



[Watch Global CEO Barry Salzberg share his views on how Deloitte is making an impact that matters to clients, talent, and society.](#)

From left to right: Steve Almond, Chairman of the Board of Directors, and Barry Salzberg, Global Chief Executive Officer, Deloitte Touche Tohmatsu Limited (DTTL).

We look back on Deloitte's 2014 fiscal year with pride. We achieved much and finished the year with considerable momentum.

In our [fifth consecutive year of growth](#), aggregate member firm revenue increased by 6.5 percent to record levels. We continued to see demand grow across all of our core businesses, in all regions of the world. But the leadership we have built is much more than size and numbers.

True leadership is delivering globally—the best services to the best clients, via the best people. True leadership means making an impact that matters, predicting and meeting the changing needs of clients, talent, and society as each encounters new and unprecedented challenges.

[That leadership was recognized by independent industry experts, who found Deloitte to be a global leader in a record number of fields. Just a few examples include global diversity, Business Consulting Services, Business Technology Transformation, Cyber Security, Analytics IT Consulting, and industries including Financial Services, Life Sciences & Health Care, and Public Sector.](#)

This doesn't mean we can afford to relax our pace. Facing unprecedented disruption—whether caused by exponential technology advances, digital transformation, intense regulatory scrutiny, continuing globalization, geopolitical uncertainty or economic volatility—is the new normal for our clients and for us. But we continue to stand ready to lead, guide, or advise those that depend on us through the challenges these market forces bring.

In fact, over our 169 years in the business, we have learned how to successfully turn challenges into business opportunities. It's made us who we are today—the broadest, most deeply skilled, integrated professional services organization in the market. And it's why so many of the largest, most sophisticated clients choose Deloitte to help solve their toughest challenges.

But don't just take it from us. To help you understand how Deloitte member firms continue to lead the way by bringing the full capabilities of our multidisciplinary model to impact clients, the market, and society, our 11<sup>th</sup> Global Report captures select highlights from the course of our year. This year's report is broken out into the following sections, each of which demonstrates our commitment to being the best:

- [Global leader for clients](#)—Every day, all over the world, Deloitte member firm professionals [put clients first](#) by bringing innovative ideas and solutions to their most complex challenges. At the core of our capability are [world-class leaders and professionals](#) who distinguish themselves by providing deep industry insights and local

market expertise, and are ready to solve complex problems, manage risk, and streamline processes wherever and whenever the client demands.

- [Disruption: Leading the pack](#)—By repeatedly forging new ground, whether that be in technology, exclusive alliances, or with new services, Deloitte continues to stay ahead of extraordinary disruption. "[Anticipate to succeed—leading predictive analytics](#)" and "[Connecting clients with the world's brightest minds](#)" demonstrate how we deliberately, strategically, and effectively invest in innovative ideas, services, and solutions to help our clients succeed and to disrupt before being disrupted. "[Leading cyber risk management in a smaller, more perilous world](#)" provides a view into Deloitte's cyber security work and how companies confidently turn to our global network of leading specialists to help them prepare for and prevent or manage risk, recover from attacks, and create resiliency.
- [Leading together](#)—Globalization has increased the attention on the role that business plays in society. Deloitte is at the forefront of the movement that not only measures the effect we have when going about our day-to-day work, but also how we integrate our positive impact on society into our business strategy. Just a few examples include our commitment to the UN Global Compact, leading the conversation on [impact investing](#), and strengthening relationships with organizations such as the [Social Progress Imperative](#) (SPI).

- [Leading with integrity](#)—Our 169-year history of trust and quality has built Deloitte into what it is today and both remain the cornerstones of what we do, and how we do it. Deloitte's [risk-intelligent culture](#) enables member firms to deliver excellence to clients and serve the public interest. As an [active participant in regulatory and public-policy discussions](#) around the world, Deloitte contributes to improvements that promote investor confidence, facilitate cross-border business, and support economic growth, resilience, and sustainability.

Our Global Report isn't just about reflecting on accomplishments of the past year, but about celebrating the qualities that underpin our impact—leadership, quality, trust, innovation, our shared values—now and in the future. The continued leadership that we envision for the Deloitte network means maintaining and building on these qualities as we impact clients, talent, and society.

In closing, we'd like to thank the more than 210,000 inspiring women and men of Deloitte, whose diverse perspectives and experiences have made our collective success possible.

