

Deloitte Global Chief Executive Officer and Chairman of the Board letter

Making an impact that matters

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Exceptional organizations that flourish over time are defined by a purpose, and Deloitte's purpose is to make an impact that matters—for member firm clients, our people, and society. This purpose is embedded throughout our global network. It defines who we are. It lies at the heart of the work of our network's 225,400 people across more than 150 countries.

Living our purpose is also at the foundation of the Deloitte network's strong FY2015 performance. Despite global economic and geopolitical challenges, Deloitte achieved aggregate global revenues of US\$35.2 billion, representing growth of 7.6 percent in local currency terms. Deloitte hired approximately 62,000 new professionals last year and invested more than US\$200 million in community and societal impact initiatives around the world.

Deloitte professionals take great pride in the many ways the organization serves stakeholders around the world, and our 12th Global Report highlights some of the best examples from the past year through the lens of clients, talent, and society.

Delivering service that matters

Deloitte member firms serve clients and markets with quality and distinction, bringing trust and confidence to the capital markets, delivering innovative insights, solving complex challenges, and unlocking sustainable growth. Member firms strive to be the first choice of clients—whether they need confidence to take decisive action; require a high-quality audit of their financial statements; seek experience on complex tax issues; or face a “bet-the-company” challenge.

Building careers that matter

Deloitte member firms invest in their talented professionals so they may deliver outstanding value to clients. We mentor and develop future leaders, providing an exceptional career experience and an inclusive, collaborative culture. Our network aims to be the premier career destination for the best and brightest minds.

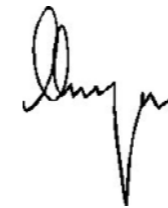
Having influence that matters

Deloitte contributes to society, building confidence and trust in the markets, fostering the integrity of organizations, and supporting our communities. Our organization remains committed to sustainability and to supporting the U.N. Global Compact. We aspire to be a role model of quality, integrity, and positive change, helping to solve the toughest global challenges.

In all we do, Deloitte aspires to be not necessarily the biggest, but the best—the undisputed global leader in professional services. Our network continues to leverage global scale, new technologies, and deep industry insights to help member firm clients maximize opportunities and manage risks in a borderless and uncertain environment.

We begin our respective terms this year—as Deloitte Global Chief Executive Officer and Chairman of the Deloitte Global Board of Directors—honored to support our member firm colleagues around the world as they build on the Deloitte network's rich heritage of serving member firm clients, our people, and our communities.

Sincerely,



Punit Renjen, Deloitte Global Chief Executive Officer



David Cruickshank, Chairman of the Deloitte Global Board of Directors



For more on how Deloitte is making an impact that matters, please view brief video messages from Deloitte Global CEO Punit Renjen on:

[Clients](#) | [Talent](#) | [Society](#)

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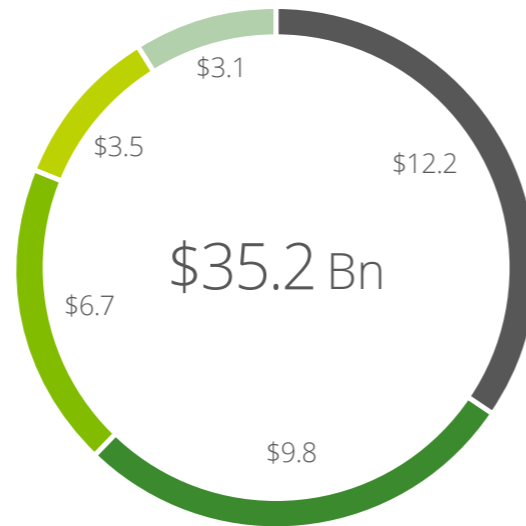
Building careers that matter

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REVENUE

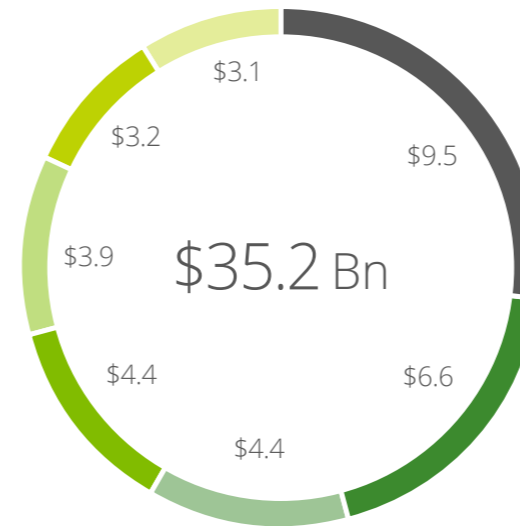
FY2015 \$35.2 (+8%)	FY2014 \$34.2 (+7%)	FY2013 \$32.4 (+6%)
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BY BUSINESS



- Consulting
- Audit
- Tax & Legal
- Enterprise Risk Services
- Financial Advisory

BY INDUSTRY



- Financial Services
- Consumer Business
- Public Sector
- Manufacturing
- Technology, Media & Telecom
- Life Sciences & Health Care
- Energy & Resources

