

Deloitte Impact 2012

750,000

hours of support provided to the London 2012 Olympic and Paralympic Games

Driving economic growth

£2bn

Our market-leading collaboration facility, the iZone, has worked with more than 50 clients, impacting client investments that to date exceed £2 billion.

Adding to UK economic output

Our direct economic impact is equivalent to 12,650 UK jobs and £1.6 billion in Gross Value Added, meaning we contributed just over £1 in every £1,000 of UK economic output.



Our total economic footprint



We indirectly supported a further 36,540 jobs and £1.9 billion in Gross Value Added terms, taking our total direct and indirect economic footprint to 49,190 jobs and £3.5 billion towards UK GDP.

Investing in higher value skills

74

out of 273

74 of the 273 participants of our Next Generation Chief Financial Officer (CFO) Development programme are now CFOs of some of the UK's largest companies.



14%

increase in graduate recruitment in 2012, recruiting a total of 1,076 graduates

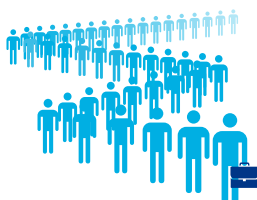
£20m investment in learning and development of our people.



In total, our community education and skills programmes have engaged more than 3,000 young people to enhance their employability.

3,000

Commitment to sustainability



Through our joint venture with Ingeus to deliver the government's Work Programme, tens of thousands of people have made the transition to work from long-term unemployment.

Helping change the face of disability – 75 of the ParalympicsGB Team at the London 2012 Paralympic Games have been directly supported by Deloitte.



6%

Increase

Our total community contribution has risen by 6 per cent in the last year and 20 per cent over the past three years to almost £12m, including more than 70,000 hours of expertise provided through volunteers and pro-bono time.

70,000 hrs

9 per cent reduction in energy consumption per FTE.



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Introduction

“ ‘Business as usual’ is not enough in today’s climate. Global markets are undergoing profound change and the UK can no longer count on sustained domestic growth.”

David Sproul, Senior Partner and Chief Executive

But business holds many of the cards that we need to play to kick start economic growth and ultimately lift our shared prosperity. It can innovate and develop new engines of growth. It also needs to rebuild its relationship with society, restore trust in its core purpose and better communicate its contribution. In this context, we created UK Futures, a multi-year programme to assess and facilitate how business can drive UK growth. Our aim is to begin a strategic discussion on future prosperity, and to present a roadmap for achieving it. We will be issuing regular updates as we develop this programme.

At the World Economic Forum in Davos, we led the debate on the role of business in society. Our research demonstrated that more than 76 per cent of global business leaders felt the value of their company should be measured by the positive contribution it makes to society as well as by profit. Now is the time for a proper discussion about the role and value of business in society.

That’s why in this, my first report as Senior Partner and Chief Executive of Deloitte, we are changing the way we report to focus on the contribution that we make to the UK.

As we continue to adapt to changing conditions, we are committed to showing leadership; showing leadership in our role in restoring trust and confidence in the capital markets and leadership around three key elements of our wider contribution, where Deloitte can make a real difference: driving economic growth; investing in higher value skills and delivering on our commitment to sustainability.

Driving economic growth

The professional services sector itself is an important economic force in the UK. It is a key area of competitive advantage and a driver of future growth, particularly in global markets.

Over the past two years, we have started to measure our firm’s direct economic contribution to the UK economy. We are proud to demonstrate that in FY12, through our direct activities, the firm contributed just over £1 in each £1,000 of UK economic output. Our direct contribution towards GDP is £1.6 billion, an increase of 21 per cent over the past two years – while the UK as a whole has grown by just 0.5 per cent over the same period.

This success reflects our focus on adding value to our clients and assisting them in exploiting their growth opportunities. We have introduced new, innovative services to the market, such as Deloitte Analytics and started to embed such capabilities within our core offerings such as audit, where we are consistently looking to improve audit quality and respond to increasing investor and other stakeholder expectations. This has enabled us to continue to grow, despite the market conditions. We are also actively participating in the debate on economic, financial and regulatory policy and the role of audit in the 21st century – issues that are crucial to sustainable, long-term growth. In addition, we are supporting entrepreneurial business, for example, through Deloitte UK Technology Fast 50.



Of course, as well as supporting our clients, part of our role is to provide confidence and reassurance about business transparency. It's clear that the financial crisis and its aftermath have deeply eroded trust in the capital markets, and restoring this confidence is fundamental to restoring economic growth, both here in the UK and globally. We recognise that the status quo is not sustainable and that the capital markets need to have trust and confidence in the financial information that companies produce. We acknowledge that we need to listen and respond more effectively to the needs of the investor community as the ultimate end users of accounts and we remain determined to develop measures that will enhance risk communication between auditors, financial supervisors and other regulators.

Investing in higher value skills

The UK economy depends heavily on higher value skills. Having the right talent is critical to business performance and growth. And with an increasingly global workforce and a shift in workforce demographics, accessing and keeping that talent can be difficult. We aim to influence and nurture new sources of talent and give them the skills and confidence to successfully enter the workforce – whether through Deloitte Employability or our own school leavers entry programme, BrightStart.

People come to Deloitte for challenging and motivating experiences, world-class training and our high-performance culture. Our ability to attract outstanding individuals underpins our capacity to deliver impact to our clients, and to foster an ever-growing cadre of business leaders as Deloitte-trained professionals take up positions in industry. This year, we have recruited 3,215 people, an increase of almost 3 per cent on last year, and we have invested over £20m in learning and development, part of which has enabled more than 740 of our people to achieve a professional qualification.

We actively share our knowledge with our clients, through initiatives such as our market-leading Next Generation CFO Development programme, which has already helped 74 of its 273 participants to become CFOs of some of the UK's largest businesses. And our Deloitte Academy 'Navigating the Boardroom: Women on Boards programme', which we launched in September last year, has already supported nearly 40 senior women prepare for board-level roles.

Commitment to sustainability

Our commitment is to create sustainable growth, and as a responsible business, that means growth which is sustainable for the environment, for the communities in which we operate, and for the economy. The issue of sustainability is an essential part of business for our own firm and our clients.

We take the challenges our clients face in this area seriously and we've invested significantly over recent years to expand our sustainability services offering, in parallel, keeping pace with new thinking in how we approach this in our own business.

I am particularly proud of the move we took in 2011 to help bring long-term unemployed people into employment by forming a joint venture with leading employability services provider, Ingeus. A year on, and an enormous amount has been achieved with tens of thousands of people supported into employment. Our Social Innovation Pioneers programme, launched in May 2012, is another example of how we are showing leadership around the role and value of business in society. The programme is working in partnership with 30 leading social businesses, providing us with the impetus and direction to really connect, understand and drive forward the positive contribution that all business can make to a sustainable and prosperous society.

I am also proud of the significant investment we make in our local communities. This has increased by 20 per cent over the past three years to almost £12m. We specifically choose to apply the skills of our people to make a difference on issues that, we believe, will impact and influence widening prosperity and social progress.

In terms of environmental impact, we have made great strides to drive efficiencies in our estate. We have reduced our energy consumption by 9 per cent, our waste by 2 per cent and our water usage by 6 per cent per full-time employee in the past year. However, like other professional firms, we continue to face challenges in balancing business travel with the needs of our clients operating in expanding global markets. This remains a particular focus for us if we are to meet our own ambitious 2020 targets.

London 2012

Running through the whole of our 2012 report is our contribution to one of the biggest and most exciting challenges our firm has ever taken on – delivering the London 2012 Olympic and Paralympic Games. The Games were a moment of great pride for Great Britain, as the nation – organisers, athletes, volunteers, armed forces and spectators alike – came together to host an unforgettable experience for the rest of the world.

For us, London 2012 has become the ultimate demonstration of how all the elements of our business can be drawn together to deliver truly outstanding impact. Since backing the bid nine years ago, we have dedicated 750,000 hours of expertise as the Official Professional Services Provider to help make the Games happen. We are now focusing on realising the full potential of their legacy. Naturally that means the sporting dividend and the transformation and operation of the Olympic Park and venues, but it also means capitalising on the success of hosting the London 2012 Games to promote the world-class skills and knowledge of British business, both domestically and internationally. We are proud of the part we played, and continue to play, in delivering such a comprehensive British success story. We are delighted by the recognition from our clients, and we see London 2012 as an enduring milestone in the history of Deloitte.