Sincerely,

Barry Salzberg, Global Chief Executive Officer

Steve Almond, Chairman of the Board of Directors

Deloitte Touche Tohmatsu Limited (DTTL)

HOME

EXECUTIVE MESSAGE

[Global CEO & Chairman letter](#)

[Global locations](#)

[Aspiration and values](#)

[Outlook, strategy, and acquisitions](#)

GLOBAL LEADER FOR CLIENTS

DISRUPTION: LEADING THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

# Deloitte.

Named a leader in **Business Technology Transformation** by Forrester Inc.<sup>1</sup>

Ranked #1 globally in **Consulting** by Kennedy<sup>2</sup>

Named a global leader in **Business Analytics Services** by Gartner<sup>3</sup>

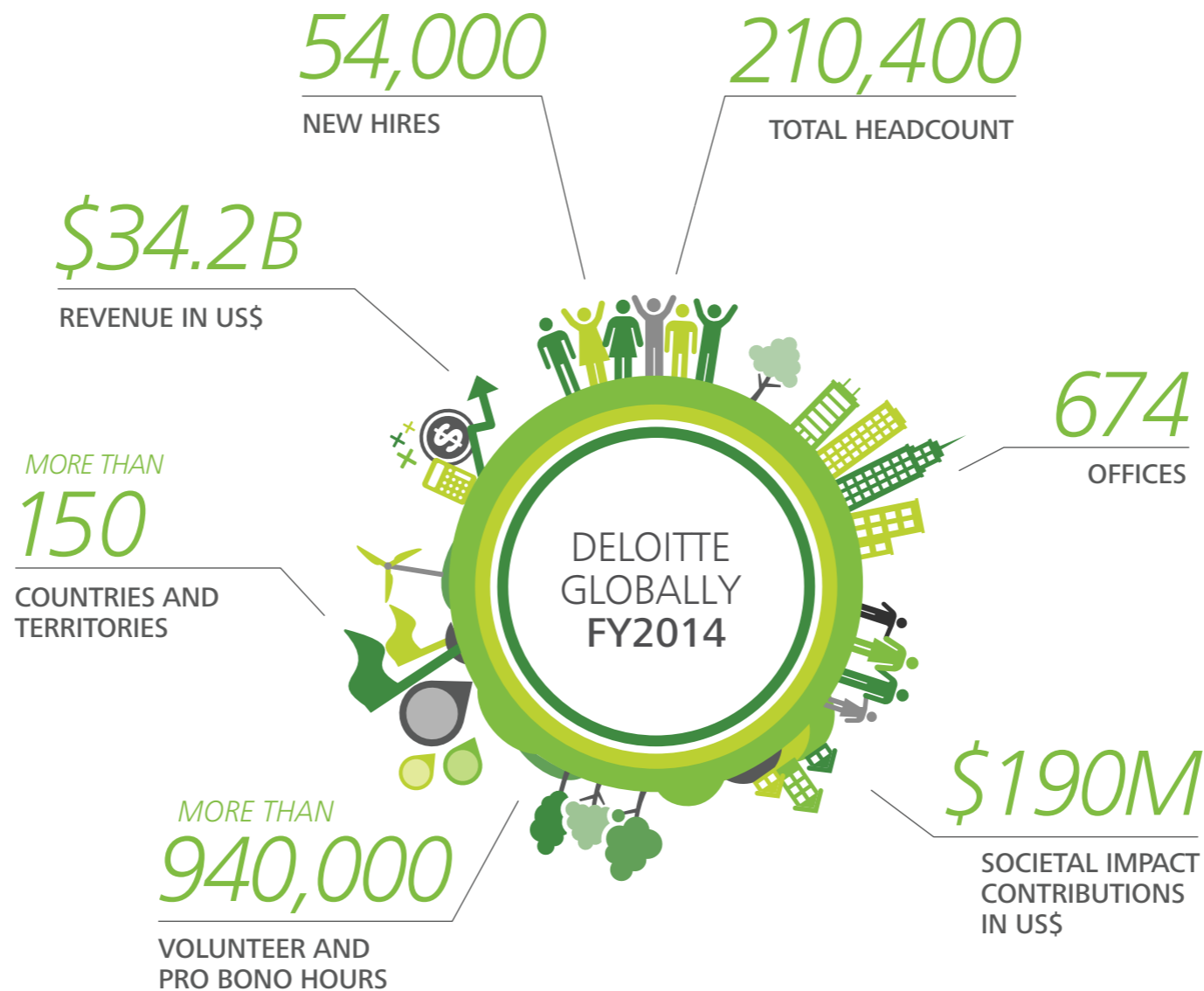
Named a global leader in **Cyber Security Consulting** by Kennedy<sup>4</sup>

Ranked #1 globally in **Life Sciences Sector Consulting** by Kennedy<sup>5</sup>

Named a leader in **Global Risk Management Consulting Services** by Gartner<sup>6</sup>

Ranked #1 globally in **Forensics & Dispute Advisory Services** by Kennedy<sup>7</sup>

Recognized for **innovative client work** by the International Tax Review



Note: All figures relate to the fiscal year ended 31 May 2014. Global figures are aggregated across DTTL and its member firms.

