas, skills and perspectives to make an impact that matters for our colleagues, clients and society. We want everyone to feel able to be their true authentic selves, reach their full potential and know that they belong.

Deloitte monitors pay at all levels of the organisation and is committed to ensuring equal pay; we were an early adopter of gender pay gap reporting. More context to the metrics outlined below can be found in our [Deloitte Pay Report 2022](#). This contains all of our regulatory and voluntary disclosures, workforce success sharing initiatives, progress against our inclusion agenda, how we support the wellbeing of our people and our employee recognition schemes.

	FY20	FY21	FY22
Learning and development			
Learning & development spend	£38.5m	£29.5m	£33.4m
Learning & development hours ⁽¹⁾	483,900	442,554	542,115
Promotions, recruitment and attrition			
Number of promotions across the business	5,665	5,435	6,852
Number of partner and director promotions	315	289	349
Standard voluntary attrition rate	12.8%	9.7%	15.7%
Number of experienced hires	3,264	2,201	4,652
% female experienced hires	43.5%	39.8%	44.2%
% ethnic minority experienced hires	20.6%	23.7%	34.0%
Number of entry level hires (graduates, school leavers and interns)	1,842	1,563	2,127
% female entry level hires ⁽²⁾			46.2%
% ethnic minority entry level hires ⁽²⁾			46.0%
Gender – % female			
Partner (<i>Ambition: 40% by 2030</i>)	21.7%	24.5%	25.2%
Director	30.9%	31.3%	34.6%
Senior Manager	41.6%	42.4%	42.8%
Manager	44.3%	43.0%	43.2%
Consultant	44.8%	45.4%	47.2%
Associate/Senior Associate	52.5%	52.9%	52.4%
Employees	45.0%	45.1%	45.6%
Employees & Partners	43.8%	44.0%	44.6%
UK Executive	33.0%	38.0%	38.0%
UK Oversight Board (including INEs)	29.0%	50.0%	50.0%
Audit Governance Board (AGB)		43.0%	43.0%

Footnotes

(1) FY20 and FY21 learning hours have been updated retrospectively, reflecting a change in the platforms we use to source this data

(2) Based on accepted offers for the entry level programmes (graduate, BrightStart and scholars). These are new metrics for FY22.

Social

People metrics (continued)

	FY20	FY21	FY22
Gender pay gap (April 2022)			
Gender pay gap using mean hourly pay	17.8%	16.2%	16.7%
Gender pay gap using median hourly pay	15.7%	13.6%	16.4%
Average mean gender pay gap within grade pools	2.9%	2.4%	2.6%
Gender bonus gap using mean bonus	51.6%	51.6%	42.6%
Gender bonus gap using median bonus	38.6%	33.3%	31.1%
Equity partner gap using mean hourly pay	12.2%	14.0%	12.4%
Equity partner gap using median hourly pay	8.3%	18.2%	15.4%
Total earnings gap using mean hourly pay	34.8%	32.7%	34.1%
Total earnings gap using median hourly pay	13.2%	14.8%	14.2%
Ethnicity - % ethnic minority (excluding Black) ⁽³⁾			
Partner (<i>Ambition: 12% by 2025</i>)	4.5%	5.7%	6.9%
Director	9.2%	10.7%	13.0%
Senior Manager	17.3%	15.4%	19.3%
Manager	20.7%	21.7%	24.8%
Consultant	19.6%	19.5%	23.9%
Associate/Senior Associate	19.2%	16.7%	18.1%
Employees	18.4%	17.9%	21.1%
Employees & Partners	17.7%	17.3%	20.4%
Ethnicity pay gap (April 2022)			
Ethnicity pay gap using mean hourly pay	14.6%	13.8%	11.9%
Ethnicity pay gap using median hourly pay	7.3%	7.6%	3.7%
Ethnicity bonus gap using mean bonus	44.4%	42.8%	35.6%
Ethnicity bonus gap using median bonus	33.9%	25.0%	21.1%
Equity partner gap using mean hourly pay	10.2%	11.9%	6.9%
Equity partner gap using median hourly pay	8.3%	8.3%	15.4%
Total earnings gap using mean hourly pay	40.1%	37.9%	42.5%
Total earnings gap using median hourly pay	11.5%	9.3%	10.9%
Ethnicity - % Black ⁽³⁾			
Partner (<i>Ambition: 3% by 2025</i>)	0.5%	0.6%	0.7%
Director	0.8%	1.2%	1.3%
Senior Manager	1.6%	1.7%	2.6%
Manager	3.2%	3.4%	4.3%
Consultant	4.9%	5.1%	6.7%
Associate/Senior Associate	4.2%	3.7%	3.8%
Employees	3.3%	3.4%	4.2%
Employees & Partners	3.2%	3.2%	4.0%

Footnotes

(3) Based on a disclosure rate of 78.2% (% of our people who have disclosed their ethnicity).

