



## Deloitte UK

Index of Reporting against the  
WEF Stakeholder Capitalism Metrics FY25



In September 2020, the International Business Council (IBC) of the World Economic Forum (WEF) published its Stakeholder Capitalism Metrics and disclosures. These can be used by companies to align their mainstream reporting on performance against environmental, social and governance (ESG) indicators.

The recommended metrics are organised under four pillars that are aligned with the UN Sustainable Development Goals (SDGs) and principal ESG domains: Principles of Governance, Planet, People and Prosperity.

Deloitte DTTL on behalf of the Deloitte Global network is a signatory to the “Commitment to Adopt and Implement the Stakeholder Capitalism Metrics”.

This document presents Deloitte UK’s reporting against the 21 core metrics for the fiscal year ending 31 May 2025.

# ESG Reporting – the WEF Stakeholder Capitalism Metrics

Theme	WEF Metric/Disclosure	Response
Principles of Governance	<b>Setting purpose</b> <ul style="list-style-type: none"><li>The company's stated purpose, as the expression of the means by which a business proposes solutions to economic, environmental, and social issues. Corporate purpose should create value for all stakeholders, including shareholders</li></ul>	<ul style="list-style-type: none"><li>Our purpose is to make an impact that matters – for our clients, our people and society. Our purpose is central to our ambition. It's reflected in our values, the investment we make in our people and our commitment to equality, inclusion and sustainability. It shows in our work with clients and the entities we audit, as well as our support for social enterprises and charity partners.</li><li>For more information, refer to our <a href="#">People &amp; Purpose</a> update and our <a href="#">Purpose website</a>.</li></ul>
	<b>Governance body composition</b> <ul style="list-style-type: none"><li>Composition of the highest governance body and its committees by: competencies relating to economic, environmental, and social topics; executive or non-executive; independence; tenure on the governance body; number of each individual's other significant positions and commitments, and the nature of the commitments; gender; membership of under-represented social groups; stakeholder representation</li></ul>	<ul style="list-style-type: none"><li>The members of our UK Oversight Board and Audit Governance Board comprise a mix of executive and elected partner members and independent non-executives. Together, they bring a diverse range of skills, expertise and perspectives to our governance that is critical to setting the tone for ethical and responsible decision-making throughout the business and ensuring transparency and accountability to external stakeholders and to our people.</li><li>For a detailed information on our Boards, please see the governance section of the <a href="#">Transparency Report</a>. For further information see our <a href="#">Leadership and Governance</a> page.</li></ul>

Theme	WEF Metric/Disclosure	Response
Principles of Governance (continued)	<b>Material issues impacting stakeholders</b> <ul style="list-style-type: none"><li>A list of the topics that are material to key stakeholders and the company, how the topics were identified, and how the stakeholders were engaged</li></ul>	<ul style="list-style-type: none"><li>Our impact is shaped by the relationships we have with our stakeholders, including our people, our clients, charities and NGOs, local communities, industry groups and trade bodies, as well as governments and regulatory bodies. We continue to engage closely with these key stakeholder groups in a variety of ways, some formal and some informal. For more information, refer to <a href="#">Scope of the Report</a>.</li><li>Deloitte Global undertakes a materiality assessment on a 3-yearly basis. This identifies the issues that are material to Deloitte across the global network and helps to inform reporting at national practice level. See the Global Impact Report <a href="#">Performance Metrics and Reporting</a> for details.</li></ul>

