

**Deloitte.**

2014 *Global  
Report*

# Making an impact that matters

Executive Summary



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This year's Global Report spotlights how we are making an impact that matters. We continue to redefine ourselves and set the bar higher to continually deliver quality for clients, our people, and the society in which we operate.

Photo credit for the cover image: Oksana Rozputna, Deloitte CIS

In this report, the terms Deloitte, our, we, and us are used to refer to the Deloitte Touche Tohmatsu Limited (DTTL) network of member firms or to one or more DTTL member firms. For more information, see [www.deloitte.com/about](http://www.deloitte.com/about).

Revenue, talent, and other global figures are aggregated across Deloitte member firms. Due to rounding, numbers may not tally with the total.

[www.deloitte.com/GlobalReport](http://www.deloitte.com/GlobalReport)

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# Executive message

We are committed to being the best. Building on our network's leading capabilities, trusted reputation, multidisciplinary services, and national and international reach, Deloitte is positioned to redefine how the professional services industry serves clients and the public interest.



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

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



## Global Chief Executive Officer & Chairman of the Board letter

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



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# 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>

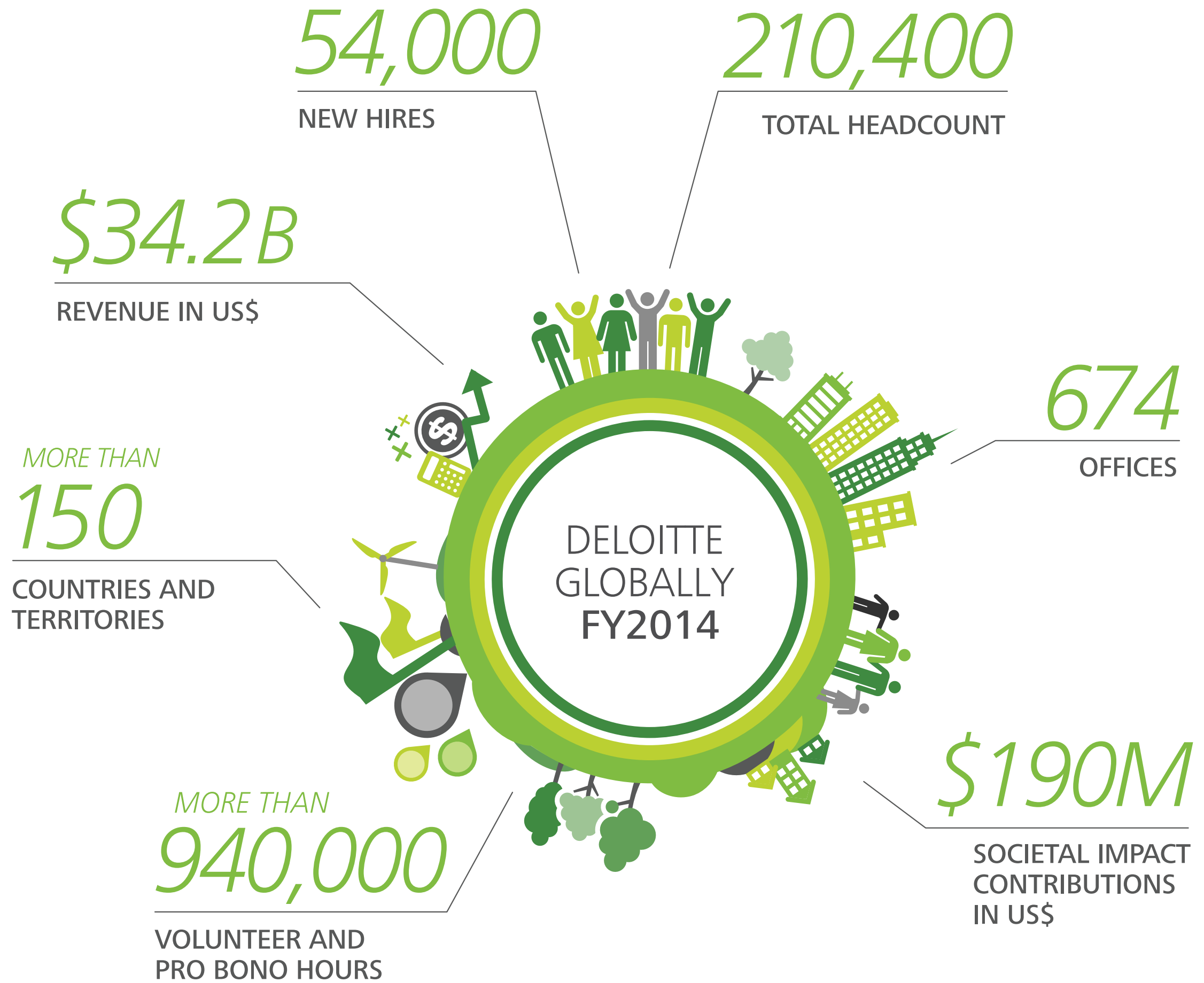
Named a global leader in **Cyber Security Consulting** by Kennedy<sup>4</sup>

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.

[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)