Over the coming year we will focus on further defining and measuring Deloitte's impact, as well as publishing new targets for our business for the short-term and over the next 10-20 years. We recognise that this is not a straightforward task; this report is a first step in that direction as we seek to outline our major areas of contribution and invite feedback from all our stakeholders to help shape our future plans.

You will find details of how you can provide feedback on page 31 of the report. Please do take the time to comment. You can also send your thoughts to us directly at: ukdeloitteimpact@deloitte.co.uk.

I hope you enjoy the report.



David Sproul

Senior Partner and Chief Executive

Our business environment

“We understand that clients, investors, regulators and the wider business community place their trust in us – a fact that we should never take for granted. Everyone, at every level, within the firm has a responsibility to sustain this trust.”

David Cruickshank, Chairman

Welcome to Deloitte’s inaugural Impact Report. While it’s important for us to reflect on our successes and the challenges we have faced over the past 12 months, we believe it is equally important to consider and report more broadly how Deloitte contributes on a wider stage, now and in the future. That’s why we’ve revised this annual statement to report on the impact Deloitte has on our clients, our people and wider society, recognising the challenging global economic conditions and the evolving regulatory environment.

We currently face a number of challenges in common with many other UK businesses and organisations. The global recovery that began in 2010 faltered last summer, hit by concerns about government debt in Europe and the US. A comprehensive solution to the euro crisis remains unproven and much of Europe is now experiencing recession. Emerging economies have been the main engine of world growth in recent years, but here too, activity has slowed in response to policy tightening. Corporates operating in developed markets are having to contend with elevated levels of financial volatility and macroeconomic uncertainty – and deal with sub-trend growth rates.

In addition to these challenges, the scrutiny professional services firms are under from regulators, politicians, investors, companies and other stakeholders is high and continues to gain in intensity following the financial crisis. In response to this, we believe an important part of our role is to be proactive in developing insights, engaging with policy makers, responding to issues and contributing to debates on the economy and other matters in the public interest. We will make progress in all these areas in the coming months.

The audit profession in particular has come under the microscope as a result of an ongoing Competition Commission inquiry into the statutory audit market for large companies, and audit reform proposals put forward by the European Commission.

We recognise the responsibility that we bear to all our stakeholders in delivering high quality and robust audits. Deloitte will continue to be a pro-active and constructive voice as the audit reform debates progress, and we remain committed to raising the bar on audit quality for the benefit of all stakeholders.

Our commitment to enhance transparency and accountability remains absolute. We welcome the high level of engagement from our stakeholders on all matters of public policy. And we are keen to embrace changes that will help us increase the positive impact we deliver to our clients and, in turn, more broadly to the sustainable growth of the UK economy.



We understand that clients, investors, regulators and the wider business community place their trust in us – a fact that we should never take for granted. Everyone, at every level, within the firm has a responsibility to sustain this trust. Starting with the tone at the top and the strength and vision of our leaders, we must embed and live the values that warrant and sustain this trust – integrity, respect, fairness, objectivity and accountability. As part of this, we appointed three **Independent Non-Executives (INEs)** to our Board in 2011. They also comprise our Public Interest Oversight Committee (PIOC), whose duties are to enhance stakeholder confidence in the public interest aspects of the firm's decision making, stakeholder dialogue and management of reputational risks.

We are enormously proud of the contribution that Deloitte makes to our clients, to the UK economy and to the wider community and we hope this report helps to bring some of this to life for you and the other readers of it.

We would greatly appreciate your feedback as you read the report or you can send your thoughts to us directly at: ukdeloitteimpact@deloitte.co.uk



David Cruickshank
Chairman

Shining a light on our firm: Our role in London 2012

In this Olympic and Paralympic year, our work as the Official Professional Services Provider to the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) shows what Deloitte can do to make an impact. Our nine-year role supporting this endeavour has given us a showcase for how we harness the breadth of our services and depth of our expertise to tackle the most complex business problems for our clients and at the same time extend our contribution into society at large.

London 2012 will go down in history as one of the most spectacular Games the world has ever witnessed, and as the country proudly looks back on what our nation achieved this summer, so too are we celebrating the role we played in making it all happen. Over 800 of our partners and people made a contribution to the Games – dedicating a total of over 750,000 hours of expertise. We provided secondees into critical delivery roles, handled over 200 advisory engagements, and took the London 2012 story into communities across the whole of the UK. Our contribution to these Games began in 2003. It will continue far into the future.

As challenges go, this was about the biggest in Deloitte's history: the ultimate immovable deadline; a relentless delivery programme; significant budget pressure, huge media scrutiny. It was the kind of challenge our people thrive on, and the ultimate stage on which to showcase our expertise.

Our involvement stretches back nine years, when even before London was selected to host the Games, we'd seconded a partner to be the bid company's Finance Director. Four years later we made history when the London Organising Committee appointed us to be the Official Professional Services Provider to the Games, the first time a professional services firm had ever been involved at this level. It was a pioneering move for the Olympic movement and for our firm.



The Organising Committee faced some unusual challenges – such as the complications of sourcing 1.8m pieces of sporting equipment for just a six-week period, or the complex endeavour of structuring the team that would stage the Games – an organisation that needed to grow to the size of a FTSE 100 company at Games time and then be dismantled again within only a few months. Our expertise in solving the most complex business problems helped LOCOG to deal with both such challenges, as well as many more.

“The staging of the Games is possibly the most complex project that London will ever undertake. Deloitte’s experience at providing solutions to its clients’ most complex issues was without doubt a valuable addition to the London 2012 team.”

Lord Coe, Chair, London Organising Committee for the Olympic Games and Paralympic Games

We were involved across a range of LOCOG's operational areas – from procurement to catering, from tax to technology. Our services also extended across the breadth of the Olympic family – including the Olympic Delivery Authority, the London Legacy Development Corporation, the British Olympic Association and the British Paralympic Association.

LOCOG forecast to source just 50 of its staff from Deloitte over five years. We have actually supplied 130 secondees – with over 1,200 applications from our people for these roles. Working on London 2012, our secondees had the experience of a lifetime – **Dave, for example**, was at the heart of the action at Games time, as Venue Operations Manager for the Olympic Stadium – built from many years of contribution to strategy, planning and operational delivery across the Organising Committee. In fact, our secondees had some of the highest people engagement scores in our annual people survey while at LOCOG, and more than 40 were promoted through their secondment. We believe this secondment programme has created a cohort of future leaders in our business and this secondment approach is being adopted in other parts of Deloitte where intensive long-term client demands exist.

As the global spotlight now moves on, our commitment to taking a lead in society continues. We backed London's bid because of our belief in the social, economic and business potential of the Games and that belief has not faltered. It was this belief that motivated our partnership with the British Paralympic Association, using the London 2012 Paralympic Games to change the face of disability sport in this country. It was this belief that fuelled our work with the London Legacy Development Corporation, helping to ensure East End communities continue to benefit from the Games for generations to come. And it's this belief that now spurs us on in encouraging UK business to truly capitalise on the success of London 2012, and the various legacy opportunities for British business that this offers.

Our support of London 2012 was not just about making it happen, but about leaving a lasting legacy well beyond 2012.

Throughout this report, we've used examples from this very special case study to bring to life the impact and influence we can have as a firm. As well as delivering an exceptional client contribution across the Olympic and Paralympic family, we wanted London 2012 to touch every part of our firm.

To find out more about our role in London 2012 and to read all related case studies please see the full report at www.deloitte.co.uk/impact



“I have seen a number of major consultancies struggle to really understand the complexity and dynamic of bidding for, or organising an Olympic Games. Conversely, Deloitte has made an incredible impact to the delivery of London 2012 through the quality of its people who have consistently been some of LOCOG's highest performers.”

