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Impact 2015

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Foreword by David Sproul

Senior Partner and Chief Executive

Foreword by David Sproul



Our purpose is to make an impact that matters: for our clients, our people and society. Our impact is shaped by the work we do in providing trust and confidence; in supporting growth and competitiveness; and in building skills. Engrained in all our work is our commitment to being a responsible business.

Providing trust

Maintaining trust and confidence in the capital markets, their institutions and in our public sector are all fundamental to a strong and stable economy and society. The work of our auditors ensures transparent and accurate financial reporting that helps foster confidence in the capital markets and encourages investment. Such transparency is also demanded by the public in the way companies report their tax. We help businesses and individuals interpret the largest and most complex tax code in the world and pay the tax on which our country depends.

Part of building trust in business also involves working with key public sector institutions to help address the complex issues and the needs of our country. Our work has spanned health and social care as well as the education sector.



Deloitte UK signed
external audit reports for
16,127
entities in FY15

We contributed

£1



Supporting growth

We encourage investment in the UK, supporting companies in their domestic and international growth ambitions and in turn contributing to our country's economic prosperity. There are many examples of how our work has had an impact this year, including advising the first new UK high street bank in over 100 years on its retail branch strategy, developing a new digital quarter in the former Olympic Park in east London and working with a Premiership rugby club to turn masses of player data into meaningful intelligence. We are also supporting the next generation of social enterprises, working with them on a range of projects, from improving the wellbeing of the elderly to funding care for abandoned children.



Over the last year we have provided **charitable organisations** and **social enterprises** with

13,458 Hours

of **pro bono services**

Building skills

Providing quality services that support our clients' growth and success requires exceptional skills and talent. Over FY15, we have invested £28.5 million in our people's learning and development, offering over one million hours of training to make sure our people are equipped with the knowledge to best serve our clients. We recognise the importance of diversity of thought and talent and are instilling a culture that allows everyone to be themselves and thrive, develop and succeed. We have launched several initiatives to help us provide an inclusive working environment with respect at its core, and have put in place programmes to address the issue of gender diversity at leadership levels.

Our talent pool grew by

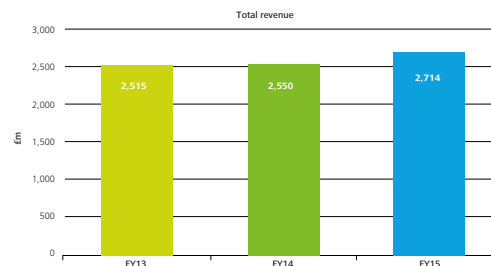
6.7%

to

14,278

partners and staff during FY15

Data reflects our impact on the UK labour market and excludes CH.



Outlook

I am proud of what we have achieved in FY15 and excited about the opportunities that lie ahead. Our people will continue to play an important role in helping clients realise their objectives and plan for the future. We will keep investing to innovate and improve our services, working ever closer with other Deloitte member firms to make sure we serve clients and the capital markets seamlessly across the globe: making an impact that matters for our clients, our people and society.

David Sproul,
Senior Partner and Chief Executive

Providing trust and confidence

We contribute to society by providing trust and confidence in the capital markets – delivering high-quality audits and ensuring integrity and transparency in our tax work. Trust in public institutions is an important ingredient for a prosperous society, and we work with the public sector to help it adapt to a changing economic and political environment.



Providing trust and confidence

The audit market in FY15

FY15 has seen another year of transformation in the UK audit market as firms adjust to regulatory reforms on tendering. Since October 2012, when the Financial Reporting Council (FRC) rules came into effect, 72 of Britain's largest 350 companies have put their tender out to market, including 30 in the FTSE 100. Audit is a core part of our business, and during this period of market change we have continued to play a significant role in helping the investor community and the wider capital markets navigate regulatory, economic and commercial challenges.

The hidden value of audit

Audit provides the bedrock of trust and confidence for our capital markets, but a lot of the value of this audit is hidden. This hidden value relates to how audits improve the quality of financial reporting by identifying errors and changes to disclosures by companies.

One important way we do this is through fraud risk analysis using our Spotlight technology – a bespoke analytics tool that allows audit teams to look for unusual trends and anomalies within large sets of data. Spotlight can process huge numbers of journals for our audit clients, and this year we used the technology to review over one billion client journals. While the value of this level of scrutiny can never truly be measured, it helps assure annual reports are accurate, robust and of high quality.



Spotlight: Power of analytics in audit

Deloitte's audit analytics platform helps ensure high-quality auditing, even during periods of high volatility and uncertainty.