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## REVENUES

FY2014 +6.5%

**\$34.2** US\$ B

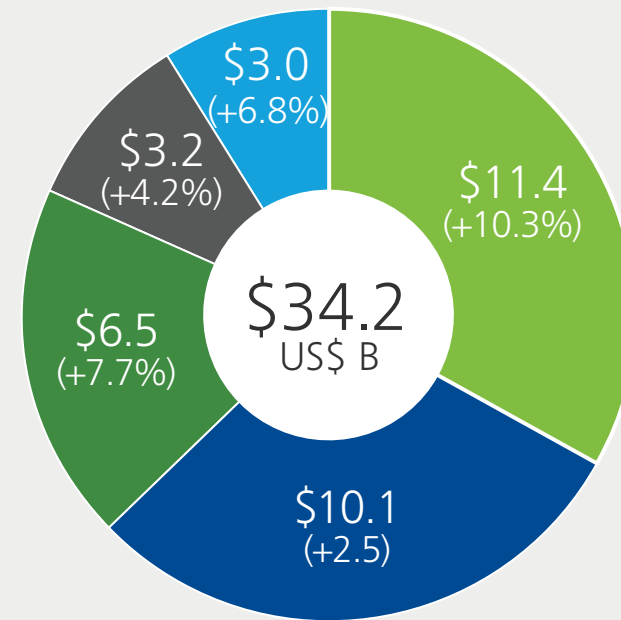
FY2013 +5.6%

**\$32.4** US\$ B

FY2012 +8.3%

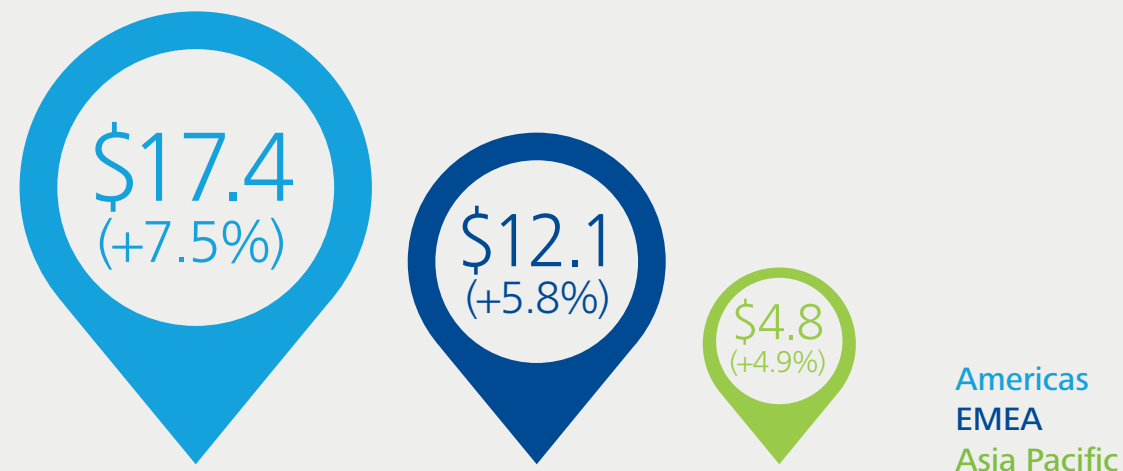
**\$31.3** US\$ B

### REVENUE BY BUSINESS

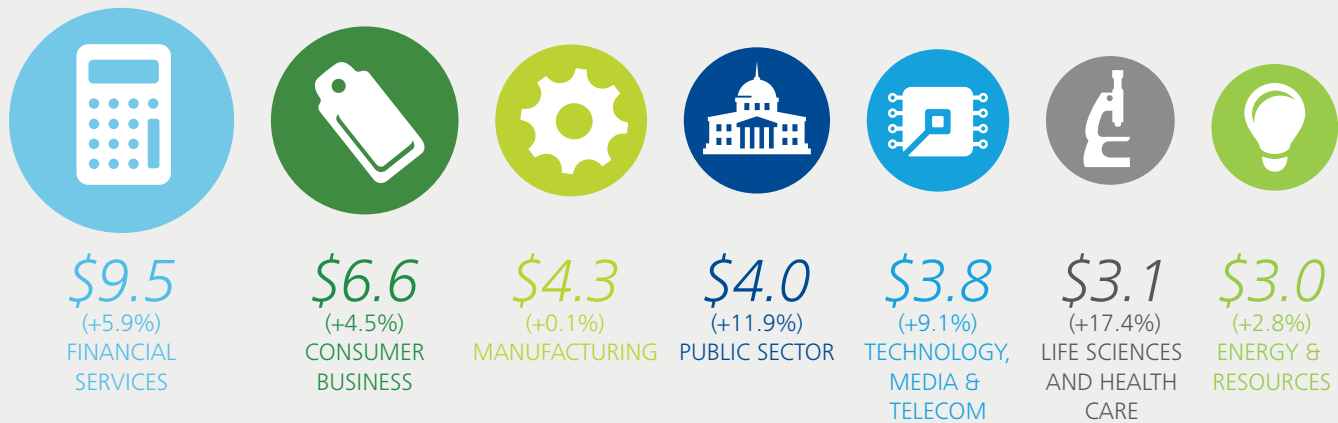


Consulting  
Audit  
Tax & Legal  
ERS  
FA

### 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.

## TALENT

FY2014 +3.7%

**210,400**

FY2013 +4.9%

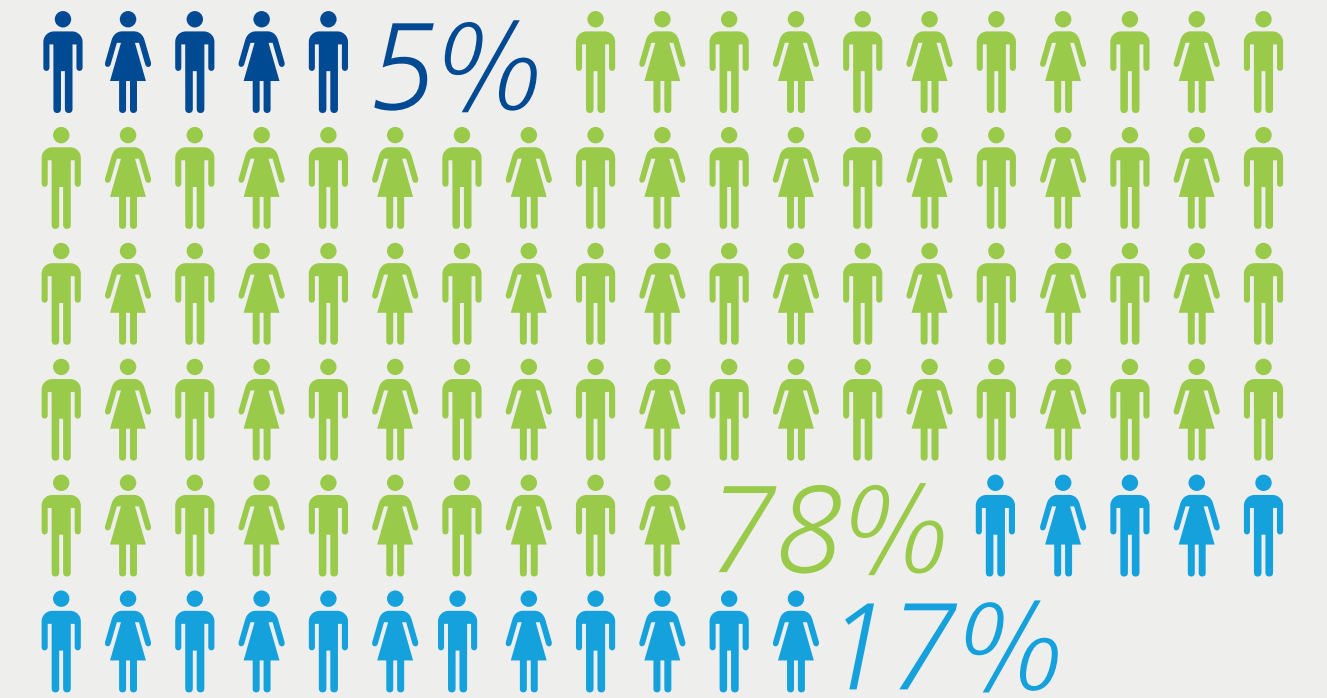
**202,885**

FY2012 +6.5%

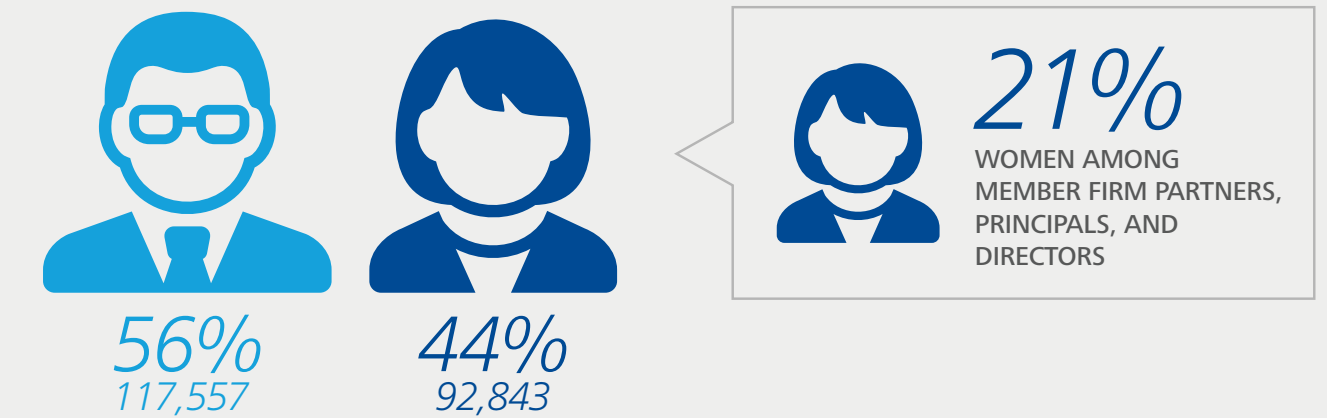
**193,359**

### BY LEVEL

10,247 PARTNERS AND PRINCIPALS | 163,676 PROFESSIONAL STAFF | 36,478 ADMINISTRATIVE STAFF



### BY GENDER



AMERICAS: 52,717 | 40,087

57% | 43%

EMEA: 41,574 | 33,204

56% | 44%

ASIA PACIFIC: 23,266 | 19,553

54% | 46%

Global figures are aggregated across DTTL and its member firms.

Because of rounding, numbers may not tally with the total.



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## NEW HIRES

FY2014 +26%

54,000



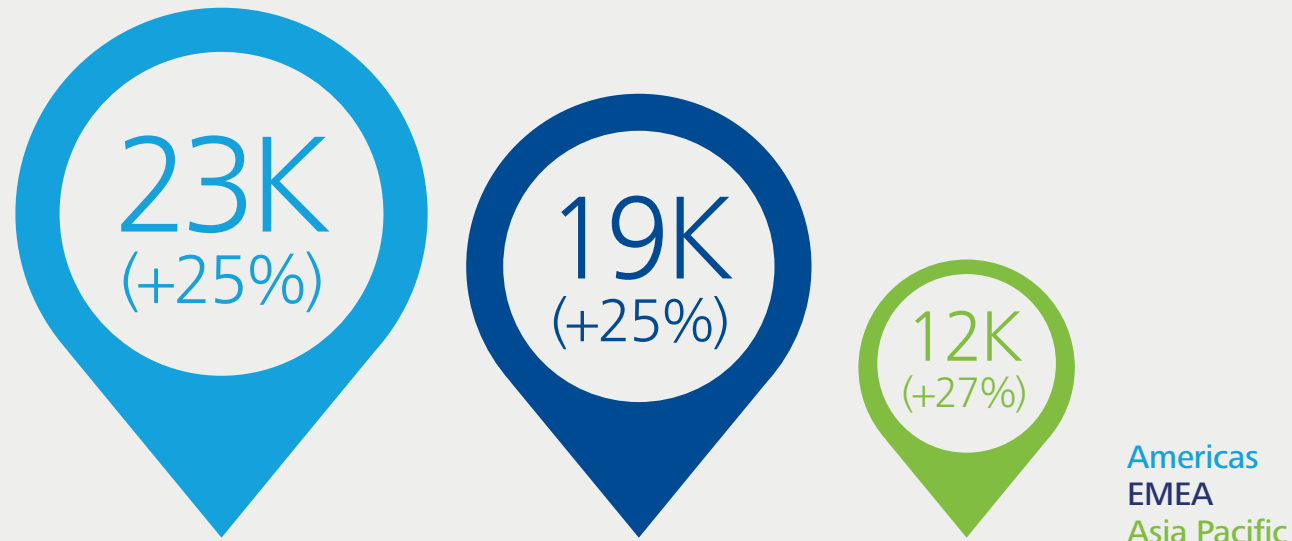
FY2013 +25%

51,405

FY2012 +27%

51,440

### BY REGION



### BY LEVEL

257 NEW MEMBER FIRM PARTNERS AND PRINCIPALS    47,160 NEW PROFESSIONAL STAFF    6,542 NEW ADMINISTRATIVE STAFF



Global figures are aggregated across DTTL and its member firms. Because of rounding, numbers may not tally with the total.

## GLOBAL LOCATIONS

With a globally connected network of member firms, Deloitte serves clients in more than 150 countries and territories. (Note: Markers on the map indicate capital cities and not office locations, which are too numerous to display.) Please visit [Deloitte.com/GlobalOfficeDirectory](http://Deloitte.com/GlobalOfficeDirectory) for the most up-to-date information on specific office addresses or for service inquiries in locations not listed here.



- |                                       |                                |                  |                          |  |
|---------------------------------------|--------------------------------|------------------|--------------------------|--|
| 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 Great Britain and Northern Ireland |
| Bosnia-Herzegovina                    | Finland                        | Lithuania        | Puerto Rico              | United Republic of Tanzania                          |
| Botswana                              | France                         | Luxembourg       | Qatar                    | United States  |
| Brazil                                | Gabon                          | Macao            | Republic of Korea        | Uruguay  |
| British Virgin Islands                | Georgia                        | Macedonia        | Republic of Moldova      | Uzbekistan   |
| Brunei Darussalam                     | Germany                        | Malawi           | Romania                  | Venezuela  |
| Bulgaria                              | Ghana                          | Malaysia         | Russian Federation       | Viet Nam   |
| Cameroon                              | Gibraltar                      | Malta            | Rwanda                   | Yemen  |
| Canada                                | Greece                         | Marshall Islands | Saudi Arabia             | Zambia   |
| Cayman Islands                        | Greenland                      | Mauritius        | Senegal                  | Zimbabwe   |
| Chad                                  | Guam                           | Mexico           | Serbia                   |  |
| Channel Islands (Jersey and Guernsey) | Guatemala                      | Mongolia         | Singapore                |  |
| Chile                                 | Honduras                       | Montenegro       | Slovakia                 |  |
| China                                 | Hong Kong                      | Morocco          | Slovenia                 |  |
|                                       | Hungary                        | Mozambique       | Solomon Islands          |  |



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# Leading globally across a record number of markets and industries

## Accolades from independent industry experts

Deloitte is recognized by national and global clients, industry analysts, service providers, and other stakeholders as a global leader in professional services across the most diverse set of capabilities. Here are a few of the many accolades we have received:

### DELOITTE WIDE

#### Deloitte ranked #1 globally in Consulting by Kennedy

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

#### Deloitte ranked #1 globally in Management Consulting by Kennedy

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

#### Deloitte ranked a global leader in Consulting by Gartner

Source: Gartner, Market Share Analysis: Consulting Services Worldwide, 2013, Jacqueline Heng, Dean Blackmore, Julie Short, 8 May 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.