Theme	WEF Metric/Disclosure	Response
<b>Principles of Governance</b> (continued)	<b>Anti-corruption</b>	
	<p>01. Total percentage of governance body members, employees and business partners who have received training on the organisation's anti-corruption policies and procedures, broken down by region:</p> <p>a. Total number and nature of incidents of corruption confirmed during the current year but related to previous years</p> <p>b. Total number and nature of incidents of corruption confirmed during the current year, related to this year</p> <p>02. Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, in order to combat corruption</p>	<ul style="list-style-type: none"> <li>• Training on anti-bribery, corruption and ethics is mandatory for all partners and employees upon joining Deloitte, with refresher training provided thereafter on a periodic basis. This training is complemented by a programme of targeted awareness building.</li> <li>• There were no confirmed cases of corruption in FY25.</li> <li>• In addition to dedicated 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. As part of this, we ask our leaders to emphasise the critical importance of the topic, and their support for anyone who reports a genuine concern.</li> <li>• Deloitte has an Anti-Bribery Officer, who has responsibility for anti-bribery and corruption policy, training, monitoring, and investigation.</li> <li>• Please refer to our audit <a href="#">Transparency Report</a> and <a href="#">Ethics &amp; Integrity</a> page for further information on our approach to Ethics.</li> </ul>

Theme	WEF Metric/Disclosure	Response
<b>Principles of Governance</b> (continued)	<b>Protected ethics advice &amp; reporting mechanisms</b>	
	<p>01. A description of internal and external mechanisms for:</p> <p>a. Seeking advice about ethical and lawful behaviour and organisational integrity</p> <p>b. Reporting concerns about unethical or unlawful behaviour and organisational integrity</p>	<ul style="list-style-type: none"> <li>• 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. There are various channels for this – through line management, HR, or Ethics – directly or via our independent, external Speak Up hotline. Individuals can also contact the Ethics team to consult or seek advice on issues that they are unsure about. Concerns about behaviours displayed by a third party (including clients, alliances, and suppliers) would ordinarily be escalated to a partner in the first instance, for them to raise with the client if appropriate. Alternatively, concerns can be raised to the relevant Business Risk Leader.</li> <li>• Our Public Interest Review Group has been guiding and directing our business for over a decade, reviewing matters including new opportunities and proposed engagements with high public interest characteristics and those that could potentially impact on the reputation of the firm.</li> <li>• Our FY25 annual Ethics Survey showed that 96% of our people believe Deloitte is an ethical place to work, and 98% understand their responsibility to report unethical conduct if they observe it. We continue to focus on increasing transparency around our ethics programme and reporting mechanisms, as well as promoting the importance of ethics. The number of ethics reports remained stable between FY24 and FY25 (see our <a href="#">Performance Metrics</a> for a breakdown by topic). We were pleased to see that the proportion of anonymous reporters dropped 6% in FY25, which we believe is a positive reflection of our people's trust in the reporting process.</li> <li>• For more information, see our <a href="#">Transparency Report</a> and <a href="#">Ethics &amp; Integrity</a> page.</li> </ul>

Theme	WEF Metric/Disclosure	Response
<b>Principles of Governance</b> (continued)	<b>Integrating risk &amp; opportunity into business process</b> <ul style="list-style-type: none"> <li>Company risk factor and opportunity disclosures that clearly identify the principal material risks and opportunities facing the company specifically (as opposed to generic sector risks), the company appetite in respect of these risks, how these risks and opportunities have moved over time and the response to those changes. These opportunities and risks should integrate material economic, environmental, and social issues, including climate change and data stewardship</li> </ul>	<ul style="list-style-type: none"> <li>The principal risks and uncertainties of the UK firm are set out in, and managed through, the Enterprise Risk Framework. This sets out the UK Executive’s assessment of the risks facing the UK firm; specifically, those that could impact on the ability of the UK firm to meet its public interest obligations and deliver its strategy, and those that could impact upon its reputation and resilience.</li> <li>For further information, including risk details and mitigations, please see the Principal Risks and Uncertainties section of our <a href="#">Transparency Report</a>.</li> </ul>



Theme	WEF Metric/Disclosure	Response
Planet	<b>GHG emissions</b>	<ul style="list-style-type: none"> <li>Transparent and accountable reporting of our climate impact is important for us to effectively demonstrate progress towards our net-zero goal. We report all material scopes and categories of GHG emissions following the Greenhouse Gas Protocol. For our environmental performance data, including a link to our GHG emissions statement and GHG Basis of Reporting, please see <a href="#">Performance Metrics</a>.</li> </ul>
	<ul style="list-style-type: none"> <li>For all relevant greenhouse gases (e.g. carbon dioxide, methane, nitrous oxide, F-gases etc.), report in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG Protocol Scope 1 and Scope 2 emissions</li> <li>Estimate and report material upstream and downstream (GHG Protocol Scope 3) emissions where appropriate</li> </ul>	