In its latest report on inspections of audit quality in the UK, the FRC found the quality of auditing is continuing to get better, though there is still room for improvement. The demand, from investors and regulators alike, for more forward-looking and insightful audits is increasing. We will continue to invest to ensure that our high standards of quality in audit are combined with an ability to innovate and provide bespoke and tailored opinions. You can see more about the FRC's Audit Quality Review, other reviews of our audit work, as well as our approach to delivering quality audits in our Audit Transparency Report.

In FY15, we issued



for the FTSE 350



PETROPAVLOVSK

Petropavlovsk: Celebrating innovation in audit

Deloitte wins award for innovation at the inaugural Investment Management Association Auditor Reporting Awards.

Fostering dialogue

Historically, the audit profession has had a reputation of being opaque and defensive towards stakeholders. We recognise the need to be more transparent, that the audit needs to constantly evolve, and that we need to listen and act on feedback from our various stakeholders. We are now providing greater transparency around the governance of our firm and also around how we decide which work we will and won't undertake. We hold an annual Stakeholder Forum that brings together a range of the firm's stakeholders, including investors, regulators, professional bodies, government, business groups and audit committee chairs, to hear from our senior leadership.

The event gives us a unique opportunity to share our perspectives on our profession, to respond candidly to questions and facilitate debate on topics such as the impact of regulatory reform, the ability of the firm to attract high calibre professionals, the future of audit and corporate reporting, our role in the tax debate and how we act in the public interest.

Our independent non-executive (INE) directors also play an important role in our commitment to improving transparency. Our three INEs, Sir Gerry Grimstone, Sir Michael Peat and Ruth Markland (appointed in April 2015), sit on our main Board of Partners and have oversight of all the public interest aspects of the firm's business – representing a shift from the more traditional partnership oversight model.

Trust and confidence in the financial system

We take our responsibility in helping to promote stability across international financial markets seriously. One of our senior banking audit partners co-chairs a global, cross-firm working group that engages extensively with organisations such as the Financial Stability Board and the Basel Committee on Banking Supervision. The working group provides insight into issues such as systemic risks in financial markets, going concern capital requirements for banks and development and governance of IT systems.

During FY15, our Portfolio Lead Advisory Service team has been working with governments and supranational bodies across Europe to assess the risks in loan portfolios of financial institutions. This work has been fundamental to supporting the restructuring and recapitalisation of international banking systems. As part of this ongoing process we are leading asset sale programmes on behalf of banks as they seek to meet increased capital adequacy requirements as well as comply with rules on state aid.



ADGM: Putting Abu Dhabi on the financial map

Deloitte has been helping Abu Dhabi create an international financial centre – the Abu Dhabi Global Market (ADGM) – as part of its economic development strategy to 2030. We've been involved from concept to creation, advising on the business case right through to building the ADGM's reputation in international markets.

Public interest and responsible tax

Tax has become an issue of public interest and concern. An increasing number of companies are seeking to say more about their tax position to help stakeholders' understanding. We have published guides – under the responsible tax banner – to help companies understand today's environment and formulate their own appropriate responses. We also financed a study by Henley Business School entitled *What stakeholders expect from corporations when it comes to paying tax: Corporate reputation and optimal tax planning*.

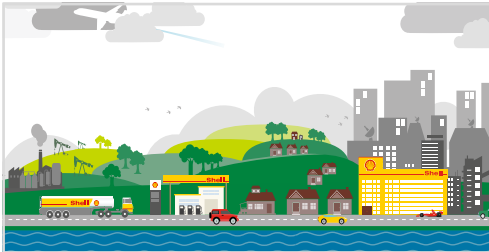
There is ongoing concern about the perceived strategies of multinationals to exploit gaps through shifting profits to low-tax locations – so-called base erosion and profit shifting (BEPS). The BEPS project, launched by the G20 in November 2012, has been examining measures to modernise international tax law and address these concerns. We have been involved in responding to requests for comment on BEPS, whether from the G20/OECD working groups or from the UK Treasury and HMRC, to ensure proposals are both appropriate and workable.

Given the potential wide-ranging impact, it is vital that all multinationals are kept abreast of these developments. We have produced briefing notes for companies and have held conferences and individual meetings with clients to help them get to grips with what BEPS means for them. Together with other Deloitte member firms, we have launched a new public resource, at www.beps.tax, to help business globally understand the implications of BEPS.