#### Deloitte named a global leader in Business Consulting Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services 2014 Vendor Assessment by Cushing Anderson, February 2014, IDC #246615.

### ANALYTICS

#### Deloitte named a global leader in Analytics IT Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; IT Consulting: Analytics 2014; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a global leader in Business Analytics Services by Gartner

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.

#### Deloitte named a global leader in Business Analytics Consulting and Systems Integration Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Analytics Consulting and Systems Integration Services 2014 Vendor Assessment by Ali Zaidi, May 2014, IDC #246675.

#### Deloitte named a leader for worldwide Enterprise Performance Management Business Consulting by IDC MarketScape

Source: IDC MarketScape: Worldwide Enterprise Performance Management Business Consulting Services 2014 Vendor Assessment by Cushing Anderson, July 2014, IDC #249463.

#### Deloitte named a leader in Business Intelligence Services in Asia Pacific by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Business Intelligence Service Providers in Asia Pacific, Q4 2013, Michael Barnes and Frederic Giron, 18 November 2013.

### DIGITAL/CUSTOMER

#### Deloitte named a global leader in Mobility IT Strategy Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; IT Strategy Consulting: Mobile Technologies; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a global leader in Digital Strategy Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Digital Strategy Consulting; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named 2014 Adobe Digital Marketing Partner of the Year

#### Deloitte receives Partner Innovation Award for Customer Company Innovation by Salesforce.com

### FINANCIAL ADVISORY, FINANCE TRANSFORMATION

#### Deloitte named a worldwide leader in Finance and Accounting Consulting Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Finance and Accounting Consulting Services 2014 Vendor Assessment by Cushing Anderson, July 2014, IDC #249540.

#### Deloitte ranked #1 globally in Forensics, Investigative & Dispute Advisory services by Kennedy

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

#### Deloitte named a global leader in Financial Transformation Consulting Services by Kennedy

Source: Kennedy Consulting Research & Advisory; Finance Management Consulting Marketplace 2011-2014; Kennedy Consulting Research & Advisory estimates. © 2011 Kennedy Information, LLC. Reproduced under license.

#### Deloitte ranked #1 in Financial Consulting in North America by Kennedy

Source: Kennedy Consulting Research & Advisory; Geographic Consulting Market Outlook 2014: North America; Kennedy Consulting Research & Advisory estimates.

### HUMAN CAPITAL

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#### Deloitte named a global leader in Human Resources Consulting in the Public Sector by Kennedy

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#### Deloitte named a global leader in Benefits Consulting by Kennedy

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#### Deloitte named a global leader in HR Transformation Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; HR Transformation Consulting Market; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a global leader in Leadership Development Consulting by Kennedy

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#### Deloitte named a global leader in Human Capital Strategy Consulting by Kennedy

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#### Deloitte named a global leader in Change Management Services by Kennedy

Source: Kennedy Consulting Research & Advisory; Change Management Consulting Market; Kennedy Consulting Research & Advisory estimates. © 2012 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a leader in HR Consulting in Asia by Kennedy

### INDUSTRY

Source: Kennedy Consulting Research & Advisory; Human Resources Consulting in Asia; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a visionary in IT Services for Communications Service Providers by Gartner

Source: Gartner, Magic Quadrant: IT Services for Communications Service Providers, Jouni Forsman, Kamlesh Bhatia, 30 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.

#### Deloitte named a global leader in Wealth Management Services Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Consulting to the Capital Markets & Asset Management Sector: Wealth Management; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a global leader in Insurance Channel Optimization & Customer Experience Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Consulting to the Insurance Sector: Channel Optimization and the Customer Experience; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a worldwide leader in consulting to the retail industry by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services for the Retail Industry 2013 Vendor Analysis by Cushing Anderson and Greg Girard, August 2013, IDC #242424.

#### Deloitte named a worldwide leader in Public Sector Consulting Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Oil and Gas Professional Services Vendor Assessment by Cushing Anderson, Kerry Smith, Thom Rubel, August 2013, IDC #242457.

#### Deloitte named a leader in U.S. State & Local Government Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; United States State & Local Government Consulting; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

#### Deloitte named a U.S. leader in consulting to the Federal Sector by IDC MarketScape

Source: IDC MarketScape: Worldwide Oil and Gas Professional Services Vendor Assessment by Cushing Anderson, Kerry Smith, Thom Rubel, August 2013, IDC #242561.

#### Deloitte ranked #1 globally in Cards & Payments Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Consulting to the Banking Sector: Cards & Payments; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

#### Deloitte ranked #1 globally in Financial Services Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Consulting to the Global Financial Services Industry, 2013; Kennedy Consulting Research & Advisory estimates. © 2012 Kennedy Information, LLC. Reproduced under license.

#### Deloitte ranked #1 globally in Life Sciences Sector Consulting by Kennedy

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## RISK

### Deloitte named a leader in Global Risk Management Consulting Services by Gartner

Source: Gartner, Magic Quadrant for Global Risk Management Consulting Services, Jacqueline Heng, John A. Wheeler, 7 October 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.

### Deloitte named a global leader, ranked #1, in Risk Consulting in Financial Services by Kennedy

Source: Kennedy Consulting Research & Advisory; Risk Consulting in Financial Services 2014; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

### Deloitte named a global leader in Risk Consulting to the Healthcare Sector by Kennedy

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### Deloitte named a global leader in Business Consulting Services for Governance, Risk and Compliance by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services for Governance, Risk, and Compliance 2013 Vendor Assessment by Cushing Anderson, Kerry Smith, Vivian Tero, August 2013, IDC #242352.

### Deloitte named a global leader in Supply Chain Risk by Kennedy

Source: Kennedy Consulting Research & Advisory; Supply Chain Risk Management Consulting, 2012 - 2015; Kennedy Consulting Research & Advisory estimates.

## SECURITY, PRIVACY & RESILIENCY

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### Deloitte named a global leader in Security Consulting by Gartner

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### Deloitte named a global leader in Cyber Security Consulting by Kennedy

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

### Deloitte named a leader in Information Security Services Consulting by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Information Security Consulting Services Q1 2013, Ed Ferrara and Andrew Rose, 1 February 2013.

### Deloitte firms win "Security Partner of the Year" award from CA Technologies

## STRATEGY & OPERATIONS

### Deloitte named a worldwide leader in Strategy Consulting by IDC MarketScape

Source: IDC MarketScape: Worldwide Strategy Consulting Services 2014 Vendor Assessment by Cushing Anderson, July 2014, IDC #249462.

### Deloitte named a global leader in Innovation Strategy & New Product Development Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Innovation Strategy & New Product Development Consulting 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

### Deloitte named a global leader in Operating Model Strategy & Organization Design Consulting by Kennedy

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### Deloitte named a global leader in Business Operations Consulting Services by Gartner

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### Deloitte named a global leader in Pricing Strategy & Value Capture Consulting by Kennedy

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### Deloitte named a worldwide leader in Supply Chain Management Consulting by IDC MarketScape

Source: IDC MarketScape: Worldwide Supply Chain Management Business Consulting Services 2014 Vendor Assessment by Cushing Anderson and Simon Ellis, September 2014, IDC #250614.

### Deloitte ranked #1 in Strategy & Operations Consulting in North America by Kennedy

Source: Kennedy Consulting Research & Advisory; Geographic Consulting Market Outlook 2014: North America; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

## SUSTAINABILITY

### Deloitte named a leader in Sustainability Consulting in the U.S. by Verdantix

Source: Verdantix Green Quadrant® Sustainability Consulting (US) 2013 May 2013.

### Deloitte named a global leader in Sustainable Technology Services by Verdantix

Source: Verdantix Green Quadrant® Sustainable Technology Services (Global) March 2013.

## TECHNOLOGY

### Deloitte named a worldwide leader in Oracle Implementation Services Ecosystem by IDC MarketScape

Source: IDC MarketScape: Worldwide Oracle Implementation Services Ecosystem 2014 Vendor Assessment by Ali Zaidi, Chad Huston and Gard Little, August 2014, IDC #250296.

### Deloitte named a leader in Oracle Application Services by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Oracle Application Services Providers, Q1 2014, Liz Herbert, 25 March 2014.

### Deloitte received Oracle Excellence Awards in North America for driving business value and innovation with Oracle products and technology

### Deloitte named a global leader in SAP Implementation Services by Gartner

Source: Gartner, Magic Quadrant for SAP Implementation Service Providers, Worldwide, 31 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.

### Deloitte named a major player in SAP Implementation Services by IDC MarketScape

Source: IDC MarketScape: Worldwide SAP Implementation Services Ecosystem 2014 Vendor Assessment by Ali Zaidi and Gard Little, May 2014, IDC #248305.

### Deloitte named a leader in SAP Services by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: SAP Services Providers, Q1 2014, Liz Herbert, 29 January 2014.

### Deloitte wins in the Marketing Momentum category of the SAP Pinnacle Awards 2014

### Deloitte named a leader in Salesforce.com Implementation by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Salesforce.com Implementation Services, Q2 2013, Liz Herbert, 18 June 2013.

### Deloitte named a leader in North American Application Outsourcing Services by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: North American Applications Outsourcing Services, Q1 2014, William Martorelli, 21 January 2014.

### Deloitte named a leader in Enterprise Apps Services in China by Gartner

Source: Gartner, Magic Quadrant for Enterprise Application Service Providers, China, Twiggy Lo, Tina T. Tang, 6 August 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.

### Deloitte wins the Global Strategic Partner Excellence Awards—Innovation from Symantec for collaboration in the area of cyber risk

## TAX

Deloitte received top regional honors—Americas Tax Innovator of the Year, Americas Tax Policy Firm of the Year, North America Transfer Pricing Firm of the Year, and Latin America Indirect Tax Team of the Year—by International Tax Review

Deloitte received 15 awards for innovative client work in Europe, between January 2013 and January 2014, in International Tax Review's European Tax Awards



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Photo credit: Deloitte Belgium

## Aspiration and values True leadership

Deloitte aspires to become the world's undisputed leader in professional services. Achieving that goal requires that we are consistently preferred by the most sought-after clients and talent, and that we are recognized as the benchmark of excellence in our field.