Theme	WEF Metric/Disclosure	Response
Planet (continued)	<b>TCFD implementation</b>	<ul style="list-style-type: none"> <li>Deloitte is committed to becoming net-zero by 2040. For the first phase of our long-term decarbonisation program, we have set 'near-term' 2030 carbon reduction goals covering our operations and value chain. These have been verified by the Science-Based Targets Initiative (<a href="#">SBTi</a>).</li> <li>In late 2024 we reported against the requirements of the UK CFD regulations in the financial statements of the ultimate parent of Deloitte LLP, being Deloitte NSE LLP.</li> <li>These disclosures were also published in a standalone <a href="#">NSE CFD report</a>. An FY25 update to the CFD report will be published in late 2025.</li> </ul>
	<b>Land use and ecological sensitivity</b>	<ul style="list-style-type: none"> <li>We do not own, lease, or manage any such sites. We have assessed where material impacts on nature exist in our real estate and supply chain in order that we can effectively manage these.</li> </ul>
	<b>Water consumption and withdrawal</b>	<ul style="list-style-type: none"> <li>Although overall water risk is low in the UK, as defined by the Aqueduct water risk atlas, Deloitte UK has a number of offices in the Thames Valley, which has high water stress. This includes our London campus, representing the majority of our water consumption. Water consumption is low-materiality for Deloitte due the office-based nature of our business. We measure, report on and manage our water consumption – figures can be found in our <a href="#">Performance Metrics</a>.</li> </ul>
	<ul style="list-style-type: none"> <li>Fully implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). If necessary, disclose a timeline of at most three years for full implementation. Disclose whether you have set, or have committed to set, GHG emissions targets that are in line with the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C – and to achieve net-zero emissions before 2050</li> <li>Report the number and area (in hectares) of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (KBA)</li> <li>Report for operations where material, mega litres of water withdrawn, mega litres of water consumed and the percentage of each in regions with high or extremely high baseline water stress according to WRI Aqueduct water risk atlas tool</li> <li>Estimate and report the same information for the full value chain (upstream and downstream) where appropriate</li> </ul>	

Theme	WEF Metric/Disclosure	Response
People	<b>Diversity and inclusion (%)</b> <ul style="list-style-type: none"> <li>Percentage of employees per employee category, per age group, gender and other indicators of diversity (e.g. ethnicity)</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte is an equal opportunities employer, 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.</li> <li>For more information refer to our <a href="#">People and Purpose</a> update.</li> <li>For diversity and inclusion statistics per employee category, gender and ethnicity, see our <a href="#">Pay &amp; Inclusion Report</a> and <a href="#">Performance Metrics</a>.</li> </ul>
	<b>Pay equality</b> <ul style="list-style-type: none"> <li>Ratio of the basic salary and remuneration for each employee category by significant locations of operation for priority areas of equality: women to men; minor to major ethnic groups; and other relevant equality areas</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte monitors pay at all levels of the organisation and is committed to ensuring equal pay, specifically the legal requirement to pay men and women the same for equal work, which is governed by the Equality Act (2010). This year we included Socio-Economic Background, Sexual Orientation and Disability pay monitoring as well as our already established Gender and Ethnicity pay reporting.</li> <li>For more details, refer to our <a href="#">Pay &amp; Inclusion Report</a> and <a href="#">Performance Metrics</a>.</li> </ul>
	<b>Wage level %</b> <ul style="list-style-type: none"> <li>Ratios of standard entry-level wage by gender compared to local minimum wage</li> <li>Ratio of CEO's total annual compensation to median total annual compensation of all employees (excluding the CEO)</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte is a Living Wage employer and accredited by the Living Wage Foundation, meaning all employees, including apprentices, are paid at least the Real Living Wage.</li> <li>As part of our commitment to pay transparency we voluntarily publish details of our CEO pay ratio, although as a partnership we are not covered by the pay ratio regulations.</li> <li>For more details, refer to our <a href="#">Pay &amp; Inclusion Report</a> and <a href="#">Performance Metrics</a>.</li> </ul>