Ensuring compliance across the globe

A key focus for us this year has been helping multinationals meet their global workforce mobility compliance requirements – helping manage the many elements related to international assignments, including employer tax and social security withholding requirements and personal tax filing obligations.

We advised Royal Dutch Shell on streamlining its global performance share plan using Deloitte technology to automate and simplify tax calculations. Our work is reducing the administrative burden, improving the experience of their employees and most importantly ensuring full compliance with laws and regulations across 80 jurisdictions.



Royal Dutch Shell: Tax compliance in hours not months

Our technology is helping Shell accurately calculate taxes due on shares given to 11,000 employees, across 80 jurisdictions – all in less than 24 hours.



Llywodraeth Cymru
Welsh Government

Welsh Government: Pro bono advice on the first taxes in 800 years

The first Welsh taxes will be introduced in April 2018 and we are advising the Welsh Government to ensure leading practice in applying the new legislation.

Looking ahead: Devolved taxes

As we look ahead to 2015-16, we will need to respond to incoming tax policies from our new governments – both in Westminster and elsewhere in the UK. Tax powers are being devolved from Westminster to the Scottish Parliament, the Welsh Assembly and the Northern Ireland Assembly. We have been consulted by the regional assemblies in the UK as more powers are devolved from central government and have provided pro bono support to the Welsh Government to help it analyse the options on how best to use the devolved powers.

Over the next year, we will help companies start to implement changes arising from the new policy approaches from the BEPS project. The previous coalition government's decision to accelerate part of the implementation through a new tax – Diverted Profits Tax – has caused considerable uncertainty, and our specialists are now working with many groups to assess whether they have any potential liability.

Supporting the public sector

The need to restore the public finances has been a challenge for government and public services since 2010, requiring difficult decisions by public sector leaders. Deloitte's most recent *State of the State* report found that such decisions are likely to become tougher as the UK continues to focus on reducing its deficit. Better productivity is central to progression in the public sector, and our research showed that one percent of staff time saved through a productivity measure is worth at least £1.6 billion to the public purse.

Government productivity

Every **one per cent** of public sector staff time saved through productivity improvement is worth **£1.6 billion**.

#stateofstate



We have helped our public sector clients to save money and also come up with revenue-generating initiatives. We have focused on increasing efficiencies and productivity while trying to ensure no loss to critical public services, with our efforts being felt across local government, transport and policing.

For example, the Metropolitan Police Service asked us to implement a programme to help it address pressing gaps in performance and budget. The programme is now on target to deliver savings of nearly £200 million a year, while at the same time increasing the number of police on the street.



**METROPOLITAN
POLICE**

**Metropolitan Police:
Keeping bobbies on the beat**

"From start to finish, the team was truly exceptional and I was continually impressed with their knowledge, advice, technical abilities and their total commitment. They frequently went way above and beyond what was expected."

Michael Walsh
Chief Inspector and Design
Authority Lead, Met Police

This year, we have also been helping the Departments for Health and Education to find new ways to improve health and social care in the UK. Part of this work involves supporting government in finding innovative ways to transform children's care in the country – helping to give better life chances to young people.



**Department
for Education**

**Department for Education:
Innovating to improve social care**

We are the delivery partner for the DfE's Innovation Programme, which will spend £100 million over two years to help fund ideas that can revolutionise the way children's services are delivered.



Supporting growth and competitiveness

We are committed to supporting business and economic success through advising business leaders, promoting investment in the UK and innovating to allow clients to solve their most pressing challenges and take advantage of the best opportunities.



Supporting growth and competitiveness

A challenging business environment

Although the UK economic outlook has continued to improve in FY15, our quarterly survey of chief financial officers showed post-election uncertainty, risk of potential policy changes and a referendum on EU membership ranking among the biggest threats to UK business.

Throughout the general election and the debate on Scottish independence, we provided business leaders across the country with an impartial and informed view of the possible implications for both business and the economy. We have been an active voice in the north of England where there is a clear political will to form a regional powerhouse to create jobs and wealth for the UK as a whole. Our Northern Powerhouse campaign brings together the intelligence of the firm to shape the devolution debate across the North region.



Scottish independence: Understanding the implications

In the lead-up to Scotland's independence referendum, Deloitte brought leading local businesses together with key political decision makers from either side of the debate to discuss the implications of constitutional change on the business environment.

Championing the UK as a good investment

We work with companies seeking to enter the UK, playing an important role in strengthening trade and investment relationships. During the year, we arranged trade visits for Indian and Chinese companies looking to invest in the UK, and also held a Japan-UK exchange event with the Confederation of British Industry and Japanese Chamber of Commerce and Industry. This year, our North West practice hosted two roundtables in collaboration with the China British Business Council, where local businesses and trade bodies shared their experiences of investing in China.