Doug Arnot, Games Operations Director, LOCOG

Driving economic growth

Deloitte is one of the strongest performing businesses in the professional services sector – a key area of international competitive advantage for the UK. Our insight and influence across all industries positions us as a corporate leader and as such, we recognise the critical role we have to play in providing confidence and reassurance about business transparency in our capacity as an auditor.

Supporting the UK's position as a global business centre

Deloitte is one of the leading professional services firms in the UK and the services we deliver are part of the attractive infrastructure that underpins the UK's status as a global business centre. So, as well as supporting our clients, a significant part of our role is to provide confidence and reassurance about business transparency.

Building confidence

The financial crisis and its aftermath have deeply eroded trust in the capital markets and rebuilding this confidence is fundamental to restoring economic growth both here in the UK and globally.

Crucially for Deloitte, we need to make sure that the public and markets have confidence in the role of auditors.

This year, Deloitte became the largest auditor in the FTSE 250 with 69 clients from the index. As auditors, we do not take for granted the trust placed in us by companies, investors, regulators and the wider business community. Our fifth annual Audit Transparency Report sets out in detail our work to sustain that trust. Please visit www.deloitte.co.uk/about to access this report.

Since the financial crisis, a number of regulators around the world have considered audit reform. For further details on our involvement in the ongoing Competition Commission inquiry and views of the audit reform proposals put forward by the European Commission, see our 2012 Audit Transparency Report and keep up to date via our Public Policy web pages at www.deloitte.co.uk/publicpolicy

Case study

Leading on insights: Deloitte CFO Survey

Our survey of CFO opinion has gained a reputation as a reliable and influential snapshot of business attitudes, providing insights that feed directly into the briefings for the Bank of England's Monetary Policy Committee.

To read this full case study and all Driving economic growth case studies, please visit: www.deloitte.co.uk/impact



Shaping the business environment

Businesses locate and thrive in countries that provide the best conditions for their success. Those conditions include effective public policies and a robust regulatory environment.

Deloitte supports our clients, policymakers and regulators by sharing our insight and our experience across every business sector and area of the public sector. We help inform their decisions and shape public policy and regulation that is business-friendly, fair and transparent.

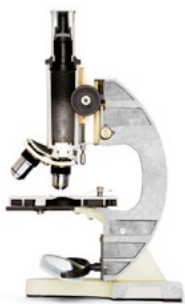
Across our firm our people hold more than 50 appointments with bodies such as the Financial Stability Board, The City UK and chartered institutes to help inform better policy and regulation across all industries.

Case studies

An agile giant:

Deloitte Analytics – NHS

The NHS is one of the world's largest employers with over 1.2m permanent staff with a wide variety of skills and experiences. Our work with the NHS has supported the planning, modelling and risk management of this workforce. It is enabling them to monitor workforce risk, identify areas of risk early, and take appropriate action in a timely fashion to improve overall service quality and safety.



DIAGEO

A refreshing customer experience: Diageo

Deloitte's work on a web ordering platform and sales force optimisation has brought a consumer feel and ease of use for customers and distributors, providing a new digital channel for the world's largest drinks company Diageo.

To read these full case studies, and all Driving Economic Growth case studies please visit:
www.deloitte.co.uk/impact

Supporting our clients' growth strategies

The broad range of services we provide, across our audit, tax, consulting and corporate finance services puts us in a unique position to help our clients innovate and succeed in a globalised economy, secure investment into the UK and successful exports to international markets.

Adding value to client relationships

Developing exceptional relationships with our clients lies at the heart of our business strategy. This goes well beyond a transactional approach, 'doing a good job' on individual engagements, to really understanding our clients' businesses and bringing the full breadth of our expertise to bear.

Our market-leading client collaboration facility, the iZone, has created a new means of supporting our clients using state of the art interactive technology to stimulate and capture new thinking.

Since its launch in January 2011, the iZone has been an important part of our ability to accelerate solutions to our clients' most complex business challenges.

Contribution and impact

Our market-leading collaboration facility, the iZone, has worked with more than 50 clients, impacting client investments that to date exceed £2 billion.

Market innovation

We know from client feedback that our ability to think creatively and offer smarter insight and quicker solutions is valuable. Market innovation is critical in helping our clients develop new areas of competitive advantage. This has been a particular focus of our firm over the past year, introducing new business solutions such as **Deloitte Analytics** and **Deloitte Digital** and making some important long-term investments.

Global expansion

We continue to see a growing demand from our clients for support in their cross-border activities, both into the UK and out to international markets.

As a result, we have invested directly in the Middle East and Switzerland. This has driven business growth, talent exchange and better client service and impact. We constantly draw on the global network of member firms, to combine our UK expertise with local knowledge, helping our clients navigate new markets, operating environments and regulations.

Contribution and impact

Revenue from companies headquartered outside of the UK now represents approximately 33 per cent of total revenue.

Entrepreneurship

Private companies and entrepreneurial businesses are a major potential source of future prosperity in the UK and are often described as “the engine room of growth”. Deloitte is committed to making sure they receive the support and recognition they deserve.

We have significantly contributed to government initiatives aimed at supporting small and medium-sized enterprises (SMEs) such as ‘The Breedon Report’, exploring policies to support alternative sources of finance and credit. We have refocused our approach, built an extended partner team and made a sustained effort to deliver value to the SME sector. This has seen 13.9 per cent growth in our own Private Markets business and more importantly, enables us to assist over 7,800 private enterprises and their owners sustain and grow their businesses.

In addition to our client work, we also have in place a range of activities to champion emerging companies, including the Deloitte UK Technology Fast 50, and Deloitte Social Innovation Pioneers, which launched in March and is covered further in the “Commitment to sustainability” section.

As well as continuing to expand these key areas of activity, we are also making significant additional investments for the future. In particular, this year saw the start of an exclusive 10-year partnership with the London Business School to establish the Deloitte Institute of Innovation and Entrepreneurship.

We have refocused our approach, built an extended partner team and made a sustained effort to deliver value to the SME sector. This has seen 13.9 per cent growth in our own Private Markets business and more importantly, enables us to assist over 7,800 private enterprises and their owners sustain and grow their businesses.



We have been working with over 7,800 private enterprises and their owners to sustain and grow their business.

Our economic contribution

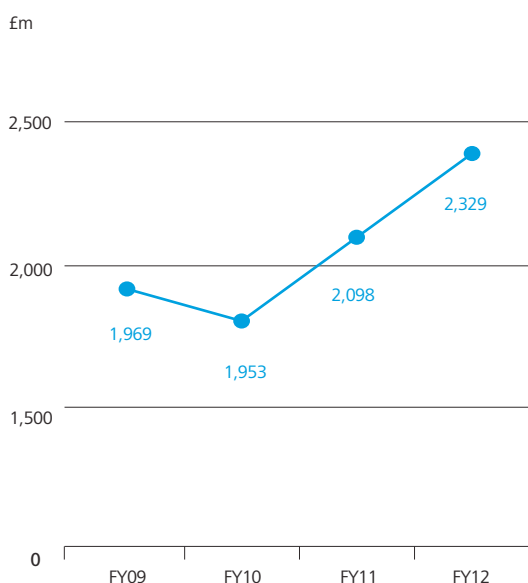
Alongside the assistance we give our clients to deliver their economic, social and environmental contributions, sits the core financial performance of our own firm.

Finance and professional services is one of the key sectors of competitive advantage for the UK and Deloitte plays its part in delivering economic performance in the sector and the wider UK economy, helping drive the UK's economic recovery.