Theme	WEF Metric/Disclosure	Response
People (continued)	<b>Risk for incidents of child, forced or compulsory labour</b> <ul style="list-style-type: none"> <li>An explanation of the operations and suppliers considered to have significant risk for incidents of child labour, forced or compulsory labour. Such risks could emerge in relation to type of operation (such as manufacturing plant) and type of supplier; or countries or geographic areas with operations and suppliers considered at risk</li> </ul>	<ul style="list-style-type: none"> <li>In FY25 we undertook an inherent ESG risk assessment of our supply chain, including the inherent risk of child labour and modern slavery in different procurement categories. Although two of the lower likelihood risks, these issues were 'possible' or 'likely' in certain categories.</li> <li>To mitigate the risks of forced labour/modern slavery in our supply chain during FY25 we continued to: <ul style="list-style-type: none"> <li>Require all suppliers to comply with our Sustainable Procurement Policy, as part of our standard terms, which includes our commitment to the UN Guiding Principles</li> <li>Evaluate new and existing suppliers for human rights related risks, including forced labour</li> <li>Ask suppliers in higher risk industries to confirm explicitly that their business and supply chain is free from forced labour/modern slavery.</li> </ul> </li> <li>For more information, refer to our <a href="#">Supplier Code of Conduct</a>, <a href="#">Responsible Procurement Policy</a> (which launched mid-way through FY25 and replaces the Sustainable Procurement Policy as of 1<sup>st</sup> of January 2025) and <a href="#">Modern Slavery Statement</a>.</li> </ul>

Theme	WEF Metric/Disclosure	Response
<b>People</b> (continued)	<b>Health and safety</b> <ul style="list-style-type: none"> <li>The number and rate of fatalities as a result of work-related injury; high-consequence work-related injuries (excluding fatalities); recordable work-related injuries, main types of work-related injury; and the number of hours worked</li> <li>An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers</li> </ul>	<ul style="list-style-type: none"> <li>The nature of our business means we are low risk for workplace injuries. We record reportable work-related injuries as required by UK legislation. In FY25 we had one reportable injury. We are certified to the ISO45001 standard for Health &amp; Safety management.</li> <li>The physical and mental wellbeing of our people is a key priority for Deloitte. We offer a range of facilities and services to support in these areas.</li> </ul>

Theme	WEF Metric/Disclosure	Response
<b>People</b> (continued)	<b>Training provided</b> <ul style="list-style-type: none"> <li>Average hours of training per person that the organisation's employees have undertaken during the reporting period, by gender and employee category (total number of trainings provided to employees divided by the number of employees)</li> <li>Average training and development expenditure per full time employee</li> </ul>	<ul style="list-style-type: none"> <li>All Deloitte professionals continuously develop their skills through a range of development programmes (in person and virtual) and learning resources to ensure our people make an impact that matters. Our performance experience approach is designed with a focus on regular conversations that provide continuous feedback and support to enable personal growth and career fulfilment. Each individual has a People Leader to support their wellbeing, performance and development.</li> <li>We have invested significantly in learning and development this financial year – learning spend has risen by £1.5M, and average learning hours per FTE has increased by 2 in line with this.</li> <li>We pursue the ambition for a future ready skills-based organisation with an established curriculum that supports grade-based depth in skills.</li> <li>The metrics track learning and development (L&amp;D) investment and utilisation, encompassing both total spend and per-FTE spend, along with total training hours and hours per FTE.</li> <li>For more information refer to our <a href="#">People and Purpose</a> update and to our <a href="#">Performance Metrics</a> for information on training hours and investment data.</li> </ul>