Our Businesses Leading Britain (BLB) research has shown that the 1,000 fastest-growing medium-sized enterprises are major contributors to employment and wealth creation across the UK. Collectively over the past three years, they have increased revenues by £30 billion and added 182,000 jobs to their employment headcount. Our BLB research has been used by government, policymakers at a national and international level, the European Investment Bank as well as Deloitte clients to inform discussions and decision-making.



Access to Finance: Breaking the funding barrier

We are helping match small and medium-sized enterprises in Birmingham with the right sources of funding, simplifying the finance-raising process and removing the main barrier to growth.



Championing the challenger bank

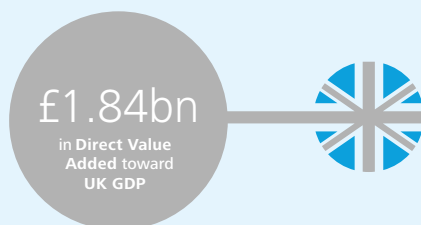
Deloitte Real Estate is supporting Metro Bank in its growth mission, achieving a significant number of planning consents for new stores to serve local communities.

The economic impact of our work – growth and job creation

Our impact on the UK economy stems from the work we do with clients, bringing together the skills and expertise across our service lines and industry groups to help them address opportunities and challenges. Through this work, we encourage investment in the UK, support companies in their ambitions to expand and export their goods and services, and have a positive impact on job creation.

This year, we helped Metro Bank – the first new UK high street bank to receive a licence in more than 100 years – to achieve a significant number of planning consents for new branches. We're supporting the bank in its mission to grow to 200 stores, creating jobs and funding local businesses. We have also been playing a big role in creating a creative and digital hub in London's Queen Elizabeth Olympic Park, advising Innovation City on its plans to attract start-up businesses to the area in a bid to create thousands of jobs and wide-ranging economic benefits for the local community.

As a firm, we contribute to UK GDP through the services we provide and also through our own recruitment programme. During FY15 we employed 14,278 people across the UK, a 6.7 percent increase on FY14, and announced plans to expand our operations in both Cardiff and Belfast. We are one of the biggest private sector employers in Wales and announced the creation of 700 new jobs at our Centre of Excellence in Cardiff. Our Belfast office is investing more than £30 million over the next five years creating a further 338 jobs across a range of services including digital and analytics as well as finance, pensions and actuarial consulting.



Our economic contribution

Our direct contribution to the UK economy in FY15 (measured by Gross Value Added) was £1.84 billion – a 3 percent increase in real terms over FY14. A significant proportion of this impact takes place outside London in the nations and regions. 37 percent of our employees are based outside the capital and their work collectively accounts for 26 percent of our direct GVA contribution in the UK. Our links to the UK economy as purchasers and employers generate even more economic activity: our estimated total employment footprint is 60,970, and this includes jobs supported in our supply chain as well as jobs supported due to consumer spending by our workforce.

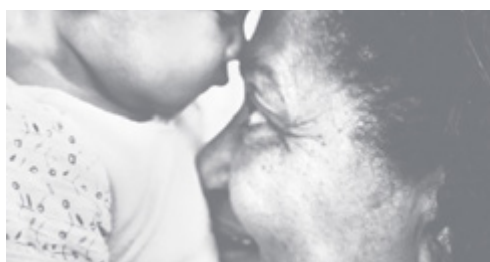


Investing in Belfast

We are contributing to Northern Ireland's economic growth and prosperity, investing £30 million to create new jobs in Belfast and working with the council to realise several regeneration initiatives across the city.

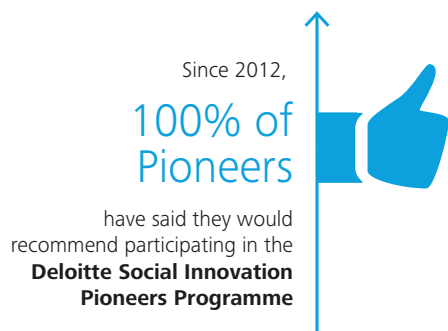
Supporting social enterprise

Every day Deloitte helps businesses to grow and develop. Our Social Innovation Pioneers programme, now in its third year, uses the skills of our people and the firm's resources to support the growth of the social enterprise sector. To date, 2,000 of our people have provided 15,000 pro bono hours to our Pioneers, helping 58 social businesses address some of their key business challenges; supporting them to grow to scale, create jobs and attract investment. The pro bono projects we have worked on this year have included strategy advice, financial planning reviews, digital support, organisational redesign, analytics and tax advice. Working with these companies has been a key factor in changing our own supply chain and procurement channels. In the tender for our Total Facilities Management contract this year we addressed areas ranging from environmental targets to ensuring the bidder's on-site workforce is paid above the London Living Wage.



