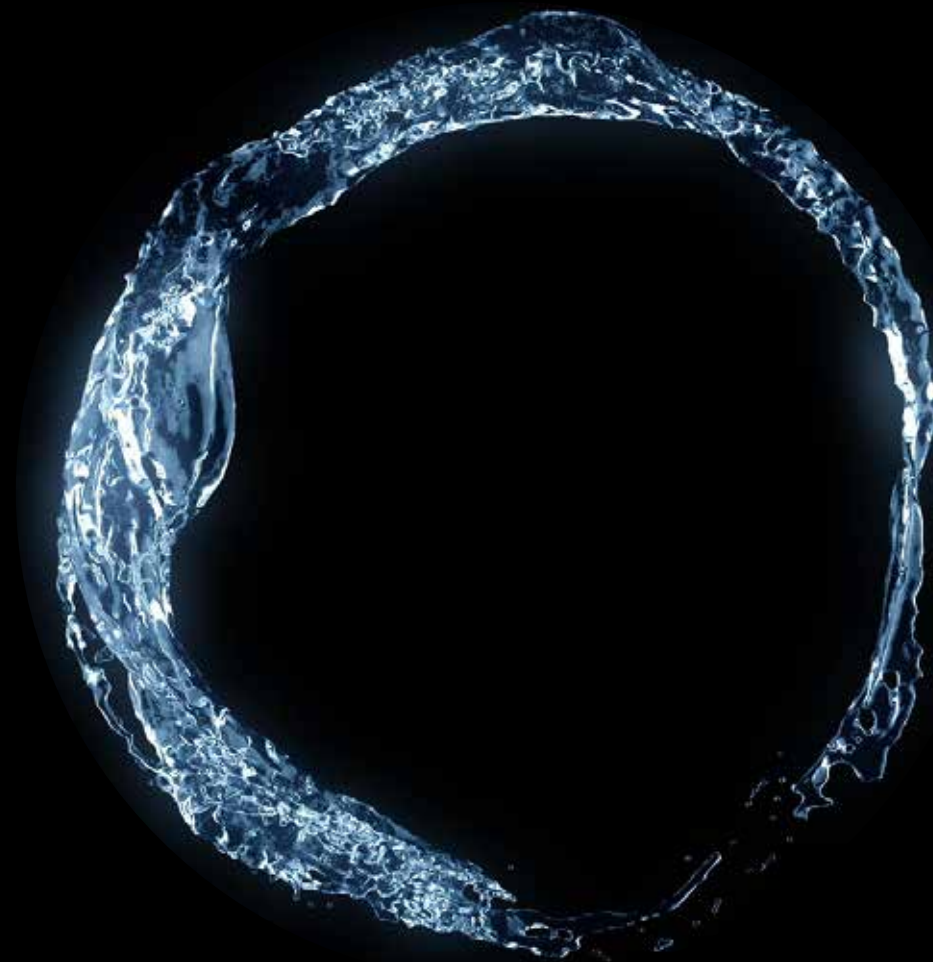


**Deloitte.**



**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
<b>By business unit</b>			
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
<b>Gender Balance: percentage of women to men</b>			
Overall	44%	45%	45%
Partners, principals and directors	21%	20%	21%
Professional staff	46%	48%	47%
Junior staff	48%	49%	51%
<b>By employment type</b>			
Percentage of workers who are not employees	16%	15%	15%
Percentage of total employees covered by collective bargaining agreements	84%	85%	85%
<b>By age</b>			
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%
<b>Turnover</b>			
Turnover rate	19%	17%	20%
<b>By business unit</b>			
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%
<b>By gender</b>			
Male	17%	17%	19%
Female	20%	16%	20%
<b>New hires</b>			
Total new hires	923	897	686
Total new hire rate	26%	28%	24%
<b>By level</b>			
New partners and principals	22	18	18
New managers	89	87	57
New staff	218	189	139
New junior staff	594	603	472
<b>By business unit</b>			
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

<b>By gender</b>			
Percentage of women among new hires	45%	45%	44%
Percentage of men among new hires	55%	55%	56%
<b>LEARNING</b>			
Hours of training per headcount	46	46	43
<b>By business unit</b>			
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
<b>RECRUITING</b>			
Total # RMS applications	18.000	not available*	not available*
Average # applicants per position	21	not available*	not available*
Number of internships	175	138	127
<b>SOCIETAL IMPACT</b>			
<b>Community Investments (in EURO)</b>			
Community investments	671.016	628.642	685.153
<b>By source (In EURO)</b>			
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	-	-	-
<b>By contribution area</b>			
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%
<b>Hours of Community Investment</b>			
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	-	-	-
<b>ENVIRONMENTAL SUSTAINABILITY</b>			
<b>Greenhouse Gas emissions (in kg)</b>			
GHG	14.954.995	13.913.313	13.100.038
<b>By source</b>			
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
<b>By GHG protocol type</b>			
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
<b>By intensity measures</b>			
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.

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