Deloitte continues to be recognized by national and global clients, analysts, and other stakeholders for worldwide leadership in key consulting and advisory professional services, earning record praise in FY2014 for work in areas such as analytics, digital and data transformation, cyber security, financial advisory, finance transformation, human capital and talent, risk, security and privacy, strategy and operations, sustainability, tax, and technology; and in industries including financial services, life sciences and health care, oil and gas, and public sector.

We also take seriously the vital role Deloitte plays in enhancing the confidence of the investing public and the capital markets. We are mindful of our role in society, our obligation to our organization and its

customers, and our responsibility as employers. We aim high, confident that our daily efforts will come together exponentially to benefit a world that needs continuous infusions of integrity, business acumen, innovation, enthusiasm, thoughtfulness, and most of all, meaningful actions.

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**"No enterprise can exist for itself alone. It ministers to some great need, it performs some great service, not for itself, but for others; or failing therein, it ceases to be profitable and ceases to exist."**

– Calvin Coolidge

***i*** [To learn more about Deloitte's aspiration and shared values, please click here.](#)



## Outlook, strategy, and acquisitions Redefining leadership

There is no better time to improve than when you're already a respected and trusted leader. Building on our leading capabilities, trusted reputation, multidisciplinary services, and national and international reach, the Deloitte network continually improves how the professional services industry serves clients and the public interest, setting the pace for others to follow.

Deloitte's strategy is rooted in true leadership. Driven by clients, industries, markets, and businesses, it critically assesses and disrupts every part of our network, when necessary, to adapt to the changing environment in which we work. Underpinning our long-term strategy is a continued commitment to provide clients with the highest quality services through Deloitte's multidisciplinary model, delivering innovative solutions from strategy to implementation.

Deloitte member firms remain sharply focused on their distinctive abilities to address the specific needs of their clients through their distinctive skills, deep industry knowledge, and strategic investments—while bolstering trust in the marketplace and delivering value to society.

***i*** [To learn more about Deloitte's definition of leadership, strategic acquisitions, and organizational structure, please click here.](#)

# Global leader for clients

Every day, Deloitte member firm professionals put clients first, delivering innovative ideas, analyst-recognized capabilities, deep industry know-how, an integrated, multidisciplinary portfolio, and solutions to their most complex challenges—wherever they need us around the globe.



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



## Putting a global tech leader's sales on track Helping a client's lifeblood flow

The need to attract, manage, and satisfy advertisers is as important to the success of a large social media company as it is to small-town newspapers. What is often more difficult for new media—especially popular sites with millions of users—is effectively tracking and leveraging global efforts to lure large numbers of potential clients.

When a company known for its innovative technology needed help monitoring the effectiveness of its advertising service's campaigns and promotions, it engaged Deloitte UK to consolidate inconsistently compiled data, determine how that information was being used by the EMEA marketing teams, and implement an improved lead-tracking solution. Following successful implementation of the solution in EMEA, the client extended Deloitte UK's engagement to roll out the new ways of working on a global basis to North America, Latin America, and Asia Pacific.

"No matter how technologically sophisticated or successful a company is, it still has a multitude of needs that can be more efficiently addressed by a provider like Deloitte," says Nick Turner, Partner, Deloitte Digital (Deloitte UK). "Problems they find challenging or unusual often are similar to problems we've already solved for other Fortune Global 500® clients. We bring talent and skills to the table that would be far too expensive and time-consuming to replicate internally."

 [To learn more about how Deloitte Digital helped a client implement consistent, global processes, please click here.](#)



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## Clients first—providing what they need

### Leading beyond borders

In professional services, the ability to serve clients seamlessly in multiple countries or functions has become a necessity. “Today’s marketplace demands truly borderless behavior,” says Roger Dassen, Deloitte Global Managing Director of Clients, Services, and Talent. “Our largest and most global clients choose Deloitte because of our network’s ability to deliver both in terms of depth and breadth.”

With a coordinated network of 47 member firms operating in more than 150 countries and territories—supplemented by centers of excellence and global delivery centers—Deloitte is positioned to serve clients seamlessly, adeptly, and professionally around the world. “Clients expect and deserve continuity,” Dassen says. “We differentiate ourselves by providing deep industry insights and local market expertise, with the added benefit of an entire network of more than 210,000 professionals ready to solve complex problems, manage risk, and streamline processes wherever and whenever the client demands.”

 [To watch videos and learn more about how Deloitte member firms helped Cisco Systems improve service delivery in Latin America; support Lenovo’s acquisition of Motorola Mobility; and use technology to differentiate their Tax and Legal services across the globe, please click here.](#)



## Quality and innovation

### Enhancing the audit

Audit quality is the shared number one priority for Deloitte. Deloitte continues to make significant investments to transform its audit services to deliver high quality, meaningful results for its clients and raise the bar for the entire profession. “Deloitte takes great pride in being a trusted audit provider worldwide,” says Carlos Sabater, Deloitte Global Audit Leader. “Our commitment to quality and nurturing a culture of innovation remains relentless. This is fundamental not only to the Deloitte brand, but also to every stakeholder that demands confidence from the process.”

Deloitte’s multiyear investment in Deloitte Audit (DA), an integrated service platform that transforms audit delivery, is making a tangible impact for Deloitte member firms and their clients. And Deloitte’s innovations in data analytics are providing powerful data mining and interrogation tools that can efficiently examine large data sets. “We already capture a tremendous amount of data from each engagement, and now with analytics,

we are starting to analyze the data further to uncover insights that can drive decision making,” explains Cal Buss, Deloitte Global Audit Quality and Transformation Leader. “The adoption of DA and the growth of analytics have opened the door to substantial advancements in both quality and innovation.”


 [To watch videos and learn more about how Deloitte is enhancing audit quality and transforming audit delivery, please click here.](#)



Photo credit: Ran Ding, Deloitte China

## Market immersion program a gateway to China Opening doors for multinational clients

Serving clients with global footprints requires a deep knowledge of their industry sectors and the markets in which they conduct business. To cultivate this understanding and foster a high level of service for cross-border businesses between the United States and China, Deloitte U.S.'s Chinese Services Group initiated the China Link Industry Program (CLIP) in 2011.

The program brings together Deloitte's senior client services partners from around the world on a week-long immersion program in China. Partners gain a first-person perspective on China's ever-changing business environment through meetings and exchanges with multinational clients, market insiders, industry leaders, and other business and government luminaries.

"The CLIP lets Deloitte partners view and engage China from various vantage points, the same way their clients would. They are exposed to emerging trends, micro-industry insights, and issues that multinational clients are facing in China," says Chris Cooper, Partner, Audit & Enterprise Risk Services (Deloitte U.S.) and Americas Leader, Deloitte Chinese Services Group. "Just as importantly, through interaction and exchanges with each other and with their China firm colleagues, the CLIP helps our global team connect and collaborate more effectively in serving global clients."

 [To learn how Cardinal Health China benefitted from the CLIP, please click here.](#)




## World-class leaders, Deloitte's professionals at work Talent delivers quality and impact to clients

"Deloitte is a leader among its peers because our member firms have many of the best people in the professional services industry," says Margot Thom, Deloitte Global Talent Leader. "Our member firms have attracted this talent because they offer interesting, diverse, and flexible assignments; the ability to interact with the best clients globally; excellent professional development and leadership opportunities; and avenues to make meaningful contributions to the communities in which our professionals live and work."

Qualities like these will grow in importance for the Deloitte network as the demand for highly skilled talent continues to climb—while the pool of people with the critical skills member firm clients value most continues to shrink across the globe. Shifting demographics, technology, and globalization all contribute to this challenge, which is compounded by a need to motivate and prepare the millennial generation to lead organizations.

"These issues will accelerate in the years to come, so Deloitte's differentiation is critical to attracting the best talent that will, in turn, allow our member firms to continue delivering outstanding value," Thom explains.

 [To learn more about how Deloitte attracts top professionals, provides leadership development and international experience opportunities, and promotes flexible, tailored careers, please click here.](#)

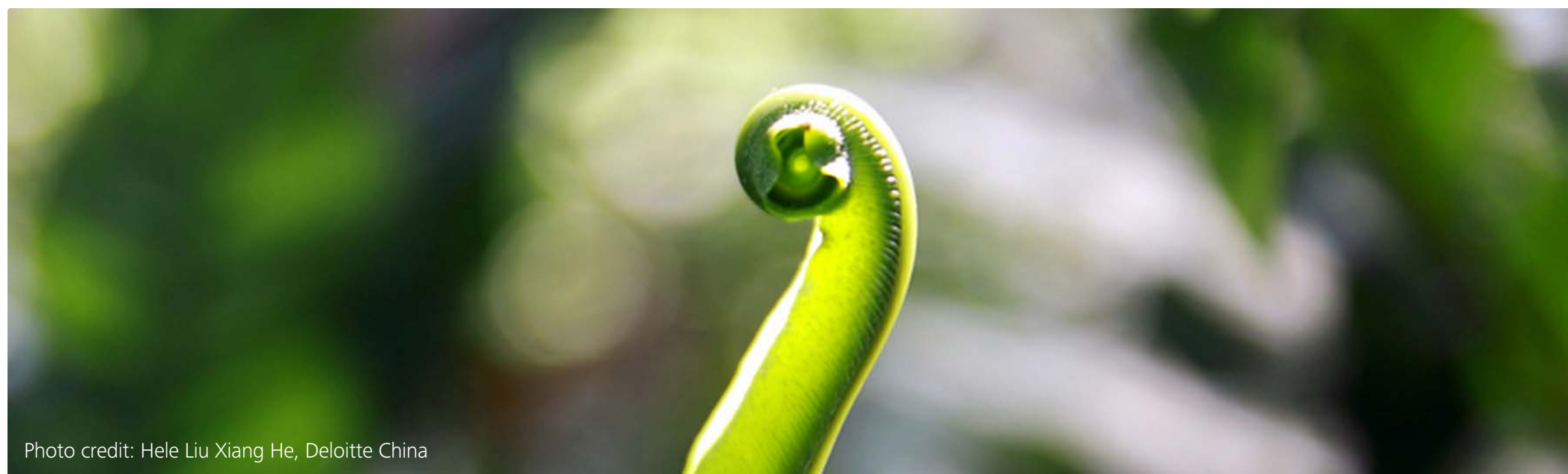


Photo credit: Hele Liu Xiang He, Deloitte China

## Financial growth across emerging markets

### Leading from strategy to implementation

When a leading global pharmaceutical company embarked on a journey to transform its finance operation in emerging markets, it didn't have to look far for strategy, design, and implementation support. The company and Deloitte have been working together through a period of extraordinary change during the past five years, with Deloitte playing a critical role in nearly all aspects of its clients' mergers and acquisitions, restructuring, and finance transformation activities.