1 Source: Forrester Research, The Forrester Wave™: Business Technology Transformation Q3 2012, Stephanie Moore, 19 July 2012.

2 Source: Kennedy Consulting Research & Advisory; Global Consulting Market Index 2013; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

3 Source: Gartner Magic Quadrant for Business Analytics Services, Worldwide, Alex Soejarto, Neil Chandler, 17 July 2014. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

4 Source: Kennedy Consulting Research & Advisory; Cyber Security Consulting 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

5 Source: Kennedy Consulting Research & Advisory; Consulting to the Life Sciences Sector, 2012. © 2012 Kennedy Information, LLC. Reproduced under license.

6 Source: Gartner, Magic Quadrant for Global Risk Management Consulting Services, 2014. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

7 Source: Kennedy Consulting Research & Advisory; Kennedy Forensics and Dispute Advisory Services 2013. © 2013 Kennedy Information, LLC. Reproduced under license.

HOME

EXECUTIVE MESSAGE

[Global CEO & Chairman letter](#)

Global locations

Aspiration and values

Outlook, strategy, and acquisitions

GLOBAL LEADER FOR CLIENTS

DISRUPTION: LEADING THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

## REVENUES

FY2014 +6.5%

**\$34.2** US\$ B 

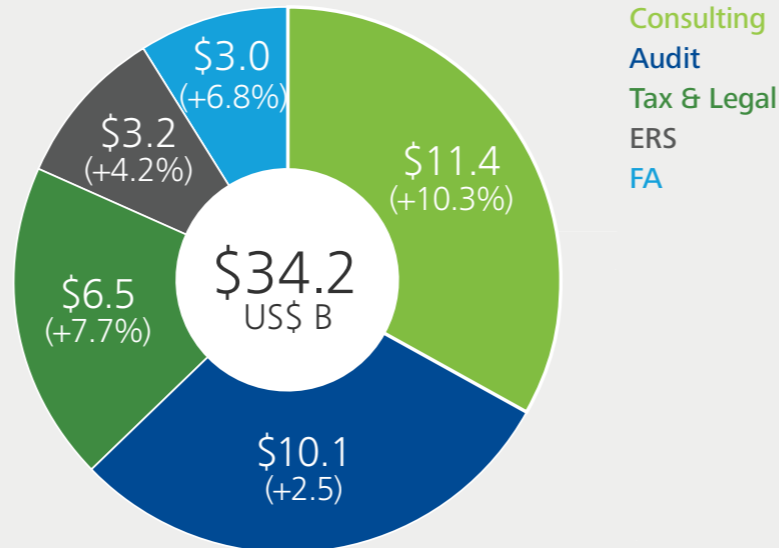
FY2013 +5.6%

**\$32.4** US\$ B

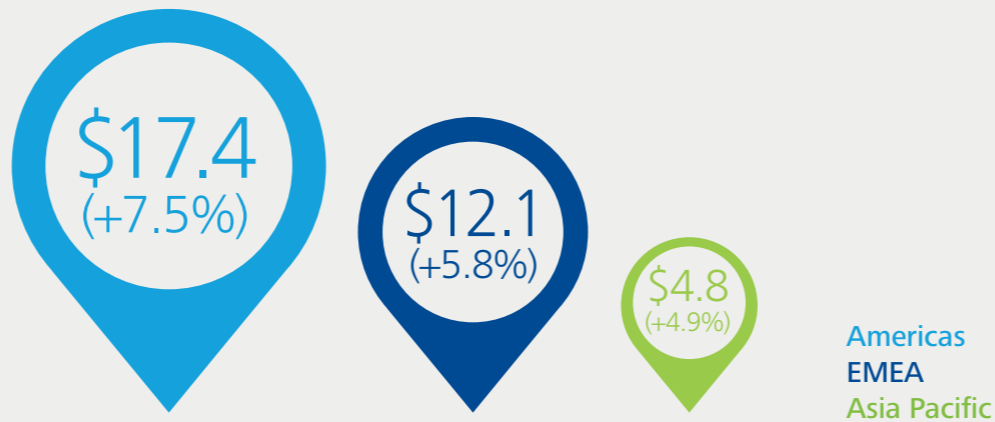
FY2012 +8.3%

**\$31.3** US\$ B

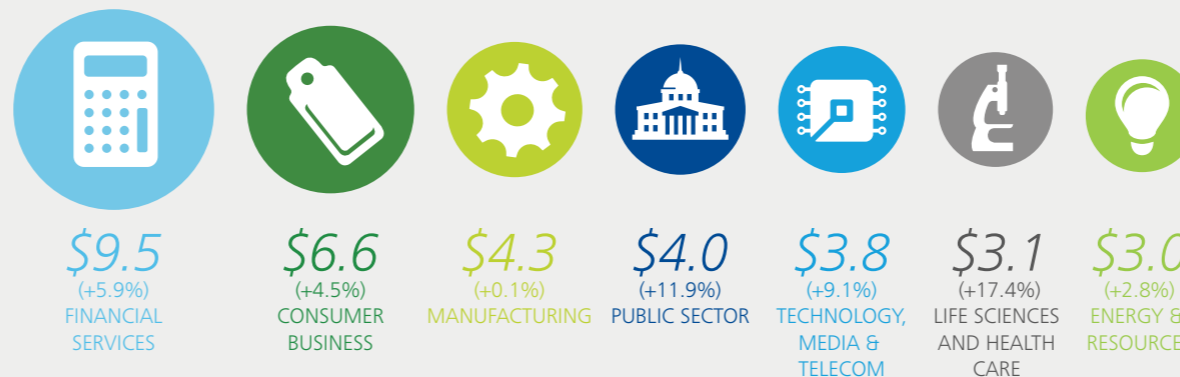
### REVENUE BY BUSINESS



### REVENUE BY REGION



### REVENUE BY INDUSTRY GROUP



Note: Percentages are year-over-year change  
 Revenue figures are in local currency, in US\$ billions. Global figures are aggregated across Deloitte member firms.  
 Because of rounding, numbers may not tally with the total.

