

**Deloitte.**



**A new mindset for action**  
2018 Global Impact Report

## Performance metrics

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

| REVENUE                                | FY2018   | FY2017    | FY2016    |
|--|--|-----------|-----------|
| Revenue                                | US\$ billion                                   |           |           |
| Revenue                                | 43.2   | 38.8      | 36.8      |
| Revenue growth                         | Percentage growth in US dollars/local currency |           |           |
| Revenue growth                         | 11.3%/8.2%                                     | 5.5%/7.1% | 4.4%/9.5% |
| Revenue by business area               |  |           |           |
| Audit & Assurance                      | 10.2   | 9.4       | 9.4       |
| Consulting                             | 16.5   | 14.3      | 13.1      |
| Financial Advisory                     | 3.6  | 3.4       | 3.3       |
| Risk Advisory                          | 5.0  | 4.5       | 4.1       |
| Tax & Legal (1)                        | 7.9  | 7.3       | 6.9       |
| By region                              |  |           |           |
| Americas                               | 22.1   | 20.4      | 19.3      |
| Europe/Middle East/Africa              | 14.5   | 12.5      | 12.3      |
| Asia Pacific                           | 6.6  | 5.8       | 5.2       |
| By industry                            |  |           |           |
| Consumer and Industrial Products       | 13.5   | 12.2      | 11.3      |
| Energy & Resources                     | 3.0  | 2.7       | 2.8       |
| Financial Services                     | 11.9   | 10.7      | 10.3      |
| Life Sciences & Health Care            | 4.1  | 3.7       | 3.5       |
| Public Sector                          | 5.5  | 5.1       | 4.8       |
| Technology, Media & Telecommunications | 5.2  | 4.5       | 4.1       |

## Performance metrics (continued)

| TALENT                             | FY2018  | FY2017  | FY2016  |
|------------------------------------|---------|---------|---------|
| Workforce                          | 286,214 | 263,924 | 244,445 |
| <b>By level</b>                    |         |         |         |
| Partners and principals (2)        | 12,250  | 11,378  | 11,122  |
| Professional staff (3)             | 226,547 | 209,234 | 193,199 |
| Administrative staff (4)           | 47,416  | 43,311  | 40,124  |
| <b>By region</b>                   |         |         |         |
| Americas                           | 125,180 | 115,387 | 107,942 |
| Europe/Middle East/Africa          | 99,493  | 93,408  | 86,574  |
| Asia Pacific                       | 61,541  | 55,129  | 49,929  |
| <b>Talent by gender</b>            |         |         |         |
| <b>By region and gender—male</b>   |         |         |         |
| Overall                            | 161,228 | 147,256 | 135,577 |
| Americas                           | 71,488  | 65,427  | 61,076  |
| Europe/Middle East/Africa          | 55,430  | 51,849  | 47,479  |
| Asia Pacific                       | 34,310  | 29,980  | 27,022  |
| <b>By region and gender—female</b> |         |         |         |
| Overall                            | 124,986 | 116,668 | 108,868 |
| Americas                           | 53,692  | 49,960  | 46,866  |
| Europe/Middle East/Africa          | 44,063  | 41,559  | 39,095  |
| Asia Pacific                       | 27,231  | 25,149  | 22,907  |

## Performance metrics (continued)

| TALENT  | FY2018 | FY2017 | FY2016 |
|---|--------|--------|--------|
| <b>Talent by gender</b>   |        |        |        |
| Percentages of women  |        |        |        |
| Overall   | 44%    | 44%    | 45%    |
| Among partners, principals, and directors (2) (3)               | 23%    | 22%    | 22%    |
| Among managers (3)  | 35%    | 35%    | 35%    |
| Among new hires   | 44%    | 45%    | 46%    |
| Among new partners, principals, and director admissions (2) (3) | 25%    | 26%    | 24%    |
| Percentages of women in leadership and governance bodies        |        |        |        |
| On Deloitte Global's Board of Directors                         | 16%    | 16%    | 16%    |
| On Deloitte Global's Executive Committee                        | 17%    | 22%    | 22%    |
| <b>Turnover</b>   |        |        |        |
| Turnover rate   | 20%    | 20%    | 21%    |
| Rate by region  |        |        |        |
| Americas  | 16%    | 18%    | 18%    |
| Europe/Middle East/Africa                                       | 23%    | 20%    | 23%    |
| Asia Pacific  | 23%    | 23%    | 23%    |
| Rate by gender  |        |        |        |
| Male  | 19%    | 19%    | 20%    |
| Female  | 20%    | 20%    | 21%    |