BY REGION



- Americas
- EMEA
- Asia Pacific

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

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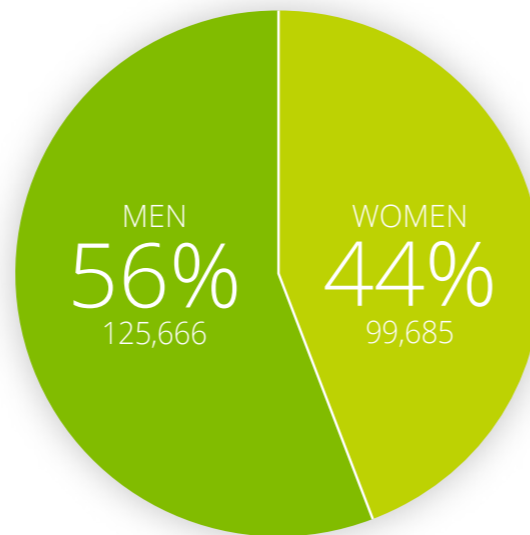
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HEADCOUNT

FY2015 225,400 (+7%)	FY2014 210,400 (+4%)	FY2013 202,885 (+5%)
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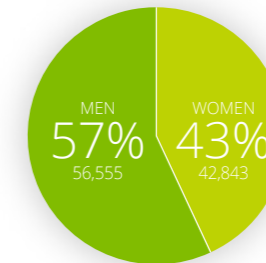
BY GENDER



GENDER BY REGION

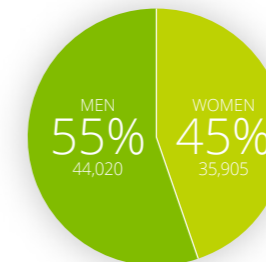
AMERICAS

99,400



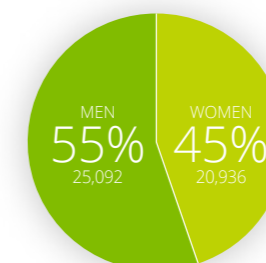
EMEA

79,900



ASIA PACIFIC

46,000



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

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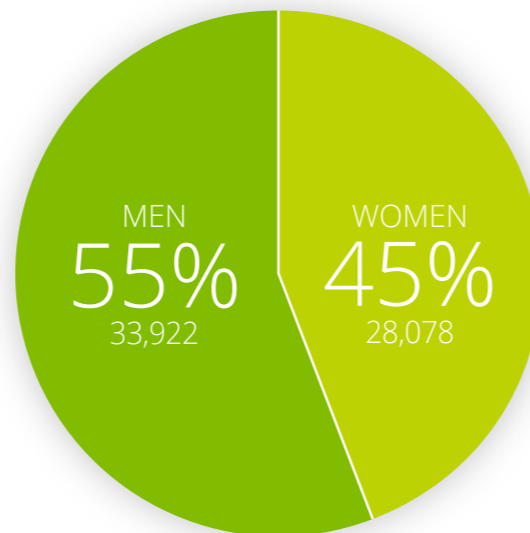
NEW HIRES

FY2015
62,000
(+28%*)

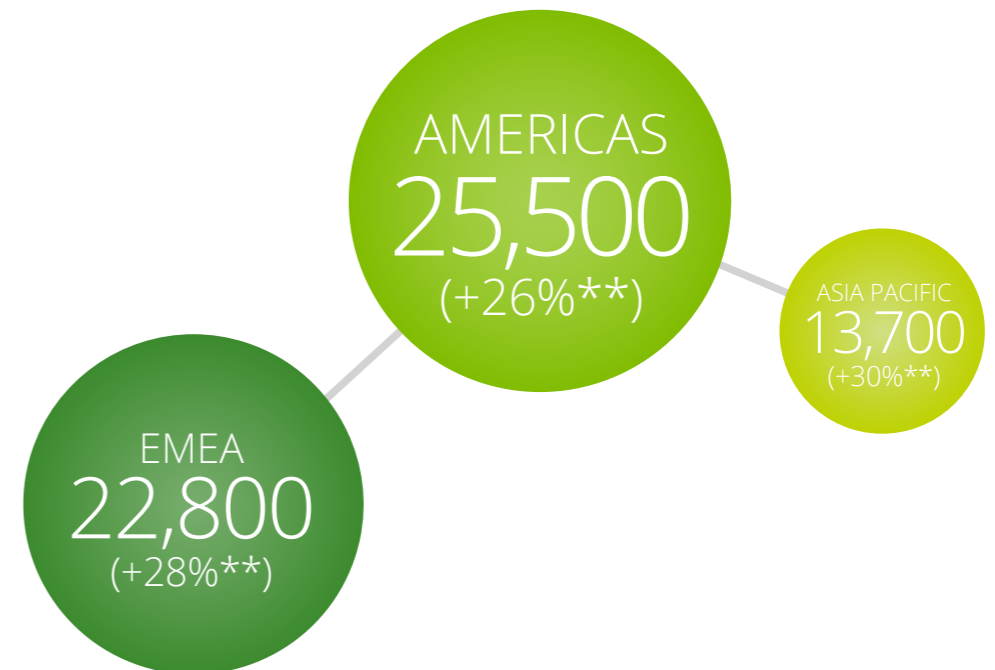
FY2014
54,000
(+26%*)