"The company's leaders recognized the organization could support growth more efficiently and effectively in Latin America, Eastern Europe, Africa, the Middle East, and the Asia Pacific region," explains Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.). "The Deloitte Consulting U.S. team helped the client seize that opportunity by developing a comprehensive global operating model strategy—enabled by shared services—and creating a global design, multiyear implementation roadmap, and methodology."

"Deloitte's track record with our company gave us the confidence to involve them in every aspect of this transformation program," explains one client finance vice president and project sponsor. "They're helping us fundamentally change the way that our finance function operates in emerging markets."

**i** To watch videos and learn more about how Deloitte's deep industry insights, global reach, and ability to solve clients' most complex problems continues to differentiate it from traditional strategy and technology consulting networks, please [click here](#).

# Disruption: Leading the pack

Innovation lies at the heart of everything Deloitte does—in our services, how we develop our people, and our role in society. We invest in ideas and technologies that disrupt markets, transform careers, and, by turning knowledge into power, fuel economic progress and sustainable social change.



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




## Data analytics lead to transformative, decisive action Deloitte pioneers

It's been more than four centuries since Francis Bacon wrote the words, "*ipsa scientia potestas est*," or, "knowledge itself is power." The English philosopher, scientist, and statesman could not possibly have comprehended the sheer amount of data that is collected, stored, and accessible today. But, he surely would appreciate the bold and innovative ways Deloitte converts data into knowledge and understanding into solutions for its clients.

"We have a differentiated, unbiased approach to analytics that turns everyday information into useful and actionable insights for decision makers," says Tim Phillipps, Deloitte Global Leader, [Deloitte Analytics](#). "Deloitte practitioners' forensic and risk management backgrounds help assess the veracity and trustworthiness of data, and our decentralized delivery model and integrated services offerings differentiate us in this emerging, sophisticated field."

Clients of Deloitte member firms around the globe have access to a host of lightweight, challenge- and industry-focused analytics tools that can help clients enhance patient care, weed out fraud, spot emerging trends, improve financial performance, and perform a variety of other critical analyses that can give their organizations an edge in the market. Deloitte member firm teams couple industry knowledge with analytics to give their clients an edge.

 [To watch videos and learn more about how Deloitte is helping clients use analytics to revolutionize health care research, expose tax fraud, generate economic progress, and create long-term financial insights, please click here.](#)



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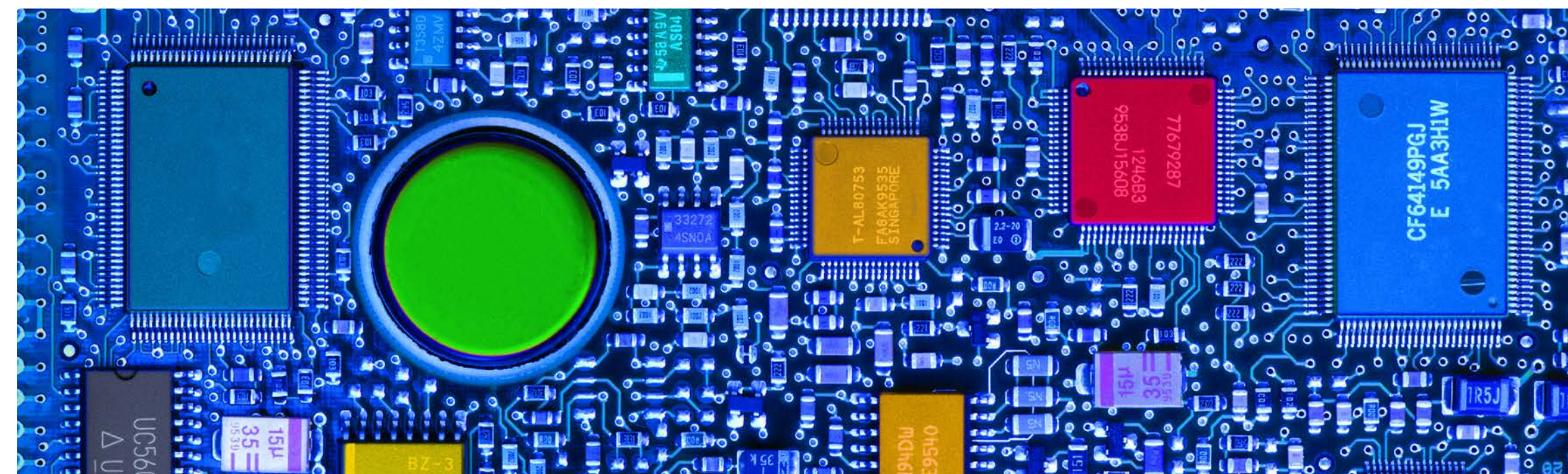
Photo credit: Joyce Sau Yan Tse, Deloitte China

## Leading cyber risk management in a smaller, more perilous world A secure, vigilant, and resilient approach

When Deloitte member firms' Security and Privacy practices became [Cyber Risk Services](#) in 2014, it was more than a name change; it signaled a new dialogue and approach to the problem. "The litany of breaches this past year shows that sometimes, no matter how good clients' defenses are, the attackers will succeed," says Ted DeZabala, Deloitte Global Cyber Risk Services Leader. "To minimize damage to their brands, to fulfill their privacy obligations, to protect their valuations, and sometimes even to protect public safety, organizations need to get better at knowing when something bad is happening—and be able to recover operations when an attack does occur. Deloitte helps clients be not only secure, but also vigilant and resilient."

What distinguishes Deloitte, according to DeZabala, is member firms' abilities to bring the cyber element and a deep regulatory understanding into an integrated business risk management approach. "Deloitte professionals support their clients in establishing programs attuned to their particular business risks, risk appetites, and investment levels," he says. "Deloitte's ability to combine risk management, threat awareness, and deep knowledge of IT security puts us in a leading position to help clients through this transformation."

**[To watch videos and learn how Deloitte remains on the leading edge of worldwide approaches to cyber risk and security, and why Deloitte's Enterprise Risk Services practice is a global leader in helping clients address their most complex cyber issues, please \[click here\]\(#\).](#)**



## Harnessing digital disruption to inspire engagement, preference, loyalty Reinventing client and customer interactions

When the internal efforts of a leading manufacturer and distributor of life science research and clinical diagnostic products needed a boost in developing a more-effective e-commerce platform, it turned to Deloitte Consulting LLP (Deloitte U.S.) to incorporate e-commerce into its marketing and sales channels. "The client wanted a stronger online presence to be more competitive and satisfy customers' requirements. They decided an informed, outside perspective could help them take their work to the next level," explains John Maddalon, Life Sciences Partner, Deloitte Services—Market Development, Deloitte Consulting LLP (Deloitte U.S.).

Today, the client's online revenue is up sharply. Half of its orders are placed online compared to 20 percent before Deloitte's involvement. And the average order value has increased more than 25 percent.

Royston Seaward, Partner, Digital Proposition, Deloitte UK, believes Deloitte has an advantage providing digital solutions because it functions as both an agency and a consultancy. "We combine leading digital and creative capabilities with the deep industry knowledge and experience Deloitte is known for. Deloitte member firms help clients bring a new business vision to life and drive the bottom-line results they need," he says.

**[To learn how Deloitte is using its powerful, cross-border digital capabilities to deliver a variety of disruptive digital products for clients like AssureStart, Aegon, and Fox Sports, please \[click here\]\(#\).](#)**



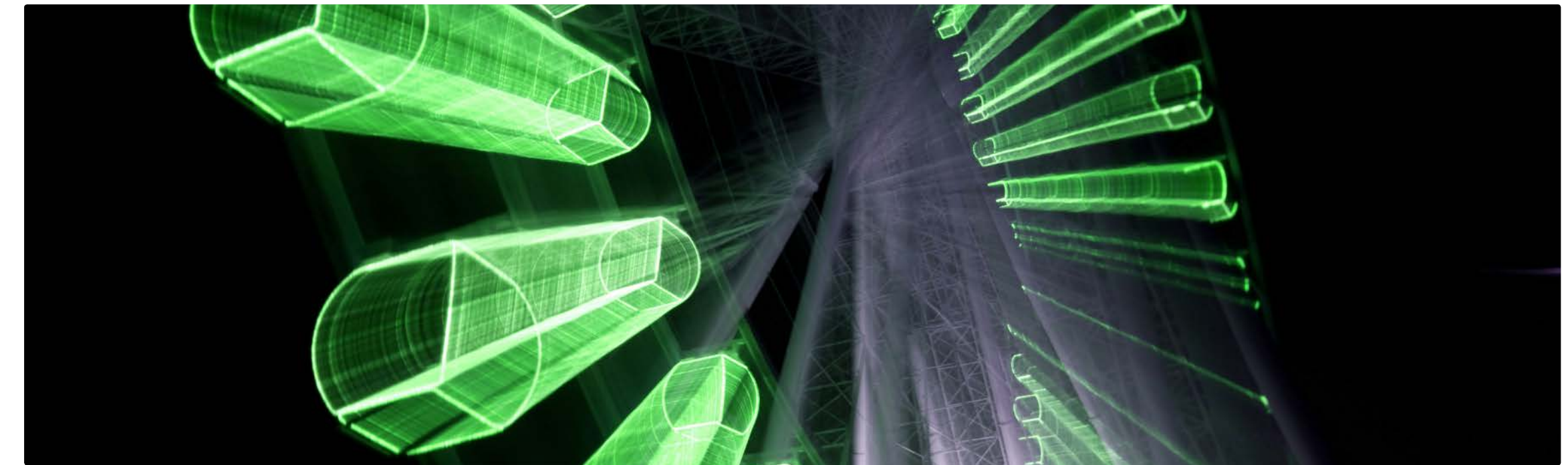
## Anticipate to succeed—leading predictive analytics Critically important tool forecasts outcomes

Will a project fail or succeed? To those who believe there's no way to know before or even during a project's lifecycle, Deloitte suggests otherwise. "By leveraging advanced analytics, we are able to evaluate the likelihood that a project will be successful, and follow that with practical and actionable advice," says Gabriel Rodriguez, Partner, Enterprise Risk Services, Deloitte Canada. "We use what we call [Predictive Project Analytics](#) (PPA), a project risk management capability that is unique and exclusive to Deloitte." Combined with traditional management tools, PPA can help clients avert challenges not only with a particular project, but also entire programs or portfolios of projects.