Social

People metrics (continued)

	FY20	FY21	FY22
Black pay gap (April 2022)			
Black pay gap using mean hourly pay		23.0%	19.4%
Black pay gap using median hourly pay		15.8%	11.8%
Black bonus gap using mean bonus		58.7%	47.1%
Black bonus gap using median bonus		50.0%	36.8%
Black Equity partner gap using mean hourly pay		41.5%	37.2%
Black Equity partner gap using median hourly pay		41.7%	38.5%
Black Total earnings gap using mean hourly pay		48.3%	52.0%
Black Total earnings gap using median hourly pay		18.5%	17.5%
Disability ⁽⁴⁾			
% disabled partners			4.5%
% disabled employees			5.1%
Sexual orientation ⁽⁴⁾			
% lesbian, gay or bisexual partners			2.2%
% lesbian, gay or bisexual employees			3.9%
CEO to employee pay ratio			
25th percentile		83:1	98:1
Median		53:1	62:1
75th percentile		34:1	40:1

Footnotes

(4) Based on a disclosure rate of 70.0% (% of people who have disclosed their disability or sexual orientation).

Social

Community metrics

5 Million Futures (5MF) is our societal impact ambition to help five million people get to where they want to be through access to education and employment. At Deloitte, we believe we make the greatest societal impact when our professionals use their skills and expertise to help people and organisations. Connecting with a network of schools and charities across the country, we provide a blend of support including pro bono, volunteering and fundraising.

	FY20	FY21	FY22
5 Million Futures societal impact ⁽¹⁾			
Total 'Futures' impacted as part of 5 Million Futures strategy	199,653	356,337	344,548
Total number of society partnerships	70	70	86
Community Contribution			
Total Community Contribution ⁽²⁾	£6.2m	£6.9m	£8m
Number of community volunteers	2,595	2,920	3,537
Community volunteering hours ⁽³⁾	26,175	23,243	31,716
Number of pro bono hours ⁽⁴⁾	9,437	11,946	9,727

Footnotes

- (1) 5 Million Futures data has been compiled following this [Basis of Reporting](#).
- (2) Our community contribution is the financial value of our societal impact including donations, pro bono, volunteering hours and management; all of which support our 5 Million Futures ambition to help people overcome barriers to education and employment.
- (3) Our people are making an impact that matters by using their skills and expertise through volunteering, amplifying the impact of our partnership charities, schools and social impact organisations.
- (4) Offering professional expertise free of charge to charities and social enterprises is a core feature of the 5 Million Futures programme. Our professionals support our society partners like we do our clients, delivering projects to address their business challenges.

Governance

Ethics metrics

Our people are encouraged to raise concerns about wrongdoing of any sort – whether it is about the behaviour of an individual or relating to organisational integrity. In addition to training, the Ethics team engages our people across the firm to raise the profile of Ethics at Deloitte and improve understanding of what the firm expects in terms of ethics, integrity and doing the right thing. We aim to improve transparency by disclosing data annually on the number and nature of ethics issues raised by our people.

	FY21	FY22
Ethics		
Ethics cases raised ⁽¹⁾	228	235
Rate – per 100 FTE	1	0.93
% breakdown by top 5 issues ⁽²⁾		
Respect & Fair Treatment		29%
Compliance ⁽³⁾		14%
Other ⁽⁴⁾		13%
Time & Expense Reporting & Client Billing		11%
Harassment (including Sexual Harassment)		11%
% of respondents who agreed with this statement 'Deloitte is an ethical place to work' ⁽⁵⁾	95%	96%

Footnotes

- (1) For an overview of our Mechanisms for reporting, [see here](#).
- (2) Top 5 issues vary from year to year. For prior year issues, see the FY21 Annual Report
- (3) Includes violation of policy, conflict of interest, misuse of confidential or proprietary information and professional practice or regulatory compliance issue
- (4) Includes alcohol/substance abuse, allegations around social media/ other businesses
- (5) Deloitte Ethics Survey FY22. All partners and staff invited to participate. Completion rate 23.5%



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