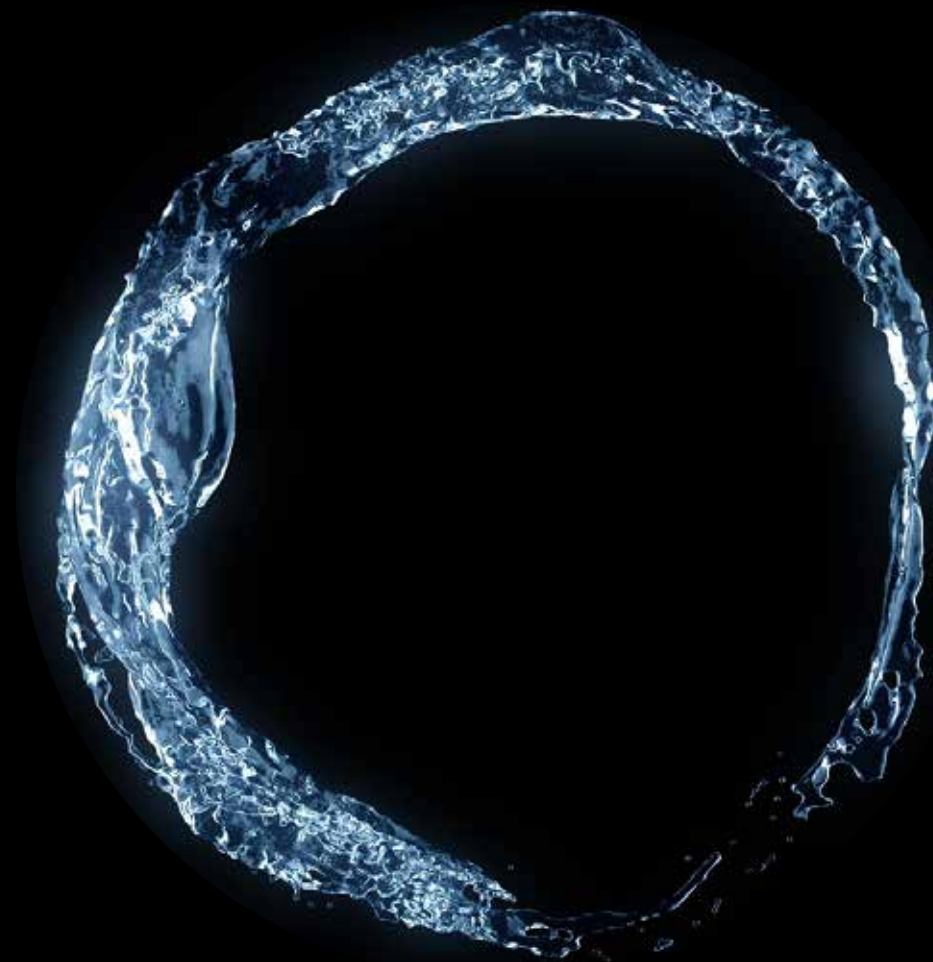


Deloitte.



Deloitte Belgium
2017 Impact Report
FY2017 Performance metrics

FY2017 Deloitte performance metrics

REVENUE	FY 2017	FY 2016	FY 2015
Revenue	€ Million		
Total revenue	480	432	390
Revenue growth	Percentage growth in €		
Revenue growth	11,1%	10,8%	5,4%
By business unit			
Accountancy	88	82	77
Audit	65	105	100
Risk Advisory	58		
Consulting	122	105	84
Financial Advisory Services	16	15	13
Legal	131	125	116
Tax			
By industry			
Consumer and Industrial Products	41%	41%	40%
Energy & Resources	6%	6%	5%
Financial Services	18%	17%	17%
Life Sciences and Health Care	12%	14%	14%
Public Sector	8%	9%	10%
Technology, Media & Telecommunications	11%	10%	12%
Other	4%	3%	2%
TALENT			
Workforce (headcount)	3.487	3.254	2.896
By level			
Partners and principles	418	404	372

Professional staff	1.898	1.764	1.623
Junior staff	1.171	1.086	901
By business unit			
Accountancy	728	683	646
Audit	395	374	368
Risk Advisory	400	359	303
Consulting	819	684	548
Deloitte Services	284	271	234
Financial Advisory Services	78	84	71
Legal	151	177	156
Tax	632	622	570
Gender Balance: percentage of women to men			
Overall	44%	45%	45%
Partners, principals and directors	21%	20%	21%
Professional staff	46%	48%	47%
Junior staff	48%	49%	51%
By employment type			
Percentage of workers who are not employees	16%	15%	15%
Percentage of total employees covered by collective bargaining agreements	84%	85%	85%
By age			
Percentage of overall employees below 30 years old	53%	48%	49%
Percentage of overall employees between 30 and 49 years old	41%	45%	43%
Percentage of overall employees 50 years old and above	6%	8%	8%
Turnover			
Turnover rate	19%	17%	20%
By business unit			
Accountancy	19%	17%	16%

