



**Are you ready for Industry 4.0?**  
FY2017 Performance metrics

# FY2017 Deloitte performance metrics

All metrics shown below reflect aggregate performance across the Deloitte network except where otherwise noted.

REVENUE	FY2017	FY2016	FY2015
Revenue	US\$ Billion		
Revenue	38.8	36.8	35.2
Revenue growth	Percentage growth in US Dollars/Local currency		
Revenue growth	5.5%/7.1%	4.4%/9.5%	2.9%/7.6%
By business area			
Audit & Assurance	9.4	9.4	9.8
Consulting	14.3	13.1	12.2
Financial Advisory	3.4	3.3	3.1
Risk Advisory	4.5	4.1	3.5
Tax & Legal (1)	7.3	6.9	6.7
By region			
Americas	20.4	19.3	18.3
Europe/Middle East/Africa	12.5	12.3	11.9
Asia Pacific	5.8	5.2	5.0
By industry			
Consumer and Industrial Products	12.2	11.3	11.0
Energy & Resources	2.7	2.8	3.1
Financial Services	10.7	10.3	9.5
Life Sciences & Health Care	3.7	3.5	3.2
Public Sector	5.1	4.8	4.4
Technology, Media & Telecommunications	4.5	4.1	3.9
TALENT			
Workforce	263,924	244,445	225,351
By level			
Partners and principals (2)	11,378	11,122	10,601

<b>TALENT</b>	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
Professional staff	209,234	193,199	176,935
Administrative staff	43,311	40,124	37,815
<b>By region</b>			
Americas	115,387	107,942	99,398
Europe/Middle East/Africa	93,408	86,574	79,925
Asia Pacific	55,129	49,929	46,028
<b>Talent by gender</b>			
<b>By region and gender—male</b>			
Overall	147,256	135,577	125,666
Americas	65,427	61,076	56,555
Europe/Middle East/Africa	51,849	47,479	44,020
Asia Pacific	29,980	27,022	25,092
<b>By region and gender—female</b>			
Overall	116,668	108,868	99,685
Americas	49,960	46,866	42,843
Europe/Middle East/Africa	41,559	39,095	35,905
Asia Pacific	25,149	22,907	20,936
<b>Percentages of women</b>			
Overall	44%	45%	44%
Among partners, principals, and directors (2) (3)	22%	22%	21%
Among managers (3)	35%	35%	35%
Among new hires	45%	46%	45%
Among new partners, principals, and director admissions (2) (3)	26%	24%	25%
<b>Percentages of women in leadership and governance bodies</b>			
On Deloitte Global's Board of Directors	16%	16%	9%
On Deloitte Global's Executive Committee	22%	22%	13%
<b>Turnover</b>			
Turnover rate	20%	21%	21%

<b>TALENT</b>	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
<b>Rate by region</b>			
Americas	18%	18%	19%
Europe/Middle East/Africa	20%	23%	21%
Asia Pacific	23%	23%	25%
<b>Rate by gender</b>			
Male	19%	20%	20%
Female	20%	21%	22%
<b>New hires</b>			
Total new hires	69,878	71,752	62,000
Total new hire rate (5)	26%	29%	28%
<b>By region</b>			
Americas new hires	27,323	28,142	25,514
Americas new hire rate (5)	24%	26%	26%
Europe/Middle East/Africa new hires	25,328	28,382	22,770
Europe/Middle East/Africa new hire rate (5)	27%	33%	28%
Asia Pacific new hires	17,227	15,228	13,716
Asia Pacific new hire rate (5)	31%	30%	30%
<b>By level</b>			
New partners and principals (2)	350	395	337
New managers	6,840	7,452	6,263
New staff	54,671	55,302	47,985
New administrative staff	8,017	8,603	7,415
<b>LEARNING</b>			
Hours of training per full-time Deloitte employee (6)	49	51	50
<b>RECRUITING</b>			
Total number of RMS (Recruitment and Mobility System) applications	2,217,000	2,100,000	1,900,000
Average number of applicants per open position	51	53	49
Number of internships	17,000	19,000	16,000