HOME

EXECUTIVE MESSAGE

Global CEO & Chairman letter

Global locations

Aspiration and values

Outlook, strategy, and acquisitions

GLOBAL LEADER FOR CLIENTS

DISRUPTION: LEADING THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

TALENT

FY2014 +3.7%

210,400 

FY2013 +4.9%

202,885

FY2012 +6.5%

193,359

BY LEVEL

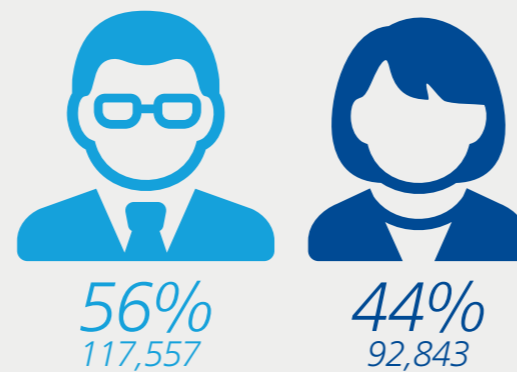
10,247  
PARTNERS AND PRINCIPALS


163,676  
PROFESSIONAL STAFF

36,478  
ADMINISTRATIVE STAFF

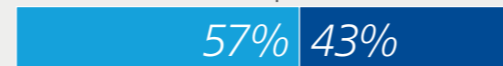


BY GENDER



 **21%**  
WOMEN AMONG  
MEMBER FIRM PARTNERS,  
PRINCIPALS, AND  
DIRECTORS

AMERICAS: 52,717 | 40,087



EMEA: 41,574 | 33,204



ASIA PACIFIC: 23,266 | 19,553



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HOME

EXECUTIVE MESSAGE

Global CEO & Chairman letter

Global locations

Aspiration and values

Outlook, strategy, and acquisitions

GLOBAL LEADER  
FOR CLIENTS

DISRUPTION: LEADING  
THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

NEW HIRES

FY2014 +26%

54,000



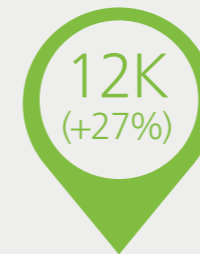
FY2013 +25%

51,405

FY2012 +27%

51,440

BY REGION



Americas  
EMEA  
Asia Pacific

BY LEVEL

257 NEW MEMBER FIRM  
PARTNERS AND PRINCIPALS

47,160 NEW  
PROFESSIONAL STAFF

6,542 NEW  
ADMINISTRATIVE STAFF



HOME

EXECUTIVE MESSAGE

Global CEO & Chairman letter

Global locations

Aspiration and values

Outlook, strategy, and acquisitions

GLOBAL LEADER  
FOR CLIENTS

DISRUPTION: LEADING  
THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

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# Global locations

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- |  |                                |                  |                          |  |
|--|--------------------------------|------------------|--------------------------|--|
| Albania                                  | Colombia                       | Iceland          | Myanmar                  | South Africa   |
| Algeria                                  | Congo (Brazzaville)            | India            | Namibia                  | Spain  |
| Andorra                                  | Costa Rica                     | Indonesia        | Netherlands              | Sweden   |
| Angola                                   | Côte d'Ivoire                  | Iraq             | New Zealand              | Switzerland  |
| Argentina                                | Croatia                        | Ireland          | Nicaragua                | Syria  |
| Armenia                                  | Curaçao                        | Isle of Man      | Nigeria                  | Taiwan   |
| Aruba                                    | Cyprus                         | Israel           | Northern Mariana Islands | Tajikistan   |
| Australia                                | Czech Republic                 | Italy            | Norway                   | Thailand   |
| Austria                                  | Democratic Republic of Congo   | Japan            | Oman                     | Timor-Leste  |
| Azerbaijan                               | Denmark                        | Jordan           | Pakistan                 | Trinidad and Tobago  |
| Bahamas                                  | Dominican Republic             | Kazakhstan       | Palau                    | Tunisia  |
