

Performance metrics

	FY18	FY19	FY20
Scope: all figures reflect UK and Swiss operations			
Total revenue (£m)	3,580	3,950	4,310
Business revenue (£m)			
Audit & Assurance	489	585	636
Risk Advisory	538	509	539
Tax	732	877	939
Consulting	873	966	1,081
Financial Advisory	459	500	525
UK business total	3,091	3,437	3,720
Switzerland	489	513	590
UK and Switzerland total	3,580	3,950	4,310
Industry revenue (£m) – UK operations only			
Financial Services	1,139	1,167	1,255
Consumer	686	782	854
Technology, Media & Telecoms	374	408	565
Energy, Resources & Industrials	334	363	366
Government & Public Services	282	362	429
Life Sciences & Health Care	143	161	154
Other	132	194	97
Additional financial information			
Distributable profit	584	617	518
Average profit per equity partner (£k)	832	882	731
Average effective tax rate per equity partner %⁽¹⁾	51	49	51
Tax paid to HMRC (£m)⁽²⁾	419	419	439
Taxes collected on behalf of HMRC (£m)⁽³⁾	616	638	760
Total UK tax contribution	1,035	1,057	1,199
Quality and care			
Net promoter score⁽⁴⁾			57
Client satisfaction score⁽⁵⁾			83
The average number of equity partners and employees on a full time equivalent basis during the year:			
Equity partners	702	699	709
Employees	17,634	18,405	20,510
Total	18,336	19,104	21,219

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.

People metrics

	FY18	FY19	FY20	Ambition
Scope: all figures reflect UK data only and exclude Switzerland				
Learning and development spend (actual)	£36.2m	£31.1m	£38.5m	
Number of hours on learning and development	589,696	544,223	512,834	
Number of promotions across the business	5,108	5,300	5,665	
Number of partner and director promotions	215	273	315	
Number of experienced hires recruited	2,271	3,071	3,264	
Number of graduates, school leavers and interns recruited	1,704	1,679	1,842	
Standard voluntary attrition rate	16.20%	14.80%	12.76%	
Gender (employee/partner split)				
% of female employees	44.45%	45.04%	44.99%	
% of female partners ⁽¹⁾	18.55%	19.14%	21.74%	25% by 2020 and 40% by 2030
% of women on the UK Executive Committee	33.00%	33.00%	33.00%	
% of women on the UK Oversight Board (including INEs)			29.00%	
Gender pay gap (April 2020)⁽²⁾				
Gender pay gap using mean hourly pay	18.10%	18.70%	17.80%	
Gender pay gap using median hourly pay	16.10%	16.10%	15.70%	
Average mean gender pay gap within grade pools	2.20%	3.50%	2.90%	
Gender bonus gap using mean bonus	52.30%	51.10%	51.60%	
Gender bonus gap using median bonus	37.50%	35.10%	38.60%	
Equity partner gap using mean hourly pay	11.80%	12.00%	12.20%	
Equity partner gap using median hourly pay	8.30%	12.60%	8.30%	
Total earnings gap using mean hourly pay	41.10%	39.30%	34.80%	
Total earnings gap using median hourly pay	14.00%	14.40%	13.20%	
Ethnic group (employee/partner split)⁽³⁾				
% of ethnic minority employees (excluding Black employees)	16.95%	21.67%	18.39%	
% of ethnic minority partners (excluding Black partners)	4.54%	5.38%	5.01%	12% by 2025
% of Black employees			3.30%	
% of Black partners			0.50%	3% by 2025
Ethnicity pay gap⁽²⁾				
Ethnicity pay gap using mean hourly pay	12.90%	14.50%	14.60%	
Ethnicity pay gap using median hourly pay	7.90%	6.70%	7.30%	
Ethnicity bonus gap using mean bonus	45.00%	42.90%	44.40%	
Ethnicity bonus gap using median bonus	25.00%	27.70%	33.90%	
Ethnicity equity partner gap using mean hourly pay	11.30%	14.20%	10.20%	
Ethnicity equity partner gap using median hourly pay	16.70%	12.50%	8.30%	
Ethnicity total earnings gap using mean hourly pay	43.90%	43.50%	40.10%	
Ethnicity total earnings gap using median hourly pay	10.60%	12.80%	11.50%	

Footnotes

(1) Female representation at partner level has increased from 13% in 2013 to 22%. Although we have not reached our 2020 target, we continue to work hard to further increase the number of female partners in our firm. We have prioritised the recruitment, development and retention of senior women as part of our gender balance action plan.

(2) For more information about our pay gap reporting, including the definitions of median and mean, please [click here](#).

(3) Further to our ethnic minority action plan launched in 2017, we launched our [Black Action Plan](#), with clear actions to improve every aspect of our employee experience, as well as how we work with our clients and wider society. A key commitment within the plan is to measure and report on our targets and outcomes.

