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**The bigger the challenge,
the bigger the opportunity**
FY16 Network Performance metrics

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

	FY2016	FY2015	FY2014
REVENUE	US\$ Billion		
Network revenue	36.8	35.2	34.2
Revenue growth	Percentage growth in US Dollars/Local currency		
Revenue growth	4.4%/9.5%	2.9%/7.6%	5.7%/6.5%
By business area			
Audit	9.4	9.8	10.1
Risk Advisory	4.1	3.5	3.2
Financial Advisory	3.3	3.1	3.0
Consulting	13.1	12.2	11.4
Tax	6.9	6.7	6.5
By region			
Americas	19.3	18.3	17.4
Europe/Middle East/Africa	12.3	11.9	12.1
Asia Pacific	5.2	5.0	4.8
By industry			
Consumer and Industrial Products	11.3	11.0	10.9
Energy & Resources	2.8	3.1	3.0
Financial Services	10.3	9.5	9.5
Life Sciences and Health Care	3.5	3.2	3.1
Public Sector	4.8	4.4	4.0
Technology, Media & Telecommunications	4.1	3.9	3.8
TALENT			
Workforce	244,445	225,351	210,400
By level			
Partners and principals	11,122	10,601	10,247
Professional staff	193,199	176,935	163,676
Administrative staff	40,124	37,815	36,478
By region			
Americas	107,942	99,398	92,804
Europe/Middle East/Africa	86,574	79,925	74,778
Asia Pacific	49,929	46,028	42,819

	FY2016	FY2015	FY2014
Talent by gender			
By region and gender—male			
Overall	135,577	125,666	117,557
Americas	61,076	56,555	52,717
Europe/Middle East/Africa	47,479	44,020	41,574
Asia Pacific	27,022	25,092	23,266
By region and gender—female			
Overall	108,868	99,685	92,843
Americas	46,866	42,843	40,087
Europe/Middle East/Africa	39,095	35,905	33,204
Asia Pacific	22,907	20,936	19,553
Percentages of women			
Overall	45%	44%	44%
Among partners, principals, and directors (1)	22%	21%	21%
Among managers (1)	35%	35%	35%
Among new hires	46%	45%	44%
Among new partner, principal, and director admissions (2)	24%	25%	21%
Percentages of women in leadership and governance bodies			
On Deloitte Global's Board of Directors	16%	9%	13%
On Deloitte Global's Executive Committee	22%	13%	0%
Turnover			
Turnover rate	21%	21%	21%
Rate by region			
Americas	18%	19%	20%
Europe/Middle East/Africa	23%	21%	21%
Asia Pacific	23%	25%	23%
Rate by gender			
Male	20%	20%	21%
Female	21%	22%	22%
New hires			
Total new hires	71,752	62,000	53,959
Total new hire rate (3)	29%	28%	26%
By region			
Americas new hires	28,142	25,514	23,437

	FY2016	FY2015	FY2014
Americas new hire rate (3)	26%	26%	25%
Europe/Middle East/Africa new hires	28,382	22,770	18,941
Europe/Middle East/Africa new hire rate (3)	33%	28%	25%
Asia Pacific new hires	15,228	13,716	11,582
Asia Pacific new hire rate (3)	30%	30%	27%
By level			
New partners and principals	395	337	257
New managers	7,452	6,263	4,938
New staff	55,302	47,985	42,222
New administrative staff	8,603	7,415	6,542
By gender			
Percentage of women among new hires	46%	45%	44%
LEARNING			
Hours of training per full-time Deloitte employee (4)	51	50	51
RECRUITING			
Total number of RMS (Recruitment and Mobility System) applications	2,100,000	1,900,000	1,852,715
Average number of applicants per open position (5)	53	49	n/a
Number of internships	19,000	16,000	n/a
SOCIETAL IMPACT			
Percentage of workforce covered by reported data. Extrapolations have not been made.	98%	97%	95%
Monetary value of community investments US\$ million			
Community investments	230.5	212.7	190.9
By source			
Total donations	75.9	77.6	72.9
Foundation donations (monetary and in-kind)	48.3	47.5	42.4
Partner and Deloitte employee donations (to member firm-supported organizations and fundraisers)	27.6	30.2	30.5
Costs for managing community investment programs	12.9	11.9	11.4
Total value of volunteer and pro bono work	141.7	123.3	106.6
Member firm pro bono work	64.7	48.4	48.1
Skills-based volunteering	39.0	45.2	30.5

	FY2016	FY2015	FY2014
Traditional volunteering	38.0	29.7	28.0
By contribution area			
Contributions toward education and skills-building organizations	31%	24%	26%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	73%	76%	74%
Hours of community investments		Thousand hours	
Total hours of volunteer and pro bono work by Deloitte people	1,325	1,168	941
Member firm pro bono work	440	343	237
Skills-based volunteering	483	496	442
Traditional volunteering	403	328	263
ENVIRONMENTAL SUSTAINABILITY			
Percentage of workforce covered by reported data. Metrics are extrapolated to cover the entire workforce.	95%	88%	91%
Greenhouse gas emissions		Metric tonnes CO ₂ e	
Greenhouse gas emissions including offsets (5) (6)	916,644	899,840	879,805
Greenhouse gas emissions not including offsets (5) (6)	923,857	901,776	882,331
By source		Metric tonnes CO ₂ e	
Buildings: electricity	190,703	216,033	228,587
Buildings: other sources (5) (6)	10,672	13,576	13,997
Business travel: air travel	457,869	422,512	405,903
Business travel: other sources (5) (6) (7)	264,614	240,682	233,844
Offset credits	(7,213)	(1,936)	(2,526)
By GHG Protocol scope		Metric tonnes CO ₂ e	
Scope 1: Direct greenhouse gas emissions (5) (6)	50,915	52,947	52,347
Scope 2: Electricity indirect greenhouse gas emissions	190,703	216,033	228,587

	FY2016	FY2015	FY2014
Scope 3: Other indirect greenhouse gas emissions	682,239	632,796	601,397
Intensity measures		Metric tonnes CO2e	
Greenhouse gas emissions per full-time equivalent (metric tonnes CO2e/FTE) excluding offsets (5) (6)	3.8	4.0	4.2
Greenhouse gas emissions per dollar of revenue (kg CO2e/\$000 USD) excluding offsets (5) (6)	25.1	25.6	25.8
Energy usage		Gigawatt hour (GWh)	
GWh of purchased electricity in Deloitte facilities	418	419	441
Direct energy consumption by primary energy source		Terajoule (TJ)	
TJ of natural gas (5)	188	227	305
TJ of gasoline	254	270	256
TJ of diesel fuel	383	379	378
Indirect energy consumption by primary source		Terajoule (TJ)	
TJ of electricity	1,505	1,509	1,587
TJ of purchased renewable energy	118	n/a	n/a
Material usage		Metric tonnes	
Paper usage	4,417	4,950	5,580
Percent of recycled input materials used based on estimate of recycled content paper	25%	26%	20%

n/a: not available

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

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

- (1) Client service personnel only.
- (2) Includes new hires and promotees.
- (3) Per the Global Reporting Initiative Indicator Protocol, the rate is calculated using the total Deloitte people at the end of the reporting period.
- (4) Represents a lower bound for measures of learning because certain types of training are not tracked in the online learning platform.
- (5) Restatement of FY15 due to a change in calculation method. See [Basis of Reporting](#) for details.
- (6) Restatement of FY14 due to a change in calculation method. See [Basis of Reporting](#) for details.
- (7) Includes a limited amount of emissions from employee commuting.

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