From Babies with Love: Giving hope to abandoned children

Deloitte gives pro bono support to this unique social enterprise, which funds the care of orphaned and abandoned children around the world by donating 100 percent of its profits from the sale of organic baby products for infants.



"The Deloitte partnership has been absolutely stunning for accelerating our sales pipeline and unlocking deals".

Ben Allen,
Founder and CEO, Oomph!
Deloitte Social Innovation Pioneer

**The digital economy:
Responding to disruption**

Every year, we witness huge advances in technology that bring great benefits to business and consumers. Yet such changes are also causing major shifts in the UK labour market. Our London Futures research estimated that some 35 percent of jobs across the UK will be made redundant by technical advances over the next 10 to 20 years. The UK must prepare to deal with the coming changes and work to ensure that new jobs created by technology outnumber those being eliminated. The report was used to create and inform discussion and debate on dealing with this challenge.

Investing in digital and innovation is, and will remain, a core part of our business. Technology is allowing companies to collect masses of data, and the challenge is finding ways to manage this in a way that provides meaningful information. We are working across a range of sectors: from better managing our road and rail networks to avoid congestion, to helping sports teams analyse how best to form their defence and attack.

This year, we have been advising the BBC to help take it to the forefront of digital innovation. The world's largest public service broadcaster asked for our help to create an application that will allow each individual audience member to tailor the content they receive.



**BBC at the forefront
of digital innovation**

In an engagement covering analytics, data security and digital transformation, Deloitte has helped the BBC revolutionise the way it delivers content to its millions of readers, viewers and listeners. A first wave of personalised audience services will come on stream in autumn 2015, allowing individuals to tailor the content they receive as part of a world-class digital experience.

Building skills and developing future leaders

We place a huge emphasis on attracting and building the skills of an exceptional range of people from a variety of backgrounds to equip them to serve our clients and become leaders of the future, both within our firm and in the wider market.



Building skills and developing future leaders

Our impact on the UK job market

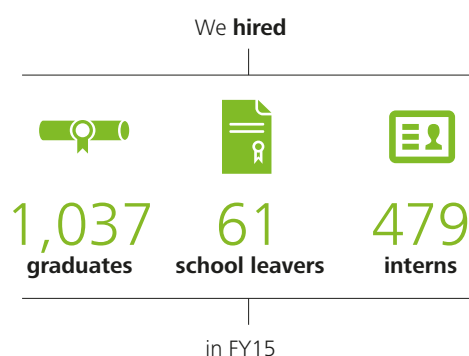
As one of the largest recruiters in the UK, we make a significant impact on the nation's job market. During FY15, we employed over 3,000 experienced hires and over 1,000 entry level recruits. We also took on 479 interns through our Industrial Placements and Summer Vacation schemes, and provided international assignment opportunities for more than 500 people. As part of our commitment to Access to Accountancy, we provided work experience for 141 young people from disadvantaged backgrounds in Birmingham and London in the summer of 2015.



We invested

£28.5m
in learning and
development

during FY15



Our commitment to learning and development adds considerable value to our people's careers and their ability to contribute to UK PLC. This year, we invested £28.5 million in learning and development and increased our investment in the Deloitte University EMEA international leadership curriculum to £1.6 million.

Responsible business:

The impact of our people

Investment in our people plays an important role in being a responsible business and supporting a sustainable society, from the work we do every day with our clients, to our outreach programmes that support the communities in which we operate. Our responsible business strategy is also a key factor in how we attract, develop and retain top talent and provide fulfilling careers for our people.

For example, Deloitte volunteers gave more than 40,000 hours of their time to community projects during FY15, and this year we have raised £1.7 million in support of a range of charities, including £913,000 for our National Charity Partners. Our support for these charities goes much further than purely fundraising; we use our expertise to help them address some of their biggest challenges, from identifying the men most at risk of prostate cancer, to working on the long-term strategy for dementia and helping Mind get its services and support out to the people who need it most.

"I'm struck by the Deloitte teams' drive to build a legacy for each project they are engaged with, whether that's kick-starting an organisation-wide interest in data or conducting market and competitor research; it's a partnership that will resonate across Mind for the foreseeable future."