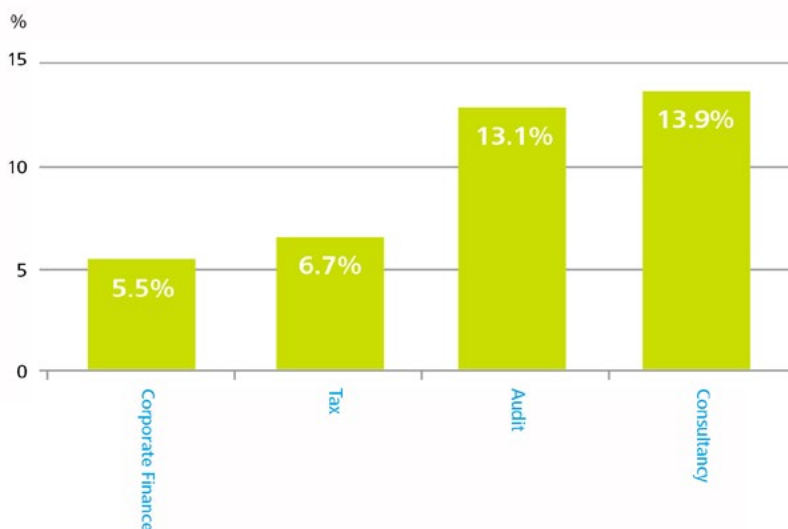
Financial performance

Over the past five years we have continued to show sustained average annual growth of 6 per cent, achieved in challenging economic conditions. We are proud of our performance, which reflects our strategy to focus investment in long-term growth opportunities, new service areas, securing new talent and driving efficiency across the business¹.

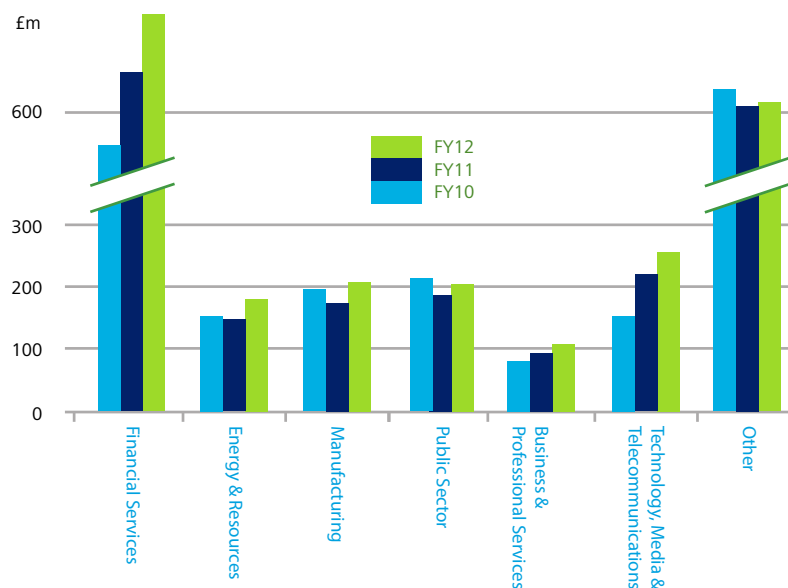
Growth in overall performance



Growth across the business and service lines



Growth across industries



Economic performance

The firm has contributed, through its direct activities, just over £1 in each £1,000 of UK economic output². Our total economic footprint now equals 49,190 UK jobs and £3.5 billion towards UK GDP³.

¹ For full details of our financial performance see our financial statements at www.deloitte.co.uk/about

² This is representative of the share of UK GDP over the period 2011:Q2 to 2012:Q1. See also footnote 4

³ This refers to the total number of jobs supported, i.e. both directly and indirectly. See also footnote 4

This represents an increase of over 21 per cent over the past two years, while the UK as a whole has grown by just 0.5 per cent over the same period.

We have created 875 new highly skilled jobs over the last year, with a total increase of 6 per cent in net jobs in FY12, while the total number of employees in the UK has decreased by -0.2 per cent over the same period.

Deloitte's GDP contribution has increased by over 21 per cent over the past two years, while the UK as a whole has grown by just 0.5 per cent over the same period.

Contributions and impact

In FY12, this has included Deloitte:

- Directly employing 12,650 people across the UK.
- Directly generating £1.6 billion in Gross Value Added.⁴
- Indirectly supporting a further 36,540 jobs and £1.9 billion in GVA terms.
- Creating a total economic footprint equivalent to 49,190 jobs and £3.5 billion towards UK GDP.

In addition to jobs and economic output, we make a significant contribution to tax revenues and the UK's balance of payments by directly contributing £363m to the UK Exchequer,⁵ whilst collecting a further £453m on its behalf in FY12: up 10 per cent from £742m in FY11.

£363m

directly contributed to the UK Exchequer

Our total economic footprint



49,190

UK jobs



£3.5bn

towards UK GDP

Goals

- To increase our total economic contribution in the UK over the next three years at a greater rate than the growth in overall UK GDP, and by a minimum of 5 per cent annually.
- To start measuring our contribution to the Swiss economy.

⁴ Gross Value Added (GVA) measures the economic output produced in a given sector or organisation and is analogous to Gross Domestic Product (GDP). It includes all value added at that stage of production, namely: remuneration of labour, operating profit and attributable taxes. It excludes all intermediate inputs to production – at that stage of production – to measure economic value rather than turnover (gross output). Deloitte's economic footprint is estimated using a combination of internal financial, management and HR information. This 'direct' data is then used in conjunction with a model (based on ONS data) of the UK economy that approximates the supply-chain (indirect) and consumer spending (induced) effects of Deloitte's direct impact across other sectors of the economy and in aggregate. The methodology employed in estimating Deloitte's economic contribution is the same process that has been employed for Deloitte's private and public sector clients across a range of organisations, sectors, events and policies, including the likes of Facebook Inc, VisitBritain and the Ministry of Defence.

⁵ This figure includes business rates, corporate tax, tax and national insurance contributions (NIC) paid by partners and employer NIC.



This year has also seen the culmination of nine years' work in helping deliver the London 2012 Olympic and Paralympic Games.

Find out more about our work on London 2012 Olympic and Paralympic Games at www.deloitte.co.uk/impact/our-role-in-London-2012

In addition, we are committed to creating a lasting impact on both the economy and wider society through our joint venture with leading employability services provider, Ingeus. Together we are helping to bring people who previously lacked the skills, experience and confidence to enter the workforce into employment as leading provider of the 'Work Programme', the Department for Work and Pension's flagship initiative to tackle long-term unemployment. See the 'Commitment to sustainability' section on page 19 to find out more about our work with Ingeus.

“Deloitte’s ability to adopt an innovative approach to delivery and provide creative solutions, whilst maintaining a sense of pragmatism, is second to none. They brought fresh ideas and analysis to complex problems and always left me with the strong feeling that everything is possible and nothing is ever unachievable. It has been an outstanding partnership.”

Jean Tomlin, HR Director – LOCOG

Investing in higher value skills

We expect and support a high performance culture, investing in our people and creating the right environment for them to realise their potential.

We make a major contribution in preparing future business leaders, and through this, enhancing corporate governance and public confidence and contributing to wider business success.

Preparing future business leaders

Embedded in the way we do business is sharing knowledge and transferring skills to our clients. We invest in preparing future business leaders and in doing so, enhance corporate governance and public confidence, as well as contribute to wider business success.

Developing business leaders

In 2005, we established the Deloitte Academy, a purpose-built academy for UK public company board directors as a direct response to the demands, challenges and increased accountability of those who manage and govern business.

Through the Academy in the last year we have delivered leadership coaching, training or other developmental support to over 400 business leaders across the FTSE250 and other UK listed companies.

Dedicated to preparing future FTSE 100 and 250 CFOs, our Next Generation Chief Financial Officer (CFO) Development programme, now in its fifth year, is designed for aspiring CFOs to understand and be up to speed with the breadth and complexity of the role in today's volatile markets. Already 74 out of its 273 participants are now CFOs of some of the UK's largest companies.

Case study

Tomorrow's leaders today: Next Generation CFO Development programme

Our Next Generation CFO Development programme is helping to bring on and prepare a new cadre of talented financial leaders at some of the UK's largest organisations – among them John Rogers, CFO at Sainsbury's Plc.

To read this full case study and all Investing in higher value skills case studies, please visit:
www.deloitte.co.uk/impact



Contribution and impact

- 74 out of 273 participants of our Next Generation CFO Development programme are now CFOs of some of the UK's largest companies.
- Almost 70 of our alumni are currently FTSE350 executive and non-executive directors.
- Through the Deloitte Academy in the last year we have delivered leadership coaching, training or other developmental support to over 400 business leaders across the FTSE250 and other UK listed companies.