PPA was invaluable during a recent engagement in which several Deloitte firms helped an international investment organization update and integrate its core IT systems. "The transformation was a mega-project for the company. The client's own research gave it a 3 percent chance of finishing on time and on budget," explains Neil White,

Principal, Audit & Enterprise Risk Services, Deloitte Touche LLP (Deloitte U.S.). "So, their leadership came to us because they knew Deloitte could act as a sounding board and provide critical input for complex programs. They also knew we could provide dedicated resources to support the program throughout its lifecycle."

**[To watch videos and learn how this challenging transformation was implemented nine months ahead of schedule and 15 percent under budget, please click here.](#)**



## Connecting clients with the world's brightest minds Deloitte leads innovation

Deloitte Consulting LLP (Deloitte U.S.) is connecting clients with some of the brightest minds in industry, education, and business through the Innovation Partnership Program (IPP), a coalition of organizations that aim to advance global economic development and business commerce, while supporting a mission to help humanity solve its greatest challenges.

The IPP is a multiyear alliance among XPRIZE, a leader in solving grand challenges through large-scale, global incentivized competitions; Singularity University, a unique Silicon Valley educational institute and business incubator; and Deloitte Consulting. "We've planned a multiyear series of events where Fortune 500 leaders will have access to an expanded ecosystem of some of the world's top entrepreneurs, inventors, scientists, technologists, innovation strategists, and business thought leaders," explains Marcus Shingles, Principal, Deloitte Consulting LLP (Deloitte U.S.) and a leader in Deloitte Consulting's Innovation Group. "These

sessions will give participating companies a broader lens to view the potential, nontraditional threats and opportunities their industries and businesses are facing, or will be facing."

Shingles stresses, though, that the IPP is more than periodic conferences. "This is about building a community and an extended ecosystem where executives can sit among peers and collaborators across industries through this multiyear Partnership Program," he says.

**[To learn how Deloitte Consulting and the IPP are helping Hershey innovate, and why a multiyear strategic alliance and new fellowship program will benefit both Deloitte Consulting and the XPRIZE Foundation, please click here.](#)**



# Leading together

Deloitte remains at the forefront of advancing global economic prosperity, which can produce lasting social change, improving the lives of many. We help solve social, humanitarian, and environmental challenges through collaboration with governments, civil society, and others in the private sector.



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



Photo credit: Ran Ding, Deloitte China

## Helping government support families in need *Accelerating services, extending budgets*

Despite spending more than \$3 billion each year to strengthen and maintain at-risk families, one North American government's social, children, and family development agencies experienced problems maximizing the benefits of the services they were providing. Governmental leaders agreed they could do a better job providing programs for children with special needs, child protection and adoption services, teen suicide prevention, health care, housing assistance, and job-search resources. They realized an experienced consultant could offer and execute solutions that the government didn't have the resources to pursue. But, they didn't know how efficient the system could be and how much money could be saved until Deloitte Consulting showed them the possibilities.

Today, the intake procedure is 200 percent faster. Privacy and security breaches have decreased by 300 percent. Administrative errors have decreased by 50 percent. Benefits are distributed 51 percent faster. And case workers can now handle 23 percent more cases, saving \$8.8 million annually.

"Our Consulting practice is focused on areas where we can be a leader, and one of those is the public sector," says Jim Moffatt, Chairman and CEO, Deloitte Consulting LLP (Deloitte U.S.) "This sort of work provides a special satisfaction because not only are we building clients' capabilities, but we're also having an impact on citizens."

 [To learn how Deloitte Consulting took its client from strategy to implementation and helped it achieve results it had not considered possible, please click here.](#)



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## Investments with social impact Leading the way

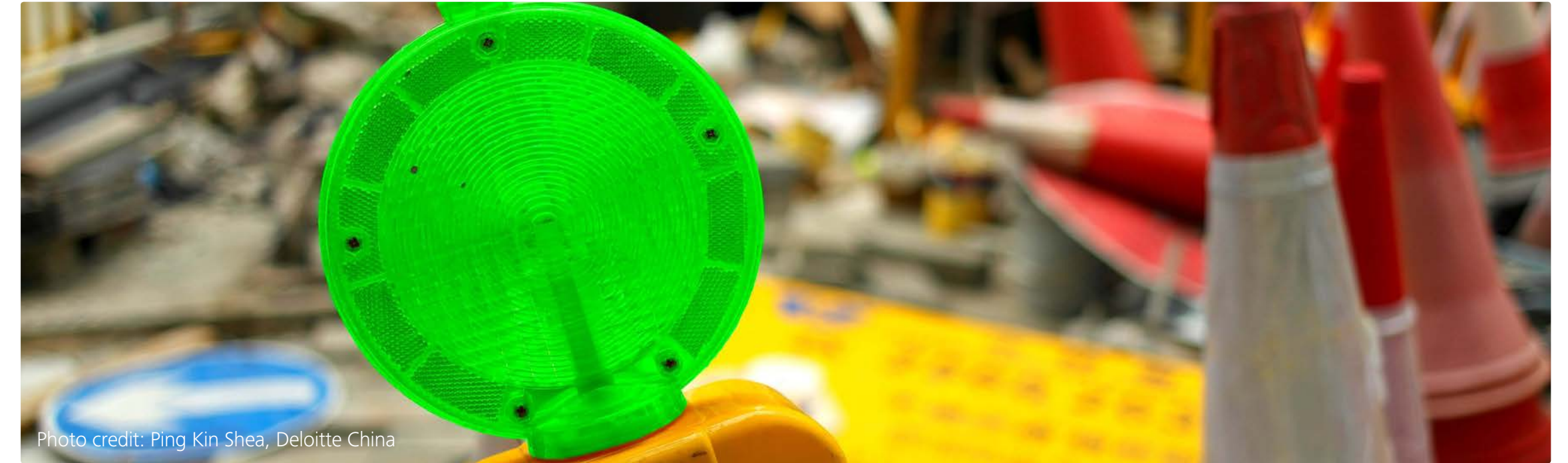
Investors consider a variety of complex variables when assessing potential opportunities to grow their money. Until recently, though, social impact was seldom a factor they included in the equation. That has begun to change thanks, in part, to Deloitte and its efforts to promote impact investing among clients and other investors.

“Impact investing is an approach that intentionally seeks to create both financial return and positive societal impact that is actively measured,” says Kristen Sullivan, Partner, Deloitte & Touche LLP (Deloitte U.S.). “It’s a way to connect social entrepreneurs and organizations to capital markets and harness the most powerful forces of capitalism to tackle society’s complex issues.” Impact investments can be made through private- and public-sector vehicles, and be targeted at a variety of economic, social, and environmental enterprises. Invested capital already is being used to improve community infrastructure, develop renewable

energy, alleviate poverty, create affordable housing, and benefit people in both developed and developing markets.

“Because of our early involvement in the field, our member firm practitioners around the world have a clear first-mover advantage over our competitors and the boutique investing firms,” Sullivan explains. “On top of that, the Deloitte network’s global reach, as well as our strategic, measurement, and accounting expertise, uniquely positions member firms to play a transformative role in the field.”

**i** [To watch videos and learn more about the potential and challenges of impact investing, and how the Deloitte network is advancing the concept with clients, please click here.](#)



## Advancing global economic prosperity and social wellbeing Tackling the world’s toughest challenges

Geopolitical instability, environmental concerns, corrupt leadership, and growing inequality are just a few of the disturbing story lines dominating today’s news. Hundreds of groups—governments, nongovernment organizations (NGOs), and professional services networks like Deloitte—work tirelessly together to solve these challenges.

“In the last few years it’s become clear that the only way we can truly address the major challenges plaguing our society is through collective action,” says Barry Salzberg, Global Chief Executive Officer, DTTL. “At Deloitte, we recognize the responsibility—and ultimately the benefit—of developing relationships with governments, NGOs, and other businesses to tackle these issues.”

This collaboration is made possible by the client services member firms provide, the skill and knowledge of their people, and the breadth of their relationships with business, government, and civil society. “The expectation for businesses to take a

leadership role to address the challenges facing the societies in which they operate will only continue to grow, and I’m proud to say Deloitte is at the forefront of this movement,” Salzberg says.

Deloitte currently is involved in multiple global efforts that promote capital market fairness and efficiency, renewable energy, the fight against corruption and cybercrime, effective trade policies, equality, and humanitarian relief, among others.

**i** [To watch videos and learn more about some of the high-profile initiatives and groups with which Deloitte was intimately involved during FY2014, please click here.](#)




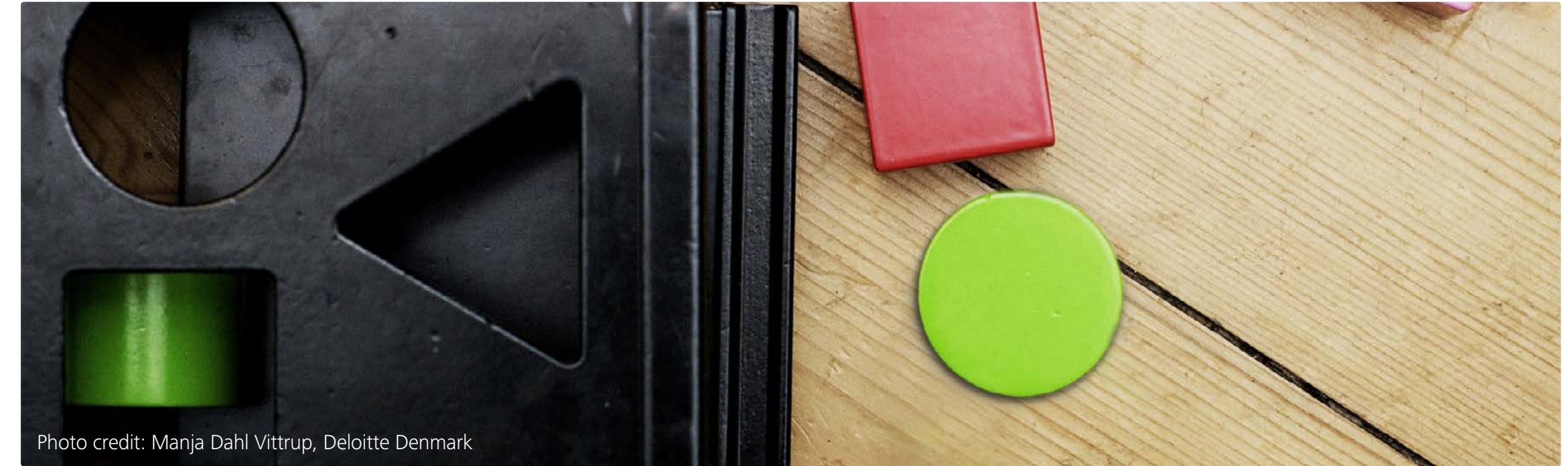
## Improving our communities Volunteering with impact

Through skills-based volunteering, strategic relationships with not-for-profits, and IMPACT Day initiatives, Deloitte professionals are making a positive difference in people's lives around the world. Our volunteers are living examples of the Deloitte network's commitment to drive societal progress in communities, applying their skills and knowledge to create change and deliver impact where it's needed most.