Paul Farmer,
CEO, Mind



Prostate Cancer UK: Speaks to men through sport

Deloitte has been helping Prostate Cancer UK raise awareness of the disease in groups of men likely to be unaware of the risks. We developed a strategy to align the charity across a targeted range of sports, as well as formulating a plan to manage all of Prostate Cancer UK's future activities in sport.



£



This year we developed **Innovation Investments**, an internal programme to create and grow new stand-alone businesses based on the ideas of our people and backed by a budget of up to

£25m

Over

130

business ideas were submitted

Innovation Investments

We seek to encourage entrepreneurial thinking both within Deloitte and in the wider market. This year, we developed Innovation Investments, an internal programme to create and grow new stand-alone businesses based on the ideas of our people, backed by a budget of £25 million.

As well as engaging our 'internal entrepreneurs', this initiative is helping us more broadly to establish a culture of innovation within the firm – demonstrating that we are committed to acting on great ideas and that we are looking to our people for insight into new ways to support our clients. Over 130 business ideas have already been submitted from across all grades, regions and areas of the business.

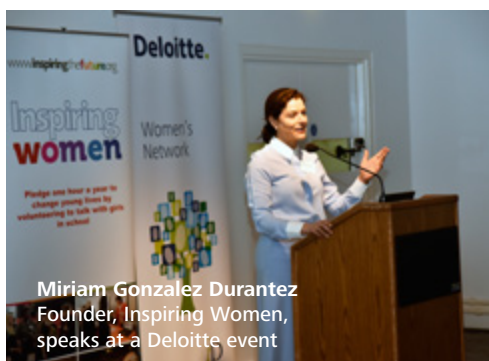
Women in leadership

Gender diversity at leadership levels remains a challenge for many businesses but there is an ever-increasing understanding of the issues that hold women back in the workplace and the ways in which we can best tackle them. While the issue of the gender pay gap has seen increasing public attention in 2015, Deloitte has been focused on this for some time. For us, the main cause of the pay gap is a gender imbalance at our more senior grades – something that we are rectifying.

Although Deloitte's gender pay difference stands at 17.8 percent (around 1.3 percent below the national figure), when looking across the organisation as a whole the pay gap between male and female employees at each grade is significantly lower at 1.5 percent. We are working to balance this, but we believe that without a representative share of female employees at senior levels within our organisation our gender pay gap will never truly be equalised.

In FY14, we set an ambition that 25 percent of our partner group would be women by 2020 and 30 percent by 2030. In support of this ambition, we implemented a range of initiatives to increase the number of women we recruit (at both an entry and experienced-hire level) ensuring that development opportunities are clear, relevant and bespoke to the individual, as well as providing a working environment that enables women to balance a successful career with family life.

For example, we launched a return-to-work placement programme designed to help women who have been out of the workforce for more than three years to return to work. We also introduced the Working Parents' Transition Programme to provide coaching for those returning from maternity, paternity, and adoption leave. This helps individuals and team leaders manage the transition into parenthood alongside challenging career choices.



Miriam Gonzalez Durantez
Founder, Inspiring Women,
speaks at a Deloitte event

Inspiring Women: Improving the gender balance

We're working to achieve greater gender diversity in our firm by combining agile working with mentoring, career coaching and cultural change as well as recognising the importance of female role models.

Attracting and retaining the best talent: Our culture

Our working culture is a significant factor in our ability to attract and retain the very best talent. This year, we have focused particularly on helping our employees to work in an agile way.

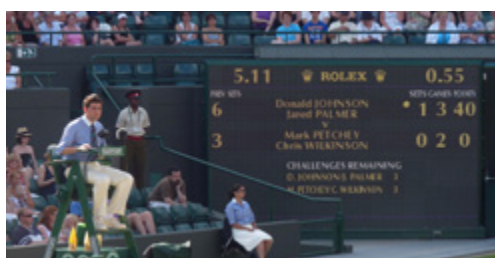
Through WorkAgility we provide our people with choice around when, where and how to work. WorkAgility is founded on three key principles: trust and respect, open and honest communication, and judging on output – rather than presenteeism.

WorkAgility includes our Time Out scheme, which enables employees to take a four-week block of unpaid leave each year, at a time that suits both them and the business. Time Out received a special award for Innovation in Engagement Practice at The Sunday Times Best Companies to Work For 2015 awards, and Deloitte was placed in the 25 Best Big Companies to Work For list. Time Out also received the Best for Innovation Award at the 2015 Top Employers for Working Families Special Awards.