| Bahrain                                  | Ecuador                        | Kenya            | Panama                   | Turkey   |
| Barbados                                 | Egypt                          | Kosovo           | Papua New Guinea         | Turkmenistan   |
| Belarus                                  | El Salvador                    | Kuwait           | Paraguay                 | U.S. Virgin Islands  |
| Belgium                                  | Equatorial Guinea              | Kyrgyzstan       | Peru                     | Uganda   |
| Benin                                    | Estonia                        | Latvia           | Philippines              | Ukraine  |
| Bermuda                                  | Ethiopia                       | Lebanon          | Poland                   | United Arab Emirates                                       |
| Bolivia                                  | Federated States of Micronesia | Libya            | Portugal                 | United Kingdom of<br>Great Britain and<br>Northern Ireland |
| Bosnia-Herzegovina                       | Finland                        | Lithuania        | Puerto Rico              | United Republic of Tanzania                                |
| Botswana                                 | France                         | Luxembourg       | Qatar                    | United States  |
| Brazil                                   | Gabon                          | Macao            | Republic of Korea        | Romania  |
| British Virgin Islands                   | Georgia                        | Macedonia        | Republic of Moldova      | Russian Federation   |
| Brunei Darussalam                        | Germany                        | Malawi           | Rwanda                   | Saudi Arabia   |
| Bulgaria                                 | Ghana                          | Malaysia         | Saudi Arabia             | Senegal  |
| Cameroon                                 | Gibraltar                      | Malta            | Saudi Arabia             | Serbia   |
| Canada                                   | Greece                         | Marshall Islands | Saudi Arabia             | Singapore  |
| Cayman Islands                           | Greenland                      | Mauritius        | Saudi Arabia             | Slovakia   |
| Chad                                     | Guam                           | Mexico           | Saudi Arabia             | Slovenia   |
| Channel Islands<br>(Jersey and Guernsey) | Guatemala                      | Mongolia         | Saudi Arabia             | Solomon Islands  |
| Chile                                    | Honduras                       | Montenegro       | Saudi Arabia             |  |
| China                                    | Hong Kong                      | Morocco          | Saudi Arabia             |  |
|  | Hungary                        | Mozambique       | Saudi Arabia             |  |

HOME

EXECUTIVE MESSAGE

Global CEO & Chairman letter

Global locations

Aspiration and values

Outlook, strategy, and acquisitions

GLOBAL LEADER FOR CLIENTS

DISRUPTION: LEADING THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

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HOME

EXECUTIVE MESSAGE

GLOBAL LEADER  
FOR CLIENTS

DISRUPTION: LEADING  
THE PACK

LEADING TOGETHER

LEADING WITH INTEGRITY

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