William Eggers, Director, Public Sector Research, Deloitte Services LP (Deloitte U.S.), and Paul Macmillan, Deloitte Global Public Sector Leader, call volunteers who contribute solutions to societal problems "citizen changemakers" in their book, *The Solution Revolution*, published in 2013 by Harvard Business Review Press. In *The Solution Revolution*, they explain how technology has enabled a "solution economy" in which social enterprises, foundations, governments, companies, and citizen changemakers can now collaborate towards common societal objectives and spark societal change.

Inspired by Eggers' and Macmillan's book, the Deloitte Changemakers campaign was created to engage and energize Deloitte's professionals and highlight extraordinary personal stories of commitment and passion for specific societal issues. Seventeen member firm professionals representing eight initiatives were recognized during the past year for leading their own solution revolutions by driving projects that expose human trafficking, teach disadvantaged children, develop adults' professional skills, bridge the digital divide in emerging countries, and efficiently connect not-for-profits with volunteers.

 **To watch videos and learn how Deloitte member firms and the volunteer efforts of their citizen changemakers are impacting communities around the world, please [click here](#).**



## Accelerating access to education Committed to the next generation

Equal access to education and skills development is imperative for communities, nations, and global economic growth. It is also key to addressing the threat of a looming, worldwide talent shortage. Around the globe, nearly 74 million young people are looking for work. But, throughout the developed world and especially in emerging markets, there is a mismatch between the skills young people offer and the abilities companies need.

Deloitte has made a long-term commitment to advancing educational and career-building opportunities. "Through Deloitte's global education and skills initiative, established in 2009, we are dedicated to providing opportunities for young people to fulfill their aspirations and potential as individuals, within their communities, and in today's global society," says Barry Salzberg, Global Chief Executive Officer, DTTL. In 2012, Deloitte set a target to make a difference in the lives of one million young people by 2015. So far, 1,080,000 have been reached through national and local initiatives.

To achieve its objectives, Deloitte member firms currently are supporting more than 120 programs in collaboration with educators, not-for-profit organizations, governments, and businesses. Last year, member firms directed nearly US\$50 million in donations, traditional volunteering, skills-based volunteering, pro bono services, and management costs supporting the impact of these organizations. And Deloitte professionals contributed more than 400,000 hours with educational and skills programs.

 **To watch videos and learn how Deloitte is promoting access to education, please [click here](#).**



## Advancing environmental sustainability

### Leading a green transformation

Deloitte's approach to sustainability is twofold: initiatives we champion across our global network to reduce the ecological impact of approximately 210,000 people; and work we do with clients to advance sustainability practices that will help deliver long-term financial growth.

Deloitte's environmental impact is largely through the travel and office needs of a global network of businesses. In FY2014, absolute greenhouse gas emissions remained essentially constant, even though headcount grew by almost 4 percent. This result corresponds to a 6 percent decrease in carbon intensity per fulltime equivalent (FTE) from FY2013. Demonstrating improved eco-efficiency for the services member firms deliver, carbon intensity per dollar of revenue, an indicator that had been relatively constant for the past three years, dropped by 7 percent in FY2014.

As part of our internal network-wide initiatives we have expanded engagement with Deloitte professionals in continual learning on sustainability priorities and practices through monthly newsletters, webinars and other communications tools, for example, our sustainability social media engagement grew by more than 200 percent in the last year.

 [To watch videos and learn how Deloitte is promoting sustainability internally and advancing sustainability among clients, please click here.](#)

# Leading with integrity

Trust—fostered through quality, integrity, and consistency in every interaction—has been at the heart of Deloitte for 169 years. It's more evident today than ever in our policies for risk management, data protection, independence, ethics, and how we engage in regulatory and public policy arenas.

Photo credit from left to right:  
Deepal Javvantlal Madalani, Deloitte U.S.  
Manuela Caballero, Deloitte LATCO  
Ping Kin Shea, Deloitte China




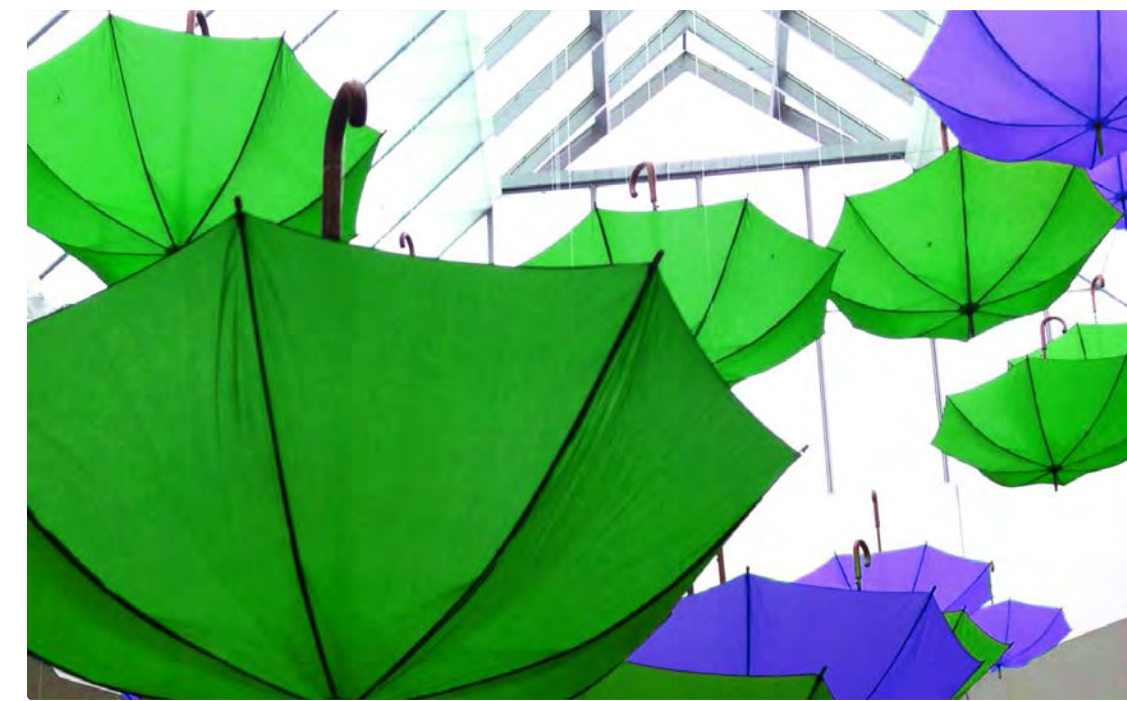
## Quality and integrity Leading governance

Strong governance and leadership structures help Deloitte member firms maintain high levels of quality and integrity, allowing them to sustain the trust of their clients, their people, the capital markets, and the public.

As a global network comprising Deloitte Touche Tohmatsu Limited (DTTL), its member firms, and each of their affiliates in more than 150 countries and territories, Deloitte has governance and management structures in place at both the global and member firm levels.

The DTTL Executive, composed of senior leaders from DTTL and certain member firms, is responsible for establishing DTTL's vision and strategy. The DTTL Board of Directors addresses DTTL's most important governance issues, such as global strategies, major transactions, and the election of the DTTL CEO. During FY2014, the Boards' 32 members represented 15 member firms covering more than 50 countries.


 [To learn more about Deloitte leadership and governance, please click here.](#)

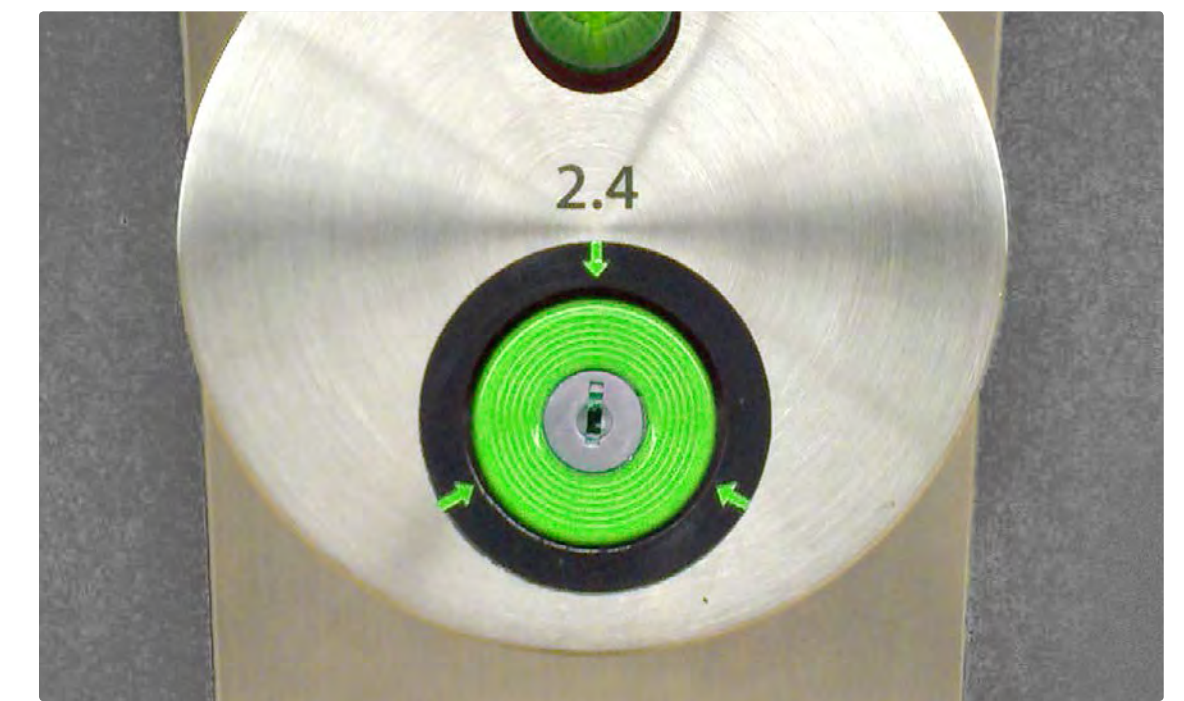


## Relentless focus on risk management Leading with vigilance and resiliency

The global risk landscape is significantly more complex, dynamic, and rapidly evolving than ever before. Though beset with uncertainties and challenges, it also abounds with opportunities for the Deloitte network.