Board diversity

We have shown early leadership in helping to increase diversity at a senior level as one of the founding members of the 30 per cent Club set up to bring more women onto UK corporate boards. In September 2011, we launched the Deloitte Academy 'Navigating the Boardroom – Women on Boards' programme as another practical step to help broaden talent access and to enhance the leadership contribution of women as role models in the workplace.

Contribution and impact

- 40 women prepared for Board-level roles through our Deloitte Academy 'Navigating the Boardroom – Women on Boards' programme.

Goals

- 25 per cent of Board roles held by women by the end of 2013.
- 25 per cent of the Executive Group roles to be held by women by 2015.



74

out of 273

The number of Next Generation CFO Development programme participants that are now CFOs of the UK's largest companies.

Investing in our people

Investing in our people is critical in ensuring the ongoing success of our firm, but it also has a significant impact on the wider UK economy.

Recruitment

As one of the three biggest graduate recruiters in the UK we continue to create highly skilled jobs. In FY12, we recruited 3,215 people, up by almost 3 per cent from 3,134 in FY11. This included 1,076 through our graduate recruitment programme, an increase of 14 per cent on last year. At a time of high youth unemployment, even at graduate level, this is a valuable contribution.



14%
increase in graduates
recruited

Learning and development

Over the last year, we have spent more than £20m overall on learning and development, and as part of this, supported more than 740 of our people to attain professional qualifications.

More than

740

of our people have achieved
professional qualifications

This investment has also provided more than 600,000 hours of formal learning, which includes specialist skills development and management and leadership training, providing a significant contribution to the UK skills base.

Our secondment programme helps our people to gain experience from working on a wealth of different clients and projects. Over the past year, we have enabled over 280 of our people to go on international secondment with Deloitte member firms.

Case study

Delivering London 2012: LOCOG secondment

Gavin McAlpine, Senior Manager in our Consulting practice, has helped to deliver one of the most complex and high-profile projects available anywhere as head of the Testing & Exercising Team at the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG).

To read this full case study and all Investing in higher value skills case studies, please visit:
www.deloitte.co.uk/impact



Supporting high performance

Our commitment and support to our clients alongside our leading position in the UK and global marketplace means that we expect high performance from our people.

Alongside this, we recognise that the foundation of our future growth and success is our commitment to not only recruit the best people, but retain that top talent and enable those people to scale new heights.

Performance management

We've extended our bonus scheme so that everyone is now eligible to participate in an annual discretionary scheme. We have supported more than 6,000 promotions across the business, including 57 partners and 122 directors over the last year.

Respect and inclusion

Recognising the value diverse backgrounds bring to our firm is another key part of supporting high performance. It enables us to have a much better understanding of our clients' needs, but most importantly, to look at things from many different perspectives.

Contribution and impact

- Our nine diversity networks have over 4,000 Deloitte members.
- 4,000 of our people have completed online Respect & Inclusion training.
- 72 per cent said that at Deloitte people are treated as individuals regardless of background or beliefs, up from 69 per cent in 2011 against a UK norm of 61 per cent.

Well-being

Striking the balance between our professional and personal lives matters. Working flexibly on an informal basis is now open to discussion with everyone as part of their annual appraisal.

Furthermore, Deloitte's People Engagement Survey 2011 showed that 80 per cent of our people believe their work schedule allows them to maintain a balance between work and home life, an increase of 2 per cent on the previous year.

This year we have taken the issues of mental health further into the open. Already more than 50 of our people have benefited from access to mental health champions; senior people trained to spot the signs of stress and depression.

Case study

Breaking the taboo: Mental Health Champions

Deloitte partner John Binns, himself a former depression sufferer, has developed a programme of initiatives to ensure colleagues feel supported and seek help before their symptoms worsen. We've trained nine partners as "Mental Health Champions" and they have supported around 50 people this year.

To read this full case study and all Investing in higher value skills case studies, please visit: www.deloitte.co.uk/impact



Contribution and impact

- The overall Deloitte Employee Engagement Index score rose by 4 per cent in our latest Annual People survey to 67 per cent against a UK norm of 61 per cent.

Investing in future talent

We know our own long-term sustainability as a business relies on the investment we make in the talent of tomorrow.

We also understand that job readiness has long been a concern for employers. That's why we have focused on developing the skills of young people so that they are qualified and ready for employment.

The Deloitte Employability initiative, a £2m investment by the firm since 2001, is helping to make a real difference, substantially increasing the employability of the young people who take part in the programme.



In total our community education and skills programmes have engaged more than 3,000 young people to help enhance their employability.

Within our own firm, we are also actively developing new ways of attracting and recruiting diverse talent and creating opportunities for young people. This year we launched BrightStart, our school-leaver recruitment scheme. Through the scheme we have created 39 A-Level entry roles.

Education and skills development, with a focus on employability, made up 34 per cent of our broader community contribution, valued at more than £4m.

Contribution and impact

- Since 2001, 20,000 young people have now completed and been accredited for the Deloitte Employability Course.
- We have trained more than 800 trainers across the UK in how to build the employment readiness of their students.
- 92 per cent of trainers agree or strongly agree that students participating in the programme were now more secure about gaining employment.
- In total our community education and skills programmes have engaged more than 3,000 young people in FY12 to help enhance their employability.

Goals

- Implement a new fair access strategy with our partner schools and colleges.
- Develop social return on investment models to measure the direct economic and social benefit of our education investment.

Commitment to sustainability

We believe business plays a fundamental role in inspiring and effecting the changes required to drive us towards a more prosperous and sustainable society. Our commitment is to create sustainable growth, and as a responsible business, that means growth that is sustainable for the environment, for the communities in which we operate and for the economy. This encompasses all of the key areas of this report, as well as our environmental impact, our supply-chain and the impact we have on our local communities, which are specifically covered in this section.

Helping our clients become sustainable

A sustainable approach to business has increasingly become a strategic issue for our clients. They are moving beyond compliance to meet the growing expectations of shareholders and stakeholders.

Sustainability services

At the World Economic Forum in Davos we led the debate on the role of business in society with the launch of our **Relmaging Business** platform. Our research demonstrated more than 76 per cent of global business leaders felt the value of their company should be measured by the positive contribution it makes to society as well as by profit.

We've developed a framework to help our clients identify and articulate the societal purpose of their own business, embed that purpose throughout the organisation and communicate it to the world.

We've invested significantly over recent years to expand our sustainability services offering for our clients, growing our business by more than 100 per cent over the past two years, through the acquisition of dcarbon8 and the sustainability team from within Drivers Jonas Deloitte, adding new skills and depth to our existing client services.



Over

100%

growth in our sustainability services offering over the past two years

Case study

Leading the debate: Relmaging Business

At The World Economic Forum's annual summit at Davos in January 2012, we launched our thought leadership Relmaging Business to drive the debate on the role of business in society.

To read this full case study and all Commitment to sustainability case studies, please visit:
www.deloitte.co.uk/impact



This year we have continued to provide advisory services on new strategic opportunities for a broad range of UK and international clients, and in particular have played a major role in helping LOCOG deliver its own sustainability agenda for the London 2012 Olympic and Paralympic Games.

Driving the sustainability debate

As well as supporting existing clients, we believe our experience and expertise means that we have a broader role to play in shaping the debate on the significance of the sustainability agenda and the role of business in society.

Case study

Winning Gold in Sustainability: LOCOG

Sustainability has always been a key goal of the London 2012 Games and Deloitte, as a key partner, has played a vital role in helping LOCOG deliver on its promises in this area, in particular, setting new sustainability standards for its procurement programme.

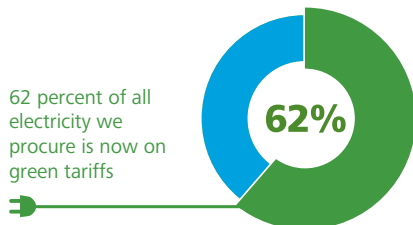
To read this full case study and all Commitment to sustainability case studies, please visit:
www.deloitte.co.uk/impact



Our Green Journey

In 2010 we launched **Our Green Journey** with a set of environmental sustainability commitments to achieve by 2020. Since then we have made significant progress in many areas, in particular in energy consumption.