People Engagement Survey 2014

We run a biennial survey to measure our people's engagement to the firm and their role. It seeks to identify those areas where we are delivering what our people expect and also what we could do better.

Our latest survey showed high performance in the areas of client service, integrity and learning and development, but there was also a reduction in our overall engagement index score from our 2012 survey (a drop from 72 percent to 65 percent). Our people told us in particular that they would like to see greater recognition for the work they do, greater transparency around the way they are rewarded, and a better connection between the work they do and the firm's strategy. We are using the results to provide insight into what actions we can take to improve the experience of working at Deloitte.



Game, Set, Time Out

Alex Bosshardt, a manager in our Sports Business Group, took advantage of Time Out to officiate at Wimbledon.

Respect and inclusion at Deloitte

This year, we have made significant advances in our respect and inclusion agenda, including running workshops for all partners to increase awareness of gender and diversity issues and the importance of a respectful and inclusive working environment.

We created a short film – entitled ‘Ask Yourself...’ – aimed at helping everyone at Deloitte think about their personal responsibility to address unconscious bias, treat people with respect and judge them on the value they bring.



Developing skills to support social mobility

Employability and skills development are issues close to our heart, as well as being strongly aligned to our core business. Our Deloitte Access programme raises aspiration, supports achievement and provides opportunities for students in low-income communities. The programme sees Deloitte volunteers run workshops that help young people build employability skills, such as CV writing, interviewing and presentation techniques. The workshops also cover innovation and running a business as well as teaching them about working in, and leading, teams.

In collaboration with Teach First, a not-for-profit organisation that aims to end inequality in education, we have engaged over 1,000 Deloitte volunteers to support more than 3,000 students. Through this programme we are working with 14 schools from across the UK.



Deloitte Access: Inspiring ambition

Stephen Curran, Head Teacher of Tong High School describes the relationship with the Deloitte Leeds office as: “By far the strongest and most exciting partnership I have been involved in, providing the opportunity to innovate and drive social change.”

This year we were recognised as one of 12 Social Mobility Business Compact Champions by the Department of Business Innovation & Skills for our work addressing social mobility and for hiring more young people from a variety of backgrounds into our business. We have introduced a new selection process nationally that now focuses on a candidate's future potential as much as previous achievements. As part of this recruitment process change, we are also looking for candidates with a broad set of skills, such as creativity and an innovative mindset, as well as leadership potential.



TMT Predictions Schools Challenge 2015

Deloitte Access schools from across the UK were invited to pitch their innovative business ideas to a panel of industry experts. The competition is designed to stimulate youth interest in the technology, media and telecoms sectors.

Building skills and fostering entrepreneurship

As part of our efforts to inspire the next generation of business leaders, we have worked in partnership with the London Business School (LBS) through the Deloitte Institute of Innovation and Entrepreneurship. The Institute has established an annual programme to recognise and support the efforts of LBS's emerging entrepreneurs - the Founder Awards. The founders of 11 enterprises - all final-year MBA students - won a place in the School's Incubator for a year and a package of support to help them launch their businesses. Winners in 2014/15 ranged from a mobile-only app that helps users discover and book London's best restaurants in 60 seconds, to an online marketplace where IT users can find accredited local IT experts to help them solve IT or technology-related problems.



Planned Departure: LBS Founder winner

Our London Business School Founder Awards recognise and celebrate the most promising entrepreneurs graduating from LBS. This year, we helped Planned Departure's founder develop her new business through a range of free HR, pension planning, tax, accounting and corporate finance advice.

Investing in business leaders

As part of our investment in future business leaders, we continue to support our Next Generation, Transition Labs, Deloitte Academy and Women on Boards programmes. These programmes are highly regarded by some of the UK's largest organisations and, in particular, our Next Generation Chief Finance Officer programme is regularly recommended to future CFOs by headhunters. The Next Generation programme is designed to offer clients unique insights into the CFO role and its requirements through peer networking sessions and intensive workshops. Its success has inspired us to set up programmes for chief information officers, chief procurement officers, tax directors, and most recently, chief HR officers.

The Transition Lab is a personalised and dedicated one-day workshop that helps an individual frame their priorities, assess their talent and identify different approaches to managing complex stakeholder relationships. To date, we have helped over 200 C-suite executives achieve successful transitions to new roles.