Community metrics⁽¹⁾

	FY17	FY18	FY19	FY20	4yr total
Scope: all figures reflect UK data only and exclude Switzerland					
One Million Futures strategy⁽²⁾					
Total 'Futures' impacted as part of One Million Futures⁽³⁾	133,882	342,576	417,023	199,653	1,093,134
'Material' impact as proportion of total Futures impacted⁽⁴⁾	9%	11%	11%	35%	16%
One Million Futures – total number of society partnerships⁽⁵⁾	54	61	63	70	
Community contribution					
Total firm contribution	£4.7m	£5.7m	£5.9m	£6.2m	£22.5m
Number of community volunteers^(3&6)	3,449	5,444	5,267	2,595	16,755
Community volunteering hours⁽⁶⁾	31,258	35,756	28,735	26,175	121,924
Number of pro bono hours	4,787	10,743	11,733	9,437	36,700

Footnotes

(1) The [Basis of Reporting](#) is available here. Data checks and assurances completed by Social Enterprise UK, Renaisi and Deloitte Risk Advisory.

(2) Our social impact strategy 'One Million Futures' aims to support a million people to get to where they want to be by developing skills and providing access to education and employment opportunities. The strategy launched on 1st June 2016 and was intended to run for five years. The firm reached its target of a million people by May 2020, a year earlier than planned.

(3) FY20 marked the start of new society partnerships across the UK contributing to a notable drop in Futures reached and volunteer engagement. Result aligns more closely to FY17 which was the start of previous three-year relationships. COVID-19 also had a significant negative impact on programme activity.

(4) Our measurement approach tracks whether interventions are (1) short-term and limited to a moment (e.g. delivery of interview skills training), or (2) longer-term, material impact (e.g. mentoring). More details on the OMF measurement approach is contained within the Basis of Reporting.

(5) Four year partnerships total is not cumulative as we work with a number of the same organisations each year.

(6) The number of volunteers and volunteering hours recorded are based primarily on time sheet entries by Deloitte employees. In the small number of instances where time sheet entry is not possible we provide estimates based on the type of volunteer activity undertaken which is checked and verified through our annual data review.

Environmental metrics

Scope: all figures reflect UK and Swiss data

In FY20, Deloitte UK became carbon neutral across our operations and business travel by sourcing 100% renewable electricity and investing in carbon offsets. Energy efficiency interventions are summarised in the [Greenhouse Gas \(GHG\) emissions statement](#).

Ambition by 2030

- 100% of the vehicles in our Scope 1 and 2 owned fleet will be electric or plug-in hybrid.
- 100% of the electricity used across our operations will be matched with electricity produced from renewable sources – achieved in FY20.
- 50% per FTE reduction in Scope 3 business travel GHG emissions.
- 67% of our global suppliers of goods, services and business travel by emissions, will have set science-based targets by 2025.

Greenhouse Gas Emissions (tCO ₂ e)	FY19 (Baseline Year)	FY20	% change
Scope 1			
Fuel combustion	3,373	2,533	
Vehicle fleet (ICE)	109	124	
Scope 2			
Electricity; district heating and cooling (market-based)	3,616	147	
Vehicle fleet (Electric)	2	2	
Total Gross "Operational" Emissions	7,100	2,807	
Scope 3			
Business travel (excl. radiative forcing)	56,409	43,952	
Purchased goods and services	139,566	129,141	
Total Gross "Operational & Travel" Emissions	63,509	46,759	
Total Gross "Operational & Value Chain" Emissions	203,075	175,900	
Certified Emission Reductions			
Certified Emission Reductions	0	46,759	
Total Net "Operational & Travel" Emissions	63,509	0	
Total Net "Operational & Value Chain" Emissions	203,075	129,141	
Total Gross Greenhouse Gas Emissions/Normalised (tCO₂e per FTE)			
"Operational" Emissions	0.36	0.13	-64%
"Operational & Travel" Emissions	3.19	2.13	-33%
"Operational & Value Chain" Emissions	10.21	8.01	-21%

Further reading: [Deloitte UK GHG Emissions Statement](#) and [Basis of Reporting](#). Limited assurance was provided by BDO LLP over the consolidated [Deloitte NSE GHG Emissions Statement](#), as per their [assurance statement](#).

Environmental metrics

Other Metrics	FY19 (Baseline Year)	FY20	% change
Fuel Consumption (kWh)	12,551,594	9,753,872	
Owned, Internal Combustion Engine Vehicles	444,447	505,598	
Owned, Electric Vehicles	7,941	9,249	
Reimbursed Mileage & Car Rentals	12,099,206	9,239,025	
Utilities Consumption (kWh)	52,624,190	41,596,000	
Gas	18,335,015	13,779,098	
Electricity	33,121,182	27,012,770	
Electricity (Renewables via REGO/RECs)	24,319,578	27,012,770	
Electricity (Renewables via REGO/RECs) (%)	73%	100%	
District Heating	882,761	533,581	
District Cooling	285,232	270,551	
Total Energy Consumption (kWh)	65,175,784	51,349,872	
Water Usage (m³)	144,181	113,357	
Waste Production (tonnes)	2,654	2,158	
Diverted from Landfill (%)	99%	99%	
Other Metrics/Normalised (tCO₂e per FTE)			
Energy Consumption (kWh per FTE)	3,276	2,339	-29%
Water Usage (m ³ per FTE)	7.25	5.16	-29%
Waste Production (tonnes per FTE)	0.133	0.098	-26%



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