We have invested £2m in our estate this year, and through this and actions to engage our people, we have demonstrated a 9 per cent per full time employee (FTE) reduction in energy consumption in our offices and consequently reduced emissions from energy consumption by 6 per cent per FTE. In addition, we procured 62 per cent of our UK electricity from green tariffs, meaning it is sourced from renewable or low carbon sources.



However, like other professional firms, we continue to face significant challenges in balancing business travel with the needs of our clients operating in expanding global markets. While we have worked hard to reduce our internal air travel by 11 per cent per FTE this year, our increased global client presence has resulted in our overall emissions from travel rising by 2 per cent per FTE.



Contribution and impact

- 9 per cent per FTE reduction in energy consumption.
- 11 per cent per FTE reduction in emissions from internal air travel.
- 2 per cent per FTE increase in emissions from all business travel.

Goals

By 2020*, we will:

- Reduce greenhouse gas (GHG) emissions from business travel by 25 per cent per FTE.
- Reduce GHG emissions from energy usage by 30 per cent per FTE.
- Reduce water consumption by 20 per cent per FTE.
- Reduce waste production by 20 per cent per FTE

*All targets measured against a 2010/11 baseline.

Procurement

Deloitte expects any prospective suppliers to comply with its policies on sustainability and ethical standards. As part of our tender process, we ask all of our prospective suppliers to demonstrate their sustainability awareness and performance through a formal assessment process. The results are used as part of the overall tender assessment.

As part of our Sustainable Procurement objectives we look to work with suppliers who reflect our organisational values and can assist us in maximising social value and minimising our demand for resources and any negative impacts of goods and services that we procure throughout the product lifecycle and supply chain.

Goals

- In addition to all suppliers complying with our Sustainable Procurement standards, by May 2013 we will have worked closely with 20 of our key suppliers to seek areas where we can actively help them improve their own sustainability performance.
- By December 2013 all of our service providers with staff working on Deloitte sites will have agreed to reward their employees in line with the UK Living Wage initiative.

Enabling high potential

We take an active role in our local communities and particularly in supporting and unlocking high potential and leadership in improving people's lives, widening prosperity and helping social progress.

Employment

Through our public sector business we responded to the government's call to the private sector to consider its role in wider society to help address the social challenges of high unemployment. We are now supporting the delivering of public services directly to the people who need it most. Over the last year, we have helped tens of thousands of long-term unemployed people into work through our joint venture with leading employability services provider, Ingeus, as a prime provider of the 'Work Programme', the Department for Work and Pension's flagship initiative to tackle long-term unemployment.

Tackling long-term unemployment: partnership with Ingeus

In 2010, as part of a major programme of welfare-system reform, the coalition government launched the 'Work Programme' – a new approach to back-to-work support with innovation and sustainability at its heart. Worth an estimated £5 billion over seven years, the aim of the Work Programme was to tackle long-term unemployment by delivering a step-change in employability service provision in the UK. Through a ground-breaking 'payment-by-results' model, providers would receive the bulk of their payments only when successful in supporting a client back into sustainable employment. They would also be freed from prescriptive service delivery requirements and encouraged to innovate and tailor their services directly according to client needs.

At the time, Ingeus was already the fourth largest provider of welfare-to-work services in the UK, with around 10 per cent market share and a successful track record of helping job seekers to find employment. However, to be successful in winning contracts to deliver the new Work Programme Ingeus would need to demonstrate that it had the capability to expand its operations significantly.

With long-standing experience of working as a trusted adviser to government and delivering highly complex, challenging programmes, Deloitte recognised an opportunity to go beyond our traditional advisory approach and to directly support the delivery of a public service. Through the 'Work Programme', we saw the chance to support Ingeus – a company committed to transforming the lives of the people they worked with – to significantly expand its business, drive innovation and create scale. Together, there was an opportunity to make a truly transformational impact on the lives of long-term unemployed people in the UK.

In 2011, Deloitte and Ingeus entered into a ground-breaking partnership, creating a joint venture which brought together the full range of Deloitte's capabilities as a global professional services company, with Ingeus's long-standing, global experience and deep understanding of how to help long-term unemployed people to realise their potential and re-enter the world of work.

From young people on JobSeekers' Allowance, people with mental and physical health problems, to recently released ex-offenders and those people who have been out of the market for a long time acting as carers to sick or disabled relatives; the joint venture is already having a positive impact on the lives of the most vulnerable people in society. Take 23 year old Mark Morrow from Merseyside, who had been job-hunting for almost two years, without success before being referred to Ingeus by his local JobCentre Plus.



Mark was homeless for several years but turned his life around after becoming involved as an athlete in the Homeless Games. Ingeus helped Mark write an effective CV and taught him effective skills and techniques that would stand him in good stead during job interviews. Ingeus also helped him search for the kind of jobs that were of interest to him – and that's when the opportunity arose to work in shop-fitting. Mark now visits superstores throughout the country ensuring their displays are fitted and maintained correctly.

Mark is also now a role model for other homeless people and in recognition of this, he was selected to run with the London 2012 Olympic Torch as it travelled through St Helens.

“So many people have helped me become the person I am and this includes Ingeus.”

Mark Morrow

Every Ingeus client is different and East of England resident Jennifer Barton faced her own unique set of challenges. A 48 year old deaf mother of two, Jennifer had been trying unsuccessfully to find employment for over 12 years until she met her Ingeus Adviser Nii who engaged the specialist services of Ingeus' Delivery Partner, Clarion Communications, which helps people who are hard of hearing.

Case study (continued)

Jennifer's deafness had meant that making contact with employers was challenging, but with the support of Nii and Clarion, this was easily overcome. Jennifer was accompanied at her interview by a translator and quickly landed a role as an online shopper for Sainsbury's, a job she loves. Speaking about her new role, Jennifer said: "I am so happy to be back in work, even with the 6am starts! I'm really proud that my children have seen me overcome my problems to get back out to work – I hope I'm a good role model." There is also Wesley in the North East who applied for 1,000 jobs before joining Ingeus and now works in the care sector helping those with disabilities. And Gary in the North West, who thought his working days were over when he was made redundant, but found a new job at a construction company – his employer is now helping him to update his qualifications.

The impact of the work that the Deloitte and Ingeus joint venture is carrying out through the 'Work Programme' does not end with the individuals helped into employment. The wider benefits are felt by whole families, communities, employers as well as the wider economy. Those who before lacked the skills, experience and confidence to enter the workforce, are getting another chance to achieve independence and make an important contribution.

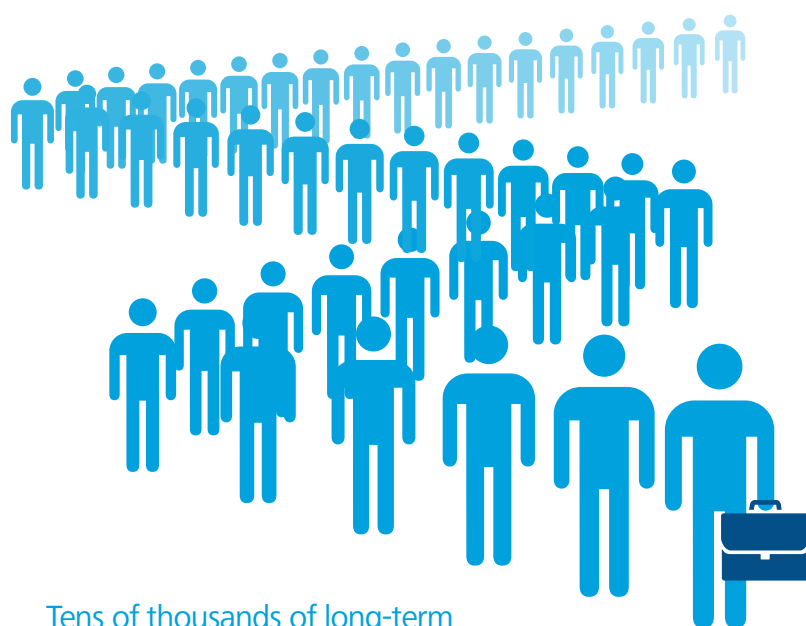
Deloitte staff supported the joint venture in a radical transformation that touched almost every aspect of its business, including designing and implementing a new operating model and vastly up-scaling their UK operations. The organisation needed to double in size to deliver the new contracts – and develop and implement a new IT infrastructure – all in a matter of months.