<b>SOCIETAL IMPACT</b>	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
Percentage of workforce covered by reported data. Extrapolations have not been made.	99%	98%	97%
<b>Monetary value of community investments</b>	<b>US\$ million</b>		
Community investments	204.1	230.5	212.7
<b>By source</b>			
Total donations	70.9	75.9	77.6
Foundation donations (monetary and in-kind)	44.9	48.3	47.5
Donations by Deloitte people (to member firm-supported organizations and fundraisers)	26.0	27.6	30.2
Costs for managing community investment programs	13.1	12.9	11.9
Total value of volunteer and pro bono work by Deloitte people	120.1	141.7	123.3
Member firm pro bono work	44.4	64.7	48.4
Skills-based volunteering	42.0	39.0	45.2
Traditional volunteering	33.7	38.0	29.7
<b>By contribution area</b>			
Contributions toward education and skills-building organizations	35%	31%	24%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	72%	73%	76%
<b>Hours of community investments</b>	<b>Thousand hours</b>		
Total hours of volunteer and pro bono work by Deloitte people	1,219	1,325	1,168
Member firm pro bono work	338	440	343
Skills-based volunteering	466	483	496
Traditional volunteering	415	403	328
<b>ENVIRONMENTAL SUSTAINABILITY</b>			
Percentage of workforce covered by reported data. Metrics are extrapolated to cover entire workforce.	95%	95%	88%
<b>Greenhouse gas emissions</b>	<b>Metric tonnes CO<sub>2</sub>e</b>		
Greenhouse gas emissions including offsets (7) (8)	840,866	874,199	843,966
Greenhouse gas emissions excluding offsets (7) (8)	847,693	881,412	845,902

<b>ENVIRONMENTAL SUSTAINABILITY</b>	<b>FY2017</b>	<b>FY2016</b>	<b>FY2015</b>
<b>By source</b>	<b>Metric tonnes CO<sub>2</sub>e</b>		
Buildings: electricity	184,043	190,703	216,033
Buildings: other sources	12,531	10,672	13,576
Business travel: air travel (7) (8)	395,557	415,424	366,638
Business travel: other sources (9)	255,562	264,614	240,682
Offset credits	(6,827)	(7,213)	(1,936)
<b>By GHG Protocol scope</b>	<b>Metric tonnes CO<sub>2</sub>e</b>		
Scope 1: Direct greenhouse gas emissions	51,033	50,915	52,947
Scope 2: Electricity indirect greenhouse gas emissions	184,043	190,703	216,033
Scope 3: Other indirect greenhouse gas emissions (7) (8)	612,617	639,794	576,922
<b>Intensity measures</b>	<b>Metric tonnes CO<sub>2</sub>e</b>		
Greenhouse gas emissions per full-time equivalent (metric tonnes CO <sub>2</sub> e/FTE) excluding offsets (7)(8)	3.2	3.6	3.8
Greenhouse gas emissions per dollar of revenue (kg CO <sub>2</sub> e/\$000 USD) excluding offsets (7) (8)	21.8	24.0	24.0
<b>Energy usage</b>	<b>Gigawatt hour (GWh)</b>		
GWh of purchased electricity in Deloitte facilities	416	418	419
<b>Direct energy consumption by primary energy source</b>	<b>Terajoule (TJ)</b>		
TJ of natural gas	203	188	227
TJ of gasoline	204	254	270
TJ of diesel fuel	413	383	379
<b>Indirect energy consumption by primary source</b>	<b>Terajoule (TJ)</b>		
TJ of electricity	1,497	1,505	1,509
TJ of purchased renewable energy	171	118	n/a
<b>Material usage</b>	<b>Metric tonnes</b>		
Paper usage	4,508	4,417	4,950
Percent of recycled input materials used based on estimate of recycled content paper	21%	25%	26%

n/a: not available

Note: because of rounding, numbers may not tally with the total.

A detailed description of this report's boundaries and the performance measurement methods used is available in the Basis of Reporting section.

(1) Deloitte Legal" means the legal practices of Deloitte Touche Tohmatsu Limited member firms or their affiliates that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

(2) "Partners" refers to Deloitte member firm partners only.

(3) Client service personnel only.

(4) Includes new hires and promotees.

(5) Per the Global Reporting Initiative Indicator Protocol, the rate is calculated using the total Deloitte people at the end of the reporting period.

(6) Represents a lower bound for measures of learning because certain types of training are not tracked in the online learning platform.

(7) FY2015 values recalculated to allow comparability. Recalculation was done due to a change in the emission factors chosen for air travel. See [Basis of reporting](#) for details.

(8) FY2016 values recalculated to allow comparability. Recalculation was done due to a change in the emission factors chosen for air travel. See [Basis of reporting](#) for details.

(9) Includes a limited amount of emissions from employee commuting.

## Contact us

[GlobalReport@deloitte.com](mailto:GlobalReport@deloitte.com)

## Learn more

[globalreport.deloitte.com](http://globalreport.deloitte.com)

## 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](http://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](http://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.