FY2013
51,400
(+25%*)

BY GENDER



BY REGION



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* Percentage of total headcount

** New hires as a percentage of total headcount by region

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SOCIETAL IMPACT

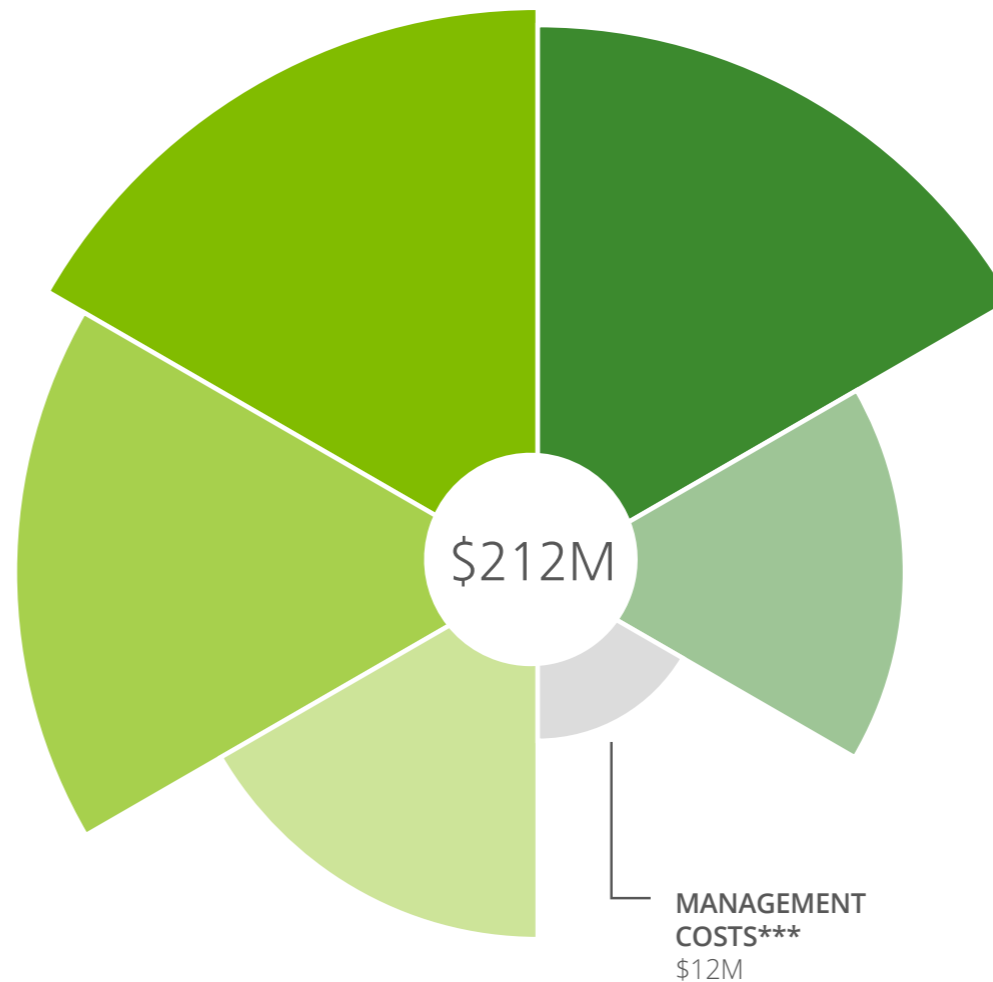
FY2015 \$212M (+11%)	FY2014 \$190M (+7%)	FY2013 \$179M (+9%)
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TOTAL VOLUNTEER AND PRO BONO WORK \$123M

- **PRO BONO**
343,000 HOURS (\$48M)
- **SKILLS-BASED VOLUNTEERING**
496,000 HOURS (\$45M)
- **TRADITIONAL VOLUNTEERING**
328,000 HOURS (\$30M)

TOTAL DONATIONS \$78M

- **DELOITTE DONATIONS***
\$47M
- **DELOITTE PEOPLE DONATIONS****
\$30M



All figures are aggregated across DTTL and its member firms. This data includes 35 member firms and DTTL representing 97 percent of the Deloitte network workforce. Figures for societal contributions are lower than the actual amounts as not all types of donations can be tracked in our systems. Because of rounding, numbers may not tally with the total. DTTL and its member firms observe reporting standards from the Committee Encouraging Corporate Philanthropy and the London Benchmarking Group. The monetary value of community activities was estimated according to the type of service performed. The value of volunteer work was based on local member firms' staff costs. Pro bono work, defined as work that the member firms have delivered to not-for-profit organizations free-of-charge or at a significantly reduced rate, has been valued at fair market rates representative of the local member firms' client service rates for comparable services.

* Includes monetary and in-kind donations from DTTL, member firms, and foundations.

** Includes DTTL and member firm professionals' donations to supported organizations.

*** Includes DTTL, member firm, and foundation costs for managing societal impact programs.

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#GR2015

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