Deloitte has continued to bring their IT and operations expertise to help the joint venture continuously improve its services. Most recently, we have implemented a leading edge data analytics project to help Ingeus to be able to identify the most effective ways to help clients realise their potential.

Through this successful joint venture some 200,000 people are now receiving the tailored support of experienced Ingeus Employment Advisers. Ingeus is now one of the leading providers of high-quality employability and related services and with its network of delivery partners, it currently delivers seven regional contracts from 200 offices across the UK.

Our goal is to help tens of thousands of people in to work each year over the next five years through the Work Programme and other employability programmes.

But the ambition does not end there. Our joint objective is to help as many people as possible to realise their full potential. We are now actively exploring opportunities in related fields that support our aims, such as vocational training, skills, offender rehabilitation and further services.



Tens of thousands of long-term unemployed people supported into work

Social Innovation

In March this year we launched **Deloitte Social Innovation Pioneers**, supporting 30 socially innovative businesses right across the UK to grow their social and environmental impact. We believe that this highly dynamic and high-growth sector is in the vanguard of a movement that's also seeing leading businesses re-connect their core business purpose with their impact in society.

Find out more about Deloitte Social Innovation Pioneers at www.deloitte.co.uk/pioneers.



Disability sport

One impact of the London 2012 Paralympic Games has, we hope, been to change public attitudes and personal responses to disability. We have been championing this for the past five years, and were delighted to witness the impact of our investment and support of disability sport coming to fruition during the Paralympic Games. Deloitte supported 75 of the ParalympicsGB Team at the London 2012 Games.

Case study

Backing future winners: Deloitte Disability Sport

The Deloitte Disability Sport programme is helping the British Paralympic Association reshape the landscape of disability sport forever. To date, over 500 young disabled athletes have benefited from our investment – including 75 of ParalympicsGB this year.

To read this full case study and all Commitment to sustainability case studies, please visit:
www.deloitte.co.uk/impact



75



75 of the ParalympicsGB Team at the London 2012 Paralympic Games have been supported by Deloitte.

Total community contribution

Last year, in addition to helping raise over £1m through payroll giving, and over £1m through fundraising activities, we also provided over 70,000 hours of volunteer and pro-bono support (valued at more than £4.3m) to charities and local community organisations, an increase of more than 5 per cent on FY11.

Case study

Help for Heroes: Tedworth House

Deloitte has used its expertise in strategy, real estate, project management and IT consultancy – as well as a massive Deloitte volunteer fundraising effort – to bring Help for Heroes' flagship Tedworth House project to fruition on time and on budget.

To read this full case study and all Commitment to sustainability case studies, please visit:
www.deloitte.co.uk/impact



The total value of Deloitte's community contributions for FY12, including our pro bono work and discounted charitable work, amounts to almost £12m, a 6 per cent increase on FY11.



6%

increase in total
community contribution

Alongside financial support, our strategy has been to focus on critical issues where our skills and expertise can help create sustainable solutions.

Contribution and impact

- Our total community contribution of almost £12m is up 6 per cent on last year.
- We provided over 70,000 hours of volunteer time and pro-bono support to charities and local community organisations.
- We helped raise more than £2m for our charity partners through payroll giving and fundraising activities of our staff and partners.

Goals

- To demonstrate scaled social impact through the growth of our 30 Social Innovation Pioneers.
- We will maintain our total community contribution at the same level next year.

“What has really made a difference is the range of support from different parts of the firm; from advice on strategy and management structure, to help improving financial controls, from running demanding and complex projects, to tax and property advice.”

Bryn Parry, CEO and Founder, Help for Heroes.

Leadership & governance

We do not take for granted the trust placed in Deloitte by clients and the wider business community, and sustaining this trust rests with every individual, at every level, within our firm. We have in place a robust and effective structure for the leadership and management of the firm, which includes governance structures to oversee the activities of the management team.

The Executive Group

Deloitte's activities are managed by David Sproul, the Senior Partner and Chief Executive, and the Executive Group, which is appointed by him.



David Sproul



Steve Almond



David Barnes



Sharon Thorne



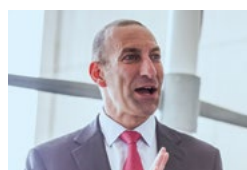
Stephen Griggs



Heather Hancock



Andy Hodge



Panos Kakoullis



Timothy Mahapatra



Vince Niblett



Richard Punt



Paul Robinson



Nick Sandall



Steve Ward

In addition, three partners have Executive-level responsibilities:



Richard Buck
Deloitte Digital



Sabri Challah
Partner matters



David Gill
Internal Client Services

For further information on Leadership and governance and for information on our board sub-committees and their roles, please see the full report at www.deloitte.co.uk/impact

The Board

The Board of Partners is responsible for the promotion and protection of partner interests and for the oversight of management. It determines Deloitte's long term strategies and has specific oversight of quality and risk.



David Cruickshank



David Sproul



John Cullinane



Nick Edwards



John Fotheringham



Chris Loughran



Anna Marks



Ellie Patsalos



Chris Powell



Ian Steele



Denis Woulfe



David Barnes



Stephen Griggs



Vince Niblett



Zahir Bokhari



Dr. Deanne Julius CBE



Gerry Grimstone



Sir Michael Peat

Board Secretary



Caryl Longley

Summary of management metrics

Marketplace	FY10	FY11	FY12
Total Revenue (£m)	£1.95bn	£2.09bn	£2.33bn
Service line revenue (£m)			
Audit	570	586	663
Tax	481	496	529
Consulting	436	460	524
Corporate Finance	346	381	402
Switzerland	120	175	211
Industry revenue (£m)			
Financial services	546	665	758
Energy & Resources	153	148	182
Manufacturing	169	175	208
Public Sector	215	186	203
Business & Prof. Services	80	93	108
Tech., Media & Telecomms	15	220	253
Other	637	611	617
Overseas Revenue (as % of Total Revenue)⁶	34%	34%	33%
Profit⁵	£590m	£535m	£569m
Average profit per partner	£873k	£758k	£789k
Deloitte Employees (average no. FTE)	11,876	12,761	13,704

Workplace and Diversity	FY10	FY11	FY12
Investment in Learning and Development	£16m	£19m	£20m
Employee Engagement Index⁶	63%	67%	Figure not yet available for FY12
Learning and Development ⁷	69%	72%	Figure not yet available for FY12
Inclusion⁸	69%	72%	Figure not yet available for FY12
Satisfaction with work⁹	80%	82%	Figure not yet available for FY12
Health and wellbeing¹⁰	No comparator	74%	Figure not yet available for FY12
Standard Voluntary Attrition rate	14.6%	16.9%	14.7%

^{xx} This figure relates to revenue from companies headquartered outside of the UK.

⁵ Based on profit distributable to members.

⁶ The Deloitte Engagement Index is taken from our Annual People Survey and measures satisfaction, willingness to recommend to others as a place to work, pride and commitment. The information is then collated to form an index that links these key business metrics and provides a proxy for our People's engagement with the firm.

⁷ The percentage of people agreeing in our Annual People Survey with the statement: "Deloitte provides me with the opportunity for learning and development".

⁸ The percentage of people agreeing in our Annual People Survey with the statement: "At Deloitte people are treated as individuals regardless of background or beliefs".

⁹ The percentage of people agreeing in our Annual People Survey with the statement: "Overall, I am extremely satisfied with Deloitte as a place to work".

¹⁰ The percentage of people agreeing in our Annual People Survey with the statement: "There are wellbeing programmes at Deloitte that encourage and support me to take care of my health". New question introduced into the survey in FY11.