As part of Deloitte's relentless focus on risk management, we have developed and implemented an enterprise risk framework (Framework) designed to identify, manage, monitor, and respond to risks which, if materialized, could impact our ability to achieve our strategies and objectives—including the protection of our reputation and brand, and member firms' delivery of consistent, high-quality services. The Framework also includes processes to regularly monitor the environment for developments and changes that could impact our network's risk profile, and identify (and respond to) new and/or emerging trends that could impact its resiliency to those risks.

 [To learn more about how Deloitte is sustaining a risk-intelligent culture, please click here.](#)



## Data privacy and security Leading information protection practices

Few organizations are as active as Deloitte in helping business and government institutions predict, prepare for, and fight online attacks and build cyber resilience. Our vigilance begins at home, where it's critical that we protect our own data and the information we hold on our people and member firm clients.

Like many organizations, Deloitte is aggressively assessing, testing, and adopting the best new technologies and services. The Deloitte network has also moved rapidly to keep its privacy and security policies and practices up-to-date with global mandates and stakeholder expectations. DTTL's global policy on information security requires member firms to institute a wide range of security measures, covering areas such as virus protection, data backup and recovery, encryption, password authentication, access to systems, and network security.

 [To learn more about how Deloitte protects data, please click here.](#)



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Photo credit: Diego Urrestarazu, Deloitte LATCO

## Regulatory and public policy engagement

### Collaborative leadership drives results

Deloitte is an active participant in the dynamic regulatory and public-policy discussions around the world, contributing capabilities on issues such as audit quality, responsible taxation, corporate governance, immigration, anti-corruption, technology and security, jobs and skills, trade and investment, and women in the economy.

“Continuing to work with government and investors to improve audit quality and strengthen company reporting is one of the greatest contributions we can make to the capital markets, and remains a key priority for Deloitte,” says Jeff Potts, Deloitte Global Regulatory and Public Policy Leader. “However during the past year, we have also strengthened our efforts toward helping solve broader societal challenges through the sharing of the broad insights and experiences of our 210,000 plus member firm professionals.”

**i** To learn more about Deloitte regulatory and public policy engagement, please [click here](#).

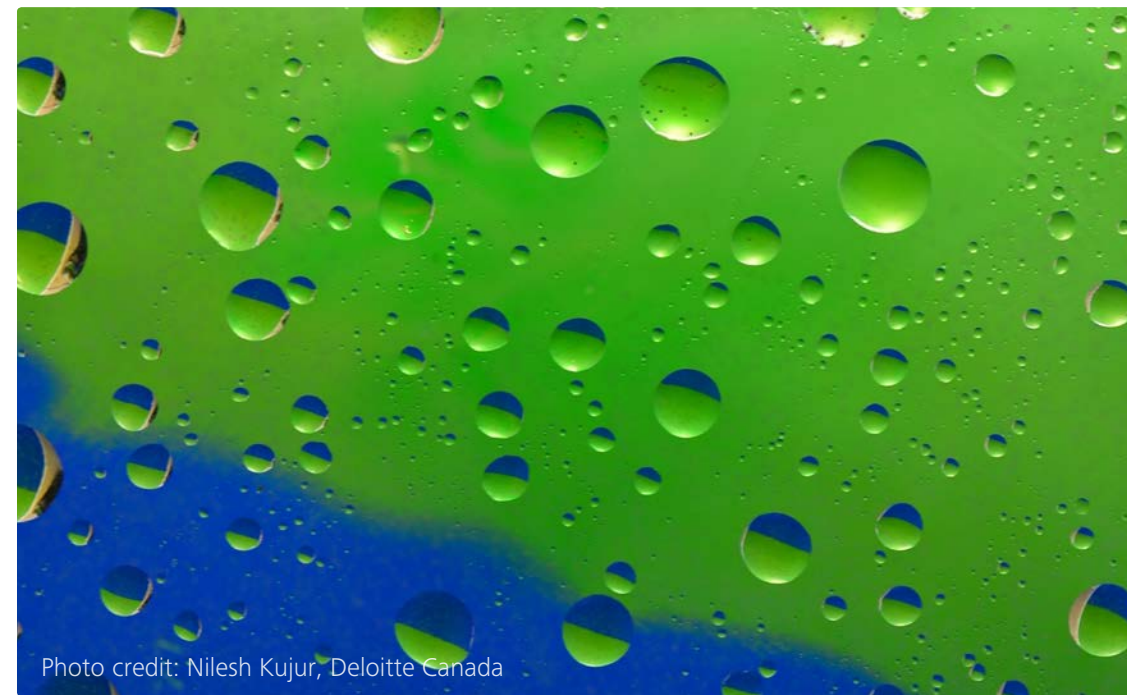


Photo credit: Nilesh Kujur, Deloitte Canada

## Ethics

### Leading with integrity

Ethics go to the heart of our work, people, and role in society. That’s why DTTL’s Global Ethics team continues to aggressively integrate ethics into key initiatives and processes, stressing quality and consistency of approach. In particular, we have heightened our focus on anti-corruption, creating new guidelines for corruption risk assessment and third-party due diligence.

Setting the tone at the top is essential to creating a culture of integrity throughout the Deloitte organization. “Our Global Ethics team works with member firm leaders across the Deloitte network to gather examples of ethical behavior that demonstrate our values and principles in action,” says Gianmario Crescentino, Deloitte Global Chief Ethics Officer. “We then share those examples, because nothing is more powerful than a personal story to make ethics real for our people, and to continue to educate them and encourage the right behaviors.”

**i** To learn how Deloitte integrates ethics throughout the network, please [click here](#).



Photo credit: Eric Chun Wang, Deloitte China

## Independence

### Leading with objectivity

Independence and quality are the foundations upon which Deloitte is built. They are essential to our integrity, our impartiality, our obligation to serve the investing public, and Deloitte member firms’ ability to retain and attract clients.

Standards for independence are shaped by legislation, regulations, professional guidance, and public expectations. Maintaining independence, therefore, is both a matter of compliance with rules and regulations and a matter of appearance.

**i** To learn about the policies and procedures Deloitte uses to help safeguard its objectivity and independence, please [click here](#).



## Globally connected

### Structured to lead

The Deloitte network is made up of firms that are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. This structure allows the member firm network to be a leader at all levels—locally, nationally, and globally—because its central governance policies are sensitive to the professional environments and cultures of individual countries. Individual member firms have access to the skills and knowledge of other member firms, the ability to consult with the entire Deloitte network, and the benefit of the network’s market recognition and reputation. DTTL itself does not provide services to clients.

**i** To learn more about the structure of the Deloitte network, please [click here](#).



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## Global security

### Leading talent safety

The primary focus of the DTTL Global Security Office (GSO) is to keep Deloitte's people safe, particularly during times of emergency or when they are called upon by clients to work in higher-risk areas. A comprehensive program has been put in place to address ever-present threats around the globe. "Clearly, our people are Deloitte's number one asset, and we take our obligation to protect them very seriously," says Ted Almay, DTTL Global Security Officer.

During FY2014, the GSO implemented several new approaches to better serve Deloitte professionals and member firms. Principal among these programs was the hiring of three DTTL regional security managers based in Brazil, the Netherlands, and Singapore. "Having security leaders in the regions puts us closer to our member firms and helps us to be better prepared to deal with crises where they are happening," Almay explains.

 **To learn more about global security efforts and policies, please [click here](#).**



## Reporting process

### Keeping you informed and answering your questions

One of the chief objectives for the Global Report is to provide all of Deloitte stakeholders with a truly global and balanced picture of our network's impact on society and commitment to remaining a leader in our professions. We strive to address their interests and questions, while explaining our motivation, priorities, and approaches. We identify key stakeholders as those who:

- Help influence Deloitte's success;
- Are highly affected by what we do;
- Effect the markets, regulations, and industries in which we operate; or
- Affect the supply of resources that we need to serve our clients, talent, and society.

Stakeholders likely to read the Global Report include current and prospective Deloitte employees, member firms' clients and suppliers, media, market analysts, and civil society organizations, among many others.

In addition to this report, Deloitte engages continuously with its key stakeholders, both internally and externally. In the last year, as part of stakeholder engagement activities specific to preparing this report, we asked our talent for their views on which corporate responsibility issues mattered most to them, and we also studied the leading issues about which major clients inquired to ensure Deloitte was addressing their needs.

A full list of the stakeholders with whom Deloitte engages and the issues they value is available in the [stakeholder engagement summary](#). Our ongoing engagement helps us report on the right issues, in addition to keeping stakeholders informed of our business strategy. Our materiality matrix classifies these issues into three categories according to their relative rankings.

A detailed description of this report's boundaries and the performance measurement methods used is available in the [basis of reporting section](#).

In addition to adhering to the [UN Global Compact](#) and [Global Reporting Initiative \(GRI\) 3.1](#) frameworks for reporting, this report was prepared according to the principles of inclusivity, materiality, and responsiveness from the AA1000 AccountAbility Principles Standard (AA1000APS).

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Deloitte provides audit, consulting, financial advisory, risk management, tax, and related services to public and private clients spanning multiple industries. With a globally connected network of member firms in more than 150 countries and territories, Deloitte brings world-class capabilities and high-quality service to clients, delivering the insights they need to address their most complex business challenges. Deloitte’s more than 210,000 professionals are committed to becoming the standard of excellence.

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