



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

## 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
<b>Scope: all figures reflect UK data only</b>				
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 <sup>1</sup>	1,679	1,842	1,603	
Standard voluntary attrition rate	14.8%	12.8%	9.7%	
<b>Gender (employee/partner split)</b>				
% 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%	
<b>CEO to employee pay ratio (new metric in FY21)</b>				
25th percentile			83:1	
Median			53:1	
75th percentile			34:1	
<b>Gender pay gap (April 2021)</b>				
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%	
<b>Ethnic group (employee/partner split)</b>				
% 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
<b>Ethnicity pay gap (April 2021)</b>				
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<sup>(1)</sup>

	FY19	FY20	FY21
<b>Scope: all figures reflect UK data only.</b>			
<b>5 Million Futures strategy<sup>(2)</sup></b>			
<b>Total 'Futures' impacted as part of 5 Million Futures Strategy</b>	417,023	199,653	356,337
<b>'Material' impact as proportion of total Futures impacted</b>	11%	35%	29%
<b>5 Million Futures – total number of society partnerships</b>	63	70	70
<b>Community contribution</b>			
<b>Total firm contribution<sup>(3)</sup></b>	£5.9m	£6.2m	£6.9m
<b>Number of community volunteers</b>	5,267	2,595	2,920
<b>Community volunteering hours<sup>(4)</sup></b>	28,735	26,175	23,243
<b>Number of pro bono hours<sup>(5)</sup></b>	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
<b>Scope: all figures reflect UK data only (new metrics for FY21)</b>	
<b># of ethics cases raised<sup>(1)</sup></b>	228
<b>rate - per 100 FTE</b>	1
<b>% breakdown by top five issues</b>	
<b>respect &amp; fair treatment</b>	31%
<b>discrimination</b>	18%
<b>compliance</b>	16%
<b>bribery, fraud or corruption</b>	11%
<b>harrassment, including sexual harrassment</b>	8%
<b>% of respondents who agreed with the statement, "Deloitte is an ethical place to work"<sup>(2)</sup></b>	95%

Full regulatory disclosures and audit quality indicators are available in the Deloitte UK Transparency Report. Our Leadership and Governance body composition is outlined in the UK Annual 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 <sub>2</sub> e)	FY19 (Baseline Year)	FY20	FY21	% change compared to FY19 baseline
<b>Scope 1</b>				
Fuel combustion	3,083	2,300	2,045	-34%
Vehicle fleet (Internal Combustion Engine)	109	124	12	-89%
<b>Scope 2</b>				
Electricity (Market-based)	3,353	0	0	-100%
District heating & cooling	258	142	127	-51%
Vehicle fleet (Electric)	3	3	0	-100%
<b>Total Gross "Operational" Emissions</b>	<b>6,807</b>	<b>2,570</b>	<b>2,184</b>	<b>-68%</b>
<b>Scope 3</b>				
Business travel (excl. radiative forcing)	50,999	39,945	1,512	-97%
Purchased goods and services	54,938	44,232	40,653	-26%
<b>Total Gross "Operational &amp; Travel" Emissions</b>	<b>57,806</b>	<b>42,515</b>	<b>3,696</b>	<b>-94%</b>
<b>Total Gross Emissions</b>	<b>112,744</b>	<b>86,747</b>	<b>44,349</b>	<b>-61%</b>
<b>Certified Emission Reductions</b>				
Certified Emission Reductions (CERS)	37,246	42,515	44,349	
<b>Total Net "Operational &amp; Travel" Emissions</b>	<b>20,559</b>	<b>0</b>	<b>0</b>	<b>-100%</b>
<b>Total Net Emissions</b>	<b>75,497</b>	<b>44,232</b>	<b>0</b>	<b>-100%</b>
<b>Total Gross Greenhouse Gas Emissions/Normalised (tCO<sub>2</sub>e per FTE*)</b>				
"Operational" Emissions	0.38	0.13	0.11	-72%
"Operational & Travel" Emissions	3.21	2.13	0.18	-94%
"Operational & Value Chain" Emissions	6.27	4.35	2.15	-66%

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

## Restatements

**January 2022:** Amendment to Purchased Goods & Services (PG&S): In October 2021 we obtained updated proprietary emission factors for supplier industries and categories through the Carbon Disclosure Project (CDP) Supply Chain program. These were applied to the PG&S spend as they were considered to be more accurate than those previously used as the source data was more recent and subject to in-depth verification. Applying these updated factors to the PG&S spend resulted in the emissions being reduced by 50%. As this materially affected the total emissions, BDO was requested to repeat their limited assurance review of the PG&S emissions. For comparability, the total emissions for FY19-21 were also restated. Deloitte intends to continue to use the CDP supplier industry and category factors within its PG&S calculations going forward. Due to the PG&S restatement we also have a surplus of carbon credits (CERs) across NSE. These are being rolled over to FY22 and split among the geographies including UK.



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