Workplace and Diversity	FY10	FY11	FY12
Women – Executive Roles	11%	16%	14%
Women – Board Roles (elected members)	10%	25%	17%
Women – Employees	42%	41%	47%
Women – Partners	14%	14%	15%
Inbound international secondments ¹¹	389	397	432
Outbound international secondments ¹²	219	208	281
Number of candidates hired through BrightStart ¹³	–	–	36

Environment	2009/10	2010/11	2011/12
Scope 1 emissions (tonnes CO ₂ e)	2,447	2,300	2,008
Scope 2 emissions (tonnes CO ₂ e)	17,066	16,362	16,753
Scope 3 emissions (tonnes CO ₂ e)	27,945	34,652	38,126
Total emissions (tonnes CO ₂ e)	47,458	53,314	56,887
Scopes 1 and 2 emissions (tonnes CO ₂ e) per FTE	1.64	1.46	1.37
Scope 1,2 and 3 emissions (tonnes CO ₂ e) per FTE	4.00	4.18	4.15
Video-Conferencing (No. of meetings)	789	1,732	2,135
Business Travel (tonnes CO ₂ e)	27,709	34,575	38,039
Business Travel (tonnes CO ₂ e) per FTE	2.33	2.71	2.78
Waste Production (tonnes) per FTE	0.128	0.153	0.150
Water Consumption, London (m ³)	99,470	73,756	75,587
Paper, Procured (kg) per FTE	555,382	540,141	517,099

Direct energy consumption by primary energy source	FY10	FY11	FY12
Gas, UK (kWh)	11,395,665	10,316,677	9,168,411
Gas, Switzerland (kWh)	1,008,411	1,172,398	733,089
Diesel (litres)	407	692	660

Indirect energy consumption by primary energy source	FY10	FY11	FY12
Electricity, UK (kWh)	32,058,541	30,746,630	31,508,796
CHP, UK (kWh)	616,632	587,867	597,366
Electricity, Switzerland (kWh)	1,420,646	1,291,853	1,057,774

Community	2009/10	2010/11	2011/12
Number of community volunteers	3,263	3,383	3,972
Community volunteering hours	44,932	50,625	58,758
Skill-based volunteering and pro-bono support to the community	74%	87%	82%
Value of employee GAYE contributions	£0.581m	£0.757m	£1.020m
Partner and employee contributions	£1.435m	£2.011m	£2.128m
Total firm community contribution	£9.791m	£11.163m	£11.839m

¹¹ This figure relates to the inward movement of employees to the UK from other Member Firms of the global network.

¹² This figure relates to outward movement of employees to other Member Firms of the global network from the UK.

¹³ BrightStart scheme introduced in FY12.

Standards & awards

- The firm is accredited to ISO14001, ISO9001* and ISO27001, the respective international standards for environmental management, quality and information security.
- We are a corporate member of the main professional bodies for the services we provide.
- Many individual employees hold professional qualifications from and/or accredited at individual level by professional and trade bodies.
- We are an accredited Living Wage Employer.
- Deloitte score of 98% in the Corporate Responsibility Index to achieve platinum status.
- Deloitte Leaders in Society Awards are presented annually to reward and recognise our people's exceptional contributions to our responsible business agenda.



The Sunday Times – 16th in the Best Companies to Work for Awards.

The Sunday Times – '10 years award' recognising a decade of continual commitment to making the world a better place



Awards for Excellence 2011

- Big Ticks:
- Education Category
- Building Stronger Communities Category
- BUPA Workwell Category



Top 50 Employers for Women in 2012



BITC Corporate Responsibility Index 2012 – Platinum Status



Charity Times Consultancy of the Year award for our partnership with Cancer Research UK



City AM Professional Services Firm of the Year



Award for Business Intelligence at the 2012 SAP Run Proud Partner Awards



The Times Award for Best Consultant/Client team



Consultancy of the Year at the International Accounting Bulletin Awards 2012



Race for Opportunity Collaboration & Partnership award: Deloitte Multicultural Network & Elevation Networks



BITC Community Mark – National Standard of Community Investment Excellence



Oracle Partner Network Award for Oracle University Partner of the Year 2012



The Times – 2nd in the Top 100 Graduate Employers

*This accreditation is limited to Deloitte MCS Limited and Drivers Jonas Deloitte

Future goals

Area of contribution and impact	Goals total	By when
Driving economic growth	To increase our total economic contribution in the UK over the next three years at a greater rate than the growth in overall UK GDP, and by a minimum of 5 per cent annually	Ongoing by 5% over the next three years to 2015
	To begin measuring our economic contribution to the Swiss economy through Deloitte AG	June 2013
	Develop further measures to better demonstrate the impact of our work with SMEs and entrepreneurial businesses	June 2013
	We will demonstrate scaled social impact through the growth of our 30 Social Innovation Pioneers	June 2013
Investing in higher value skills	To deliver state-of-the-art digital learning to 200 clients over the next two years	2014
	25 per cent of Board roles being held by women	2013
	25 per cent of Executive Group positions being held by women	2015
	Establish additional diversity targets for the number of women employees across the firm	June 2013
	Implement a new fair access strategy with our partner schools and colleges	June 2013
	Develop social return on investment models to better understand and measure the direct economic and social benefit of our education and skills investment	June 2013
Commitment to sustainability	Reduce Scopes 1,2,3 emissions* by 35% per FTE	2020
	Reduce emissions intensity from energy consumption by 30% per FTE	2020
	Procure 90% 'green' electricity (where management is under our direct control)	2013
	Procure 100% 'green' electricity (where management is under our direct control)	2020
	Generate 40% electricity from renewable sources	2020
	Reduce travel-related GHG emissions by 25% per FTE	2020
	Reduce quantities of waste production by 20% per FTE	2020
	Send zero waste to landfill across our estate (where management is under our direct control)	2020
	Reduce potable water consumption by 20% per FTE	2020
	Reduce paper consumption by 20%	2020
	To work closely with at least 20 of our key suppliers to actively help them improve their own sustainability performance	June 2013
	All of our service providers with staff working on Deloitte sites will have agreed to pay their employees in line with UK Living Wage initiative	June 2013
	We will maintain our total community contribution at the same level in FY13	June 2013

Over the coming year we will continue to develop additional goals and targets across our business for both the short and longer term, which we will publish in next year's report.

* We measure our carbon footprint using the GHG Protocol methodology. Scope 1 refers to all direct GHG emissions, in which we include gas consumption; generator fuel; fugitive refrigerant emissions and our owned vehicle fleet. Scope 2 are indirect GHG emissions from our consumption of purchased electricity, heat or steam within our buildings; and Scope 3 are all other indirect emissions that we feel are significant to our operations, including reimbursed private cars; rental cars; air travel; rail travel; bus travel; taxi travel; hotel stays and waste disposal.

About this report

Scope of report

This report covers the UK impact of Deloitte during the period from 1 June 2011 to 31 May 2012.

Deloitte refers to Deloitte LLP, the United Kingdom member firm of Deloitte Touche Tohmatsu Limited ("DTTL"), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

The principal activities of Deloitte are the provision of audit, tax, consulting and corporate finance services in the United Kingdom, the Channel Islands and Isle of Man. These services are also provided in Switzerland by subsidiaries of Deloitte but the Swiss impact is outside the scope of this report. We will start measuring our contribution and impact in Switzerland over the next financial year.

At the end of May 2012, Deloitte employed over 12,650 people in the UK across 23 towns and cities. We serve businesses of all shapes and sizes, including large multinational companies and public enterprises, as well as numerous owner-managed small and medium-sized companies.

Please see the full report at www.deloitte.co.uk/impact for further information on:

- Basis of Reporting
- Materiality and Stakeholder Engagement processes
- Our Standards and Assurance
- Global Reporting Initiative – Index and Table

Feedback

We welcome your comments and feedback on our first impact report. There are opportunities to provide feedback throughout the report website or to comment on particular sections or topics.

In addition, if you wish to feedback more broadly on the report or on what we are aiming to achieve in the short and longer term, please email your thoughts to ukdeloitteimpact@deloitte.co.uk



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