“It’s fantastic that Deloitte is investing in helping leaders prepare for bigger roles through the Next Generation programme and Transition Labs. I’ve had two people from my team participate in the Next Generation workshops and it’s been so beneficial to the way our team operates. The Transition Labs allow you to plan strategically; the facilitators get you thinking about your role with a different lens and set you up for success in the months ahead.”

Dapo Ajayi,
Chief Procurement Officer, AstraZeneca

Chairman's statement



Over the past year, we have devoted much of our Board's time to reviewing quality, integrity and trust. Essential to maintaining the trust of our clients, investors, regulators and indeed wider society is instilling an ethical culture and we have refreshed our ethics programme in FY15 to ensure our values are embedded in every aspect of the firm.

This year, we held our third annual meeting with stakeholders and we continue to do more to change the way we report our contribution and impact, including this report and our Audit Transparency Report. These are all aimed at providing greater transparency and understanding of our business.

In FY15 the Board oversaw an election process that resulted in David Sproul being re-elected as Senior Partner and Chief Executive. David began his second term as CEO on 1 June.

2015 also saw the end of my eight years as UK Chairman, and I am delighted to welcome Nick Owen who took up the role on 1 June. Initially a partner in Deloitte's audit business, Nick then went on to lead the firm's private sector consulting team. He has over 29 years' experience, predominantly in the private sector working with energy, media, telecommunications, consumer and life science businesses.

I am pleased to have been elected as Global Chairman of the Board of DTL for the next four years. The UK firm has continued to invest in strengthening the Deloitte network of member firms, both financially and through the time committed by people and partners to serve our clients in a truly global way. For example, 40 of our partners are now in global leadership roles, and in FY15 we had more than 250 partners and staff on secondment overseas. Helping to make our global network better is a priority for our firm in the UK as is delivering consistent high quality in all that we do.

When I was elected for the position as UK Chairman in 2006, the world was in a very different place. Business confidence was high, the M&A market was very active and trust in business was at reasonable levels. Since then, we have experienced a global financial crisis, a deep recession and trust in big business has fallen to levels not seen since the 1970s.

We have worked hard with our clients, our people, our regulators and other stakeholders to help rebuild some of that lost trust. For example, we appointed our independent non-executives to our main Board (as well as to the Public Interest Oversight Committee) to give views on all aspects of our firm's activities; we were the first firm to prepare long-form audit reports; and we have worked with our clients, government and others to inform the heated debate on tax and multinational corporations with the aim of improving international tax frameworks.

However, we are mindful that the world has changed post 2007/08, and the bar of expectation for a firm such as ours is being raised all the time. We are ready to jump that bit higher every year and, to that end, please do let us know if there are matters you would like to see covered in this report. We will do our best to feature them in future years.

A handwritten signature in black ink, reading 'David Cruickshank'.

David Cruickshank,
Chairman Deloitte UK during FY15

Case studies

You can access all of these case studies at www.deloitte.co.uk/impact/case-studies

Providing trust and confidence



Abu Dhabi Global Market



Credit Centre of Excellence



Department for Education



Doncaster Children's Services Trust



GAAP



Hampshire County Council



Herts Valley CCG



Integrated Reporting



Metropolitan Police Service



Ministry of Defence



Northern Ireland Executive



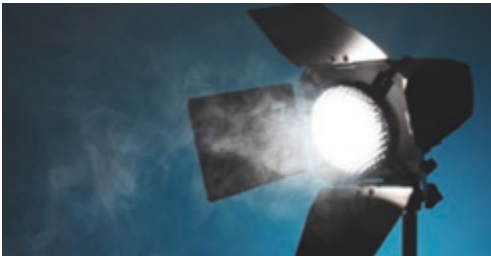
Palace of Westminster



Petropavlovsk



Royal Dutch Shell



Spotlight analytics tool



Tech Camp: Anti-modern slavery



Welsh Government

Supporting growth and competitiveness



Access to Finance



BBC



From Babies with Love



Investing in Belfast



Harlequins



Here East



IKEA



Metro Bank



Oomph!



Planned Departure



Rolls-Royce



Scottish Independence Referendum



The Gherkin



Transport for London

Building skills and developing future leaders



Alzheimer's Society



BeyondMe



CSV Citywise



Deloitte Access



Deloitte Military Transition and Talent



Game, Set, Time-Out



GLOBE



Inspiring Women



IT's not just for the boys



Mind



Deloitte Parasport



Powerlist Foundation



Tornado pilot to risk consultant



Prostate Cancer UK



Respect and Inclusion



Strategic Finance Leaders Programme



TMT Predictions



Women on Boards

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