Theme	WEF Metric/Disclosure	Response
<b>Prosperity</b>	<b>Absolute number and rate of employment</b> <ul style="list-style-type: none"> <li>Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity and region</li> <li>Total number and rate of employee turnover during the reporting period, by age group, gender, other indicators of diversity and region</li> </ul>	<ul style="list-style-type: none"> <li>Full details of hiring and turnover is found in our <a href="#">Performance Metrics</a>. The split of new hires by gender and ethnicity, and headline representation data by diversity characteristic can be found in our <a href="#">Pay &amp; Inclusion Report</a>.</li> </ul>

Theme	WEF Metric/Disclosure	Response
<b>Prosperity (continued)</b>	<b>Economic contribution</b> <p>01. Direct economic value generated and distributed (EVG&amp;D) – on an accrual basis, covering the basic components for the organisation’s global operations, ideally split out by: EVG&amp;D can provide a valuable snapshot of the direct monetary value added to local economies through generation of products and services, servicing of capital, payment of wages, taxes and community investment, while the significant financial assistance received from government, when compared with separate disclosures on taxes, can be useful for developing a more balanced and transparent snapshot of the balance of transactions between the company and government</p> <ol style="list-style-type: none"> <li>Revenue</li> <li>Operating costs</li> <li>Employee wages and benefits</li> <li>Payments to providers of capital</li> <li>Payments to government</li> <li>Community investment</li> </ol> <p>02. Financial assistance received from the government – Total monetary value of financial assistance received by the organisation from any government during the reporting period</p>	<ul style="list-style-type: none"> <li>Market uncertainty in FY25 caused the firm’s revenue to contract. Careful cost management mitigated the impact of this shortfall on the overall profitability. In FY26, the firm will remain disciplined around cost management and how we run our business.</li> <li>For further information, see the <a href="#">message from our CFO</a>.</li> <li>For a summary of our business performance metrics, as well as our community investment information, refer to <a href="#">Performance Metrics</a>. For a detailed breakdown of financials see our <a href="#">Financial Statements</a>.</li> </ul>

Theme	WEF Metric/Disclosure	Response
Prosperity (continued)	<b>Financial investment contribution</b> <ul style="list-style-type: none"> <li>Total capital expenditures (CapEx) minus depreciation, supported by narrative to describe the company's investment strategy</li> <li>Share buybacks + Dividend payments supported by narrative to describe the company's strategy for returns of capital to shareholders</li> </ul>	<ul style="list-style-type: none"> <li>Despite continued market uncertainty in FY25, the firm continued to invest in technology, reward and learning and development.</li> <li>For detailed financial information including CapEx and investments, please see our <a href="#">Financial Statements</a>. See also the <a href="#">message from our CFO</a>.</li> <li>As an LLP we do not have shares and dividend buybacks; our distributable profit and profit per equity partner can be found in our <a href="#">Performance Metrics</a>.</li> </ul>
	<b>Total R&amp;D expenses</b> <ul style="list-style-type: none"> <li>Total costs related to research and development</li> </ul>	<ul style="list-style-type: none"> <li>At Deloitte, innovation in thought, process and technology is not an add-on. It is fundamentally how we create outcomes that are more valuable to our clients and stakeholders. For more information see our <a href="#">Innovation</a> page.</li> <li>Due to the structure of our business, we are not yet able to report R&amp;D expenses effectively. For detailed financial information please see our <a href="#">Financial Statements</a>.</li> </ul>
	<b>Total tax paid</b> <ul style="list-style-type: none"> <li>The total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that Deloitte LLP, its partners, and its subsidiary companies pay the right amount of tax, in the right place, at the right time is core to Deloitte's commitment to being a responsible business. Noting that UK tax rules look through a partnership to its members, Deloitte LLP makes a significant contribution to the UK Exchequer each year, through the taxes paid by its members and the business. Additionally, Deloitte LLP collects business taxes (principally VAT and employee payroll taxes) on behalf of the UK Exchequer. Deloitte LLP takes a responsible approach to arranging its tax affairs and is committed to accurate compliance in respect of its business and members.</li> <li>For more details refer to our <a href="#">Tax Impact Report</a> and <a href="#">Performance Metrics</a>.</li> </ul>





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