Audit	21%	18%	21%
Risk Advisory	18%	21%	20%
Consulting	17%	17%	21%
Deloitte Services	9%	12%	15%
Financial Advisory Services	24%	22%	25%
Legal	24%	10%	21%
Tax	20%	16%	20%
By gender			
Male	17%	17%	19%
Female	20%	16%	20%
New hires			
Total new hires	923	897	686
Total new hire rate	26%	28%	24%
By level			
New partners and principals	22	18	18
New managers	89	87	57
New staff	218	189	139
New junior staff	594	603	472
By business unit			
Accountancy	183	153	106
Audit	112	89	95
Risk Advisory	117	115	69
Consulting	260	236	155
Deloitte Services	51	71	53
Financial Advisory Services	25	28	18
Legal	26	39	59
Tax	149	166	131

By gender			
Percentage of women among new hires	45%	45%	44%
Percentage of men among new hires	55%	55%	56%
LEARNING			
Hours of training per headcount	46	46	43
By business unit			
Accountancy	31	20	54
Audit	120	111	46
Risk Advisory	37	42	33
Consulting	47	50	51
Deloitte Services	8	12	11
Financial Advisory Services	34	33	18
Legal	29	30	28
Tax	45	54	44
RECRUITING			
Total # RMS applications	18.000	not available*	not available*
Average # applicants per position	21	not available*	not available*
Number of internships	175	138	127
SOCIETAL IMPACT			
Community Investments (in EURO)			
Community investments	671.016	628.642	685.153
By source (In EURO)			
Total Donations	273.316	341.490	308.613
Foundation Donations	268.316	296.490	303.613
Partner & DTTL Employee Donations	-	40.000	-
Costs for Managing Community Investment Programs	66.440	72.000	54.300
Total Value of Volunteer and Pro Bono Work	331.260	215.152	322.240

Member Firm Pro Bono Work	163.900	146.992	126.000
Skills-Based Volunteering	167.360	68.160	196.240
Traditional Volunteering	-	-	-
By contribution area			
Education and Skills-Based Organizations	35%	55%	37%
Value of the Pro Bono and Skills-Based Volunteering as Percentage of Value of all Volunteering and Pro Bono Work	65%	45%	63%
Hours of Community Investment			
Total hours of volunteer and pro bono work DTTL people	3.582	2.224	3.490
Member Firm Pro Bono Work	1.490	1.372	2.230
Skills-Based Volunteering	2.092	852	1.260
Traditional Volunteering	-	-	-
ENVIRONMENTAL SUSTAINABILITY			
Greenhouse Gas emissions (in kg)			
GHG	14.954.995	13.913.313	13.100.038
By source			
Buildings: Electricity	2.814	10.452	-
Buildings: Other Sources	922.835	1.299.353	1.358.249
Business Travel: Air Travel	3.225.627	2.803.096	2.572.008
Business Travel: Firm Fleet	9.681.028	9.537.062	8.908.447
Business Travel: Other Sources	1.122.691	263.350	261.334
By GHG protocol type			
Scope 1: Direct GHG	10.603.863	10.449.273	10.266.695
Scope 2: Electricity Indirect	2.814	10.452	-
Scope 3: Other Indirect GHG	4.348.318	3.453.588	2.833.343
By intensity measures			
GHG per headcount	4.289	4.276	4.523

Energy usage (kWh)			
Purchased Electricity in DTTL Facilities	7,855,434	7,060,432	6,752,359
Direct energy consumption by primary energy source			
Natural Gas (kWh)	4,395,759	6,279,989	5,867,334
Diesel Fuel (kWh)	36,954,670	35,027,900	33,875,090
Gasoline (kWh)	417,294	421,053	394,955
Indirect energy consumption by primary energy source			
Purchased Grey Electricity (kWh)	14,357	53,328	-
Purchased Renewable Energy (kWh)	7,841,077	7,007,104	6,752,359
Material usage			
Paper Usage	101,490	192,270	223,307
% of recycled input materials	0%	0%	0%

* These metrics could not be captured for fiscal year 2016 and 2017. Due to a change in the recruitment system the data extracted would not be an accurate representation of FY15 and FY16 in terms of applications.

Contact us

beinfo@deloitte.com

Learn more

impact-report.deloitte.be

Stay connected



Deloitte.

"Deloitte," "we," "us" and "our" refer to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries and territories serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 264,000 people make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms or their related entities (collectively, the "Deloitte network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2018. For information, contact Deloitte Touche Tohmatsu Limited.