## Performance metrics (continued)

| TALENT   | FY2018    | FY2017    | FY2016    |
|--|-----------|-----------|-----------|
| <b>New hires</b>   |           |           |           |
| Total new hires  | 77,390    | 69,878    | 71,752    |
| Total new hire rate (5)  | 27%       | 26%       | 29%       |
| <b>By region</b>   |           |           |           |
| Americas new hires   | 29,417    | 27,323    | 28,142    |
| Americas new hire rate (5)   | 23%       | 24%       | 26%       |
| Europe/Middle East/Africa new hires                                | 28,337    | 25,328    | 28,382    |
| Europe/Middle East/Africa new hire rate (5)                        | 28%       | 27%       | 33%       |
| Asia Pacific new hires   | 19,636    | 17,227    | 15,228    |
| Asia Pacific new hire rate (5)                                     | 32%       | 31%       | 30%       |
| <b>By level</b>  |           |           |           |
| New partners and principals (2)                                    | 457       | 350       | 395       |
| New managers   | 7,602     | 6,840     | 7,452     |
| New staff  | 60,411    | 54,671    | 55,302    |
| New administrative staff   | 8,921     | 8,017     | 8,603     |
| <b>LEARNING</b>  |           |           |           |
| Hours of training per full-time Deloitte employee (6)              | 46        | 49        | 51        |
| <b>RECRUITING</b>  |           |           |           |
| Total number of RMS (Recruitment and Mobility System) applications | 2,280,000 | 2,217,000 | 2,100,000 |
| Number of internships  | 18,000    | 17,000    | 19,000    |

## Performance metrics (continued)

| SOCIETAL IMPACT  | FY2018              | FY2017 | FY2016 |
|--|---------------------|--------|--------|
| Percentage of workforce covered by reported data. Extrapolations have not been made.                         | 99%                 | 99%    | 98%    |
| <b>Monetary value of community investments</b>   | <b>US \$million</b> |        |        |
| Community investments  | 217.9               | 204.1  | 230.5  |
| <b>By source</b>   |                     |        |        |
| Total donations  | 78                  | 70.9   | 75.9   |
| Foundation donations (monetary and in-kind)  | 51.1                | 44.9   | 48.3   |
| Donations by Deloitte people (to member firm-supported organizations and fundraisers)                        | 26.9                | 26     | 27.6   |
| Costs for managing community investment programs   | 14.2                | 13.1   | 12.9   |
| Total value of volunteer and pro bono work by Deloitte people  | 125.7               | 120.1  | 141.7  |
| Member firm pro bono work  | 42.6                | 44.4   | 64.7   |
| Skills-based volunteering  | 42.1                | 42.0   | 39.0   |
| Traditional volunteering   | 40.9                | 33.7   | 38.0   |
| <b>By contribution area</b>  |                     |        |        |
| Contributions toward education and skills-building organizations   | 33%                 | 35%    | 31%    |
| Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work | 67%                 | 72%    | 73%    |

## Performance metrics (continued)

| SOCIETAL IMPACT   | FY2018                               | FY2017  | FY2016  |
|---|--------------------------------------|---------|---------|
| <b>Hours of community investments</b>   | <b>Thousand hours</b>                |         |         |
| Total hours of volunteer and pro bono work by Deloitte people   | 1,306                                | 1,219   | 1,325   |
| Member firm pro bono work   | 311                                  | 338     | 440     |
| Skills-based volunteering   | 596                                  | 466     | 483     |
| Traditional volunteering  | 399                                  | 415     | 403     |
| <b>ENVIRONMENTAL SUSTAINABILITY</b>   |                                      |         |         |
| Percentage of workforce covered by reported data. Metrics are extrapolated to cover entire workforce. | 94%                                  | 95%     | 95%     |
| <b>Greenhouse gas emissions</b>   | <b>Metric tonnes CO<sub>2</sub>e</b> |         |         |
| Greenhouse gas emissions (7) (8)  | 941,555                              | 847,693 | 881,412 |
| <b>By source</b>  |                                      |         |         |
| Buildings: electricity  | 187,469                              | 184,043 | 190,703 |
| Buildings: other sources  | 16,354                               | 12,531  | 10,672  |
| Business travel: air travel (8)   | 458,390                              | 395,557 | 415,424 |
| Business travel: other sources (9)  | 279,342                              | 255,562 | 264,614 |
| <b>By GHG Protocol scope</b>  |                                      |         |         |
| Scope 1: Direct greenhouse gas emissions  | 62,456                               | 51,033  | 50,915  |
| Scope 2: Electricity indirect greenhouse gas emissions  | 187,469                              | 184,043 | 190,703 |
| Scope 3: Other indirect greenhouse gas emissions (8)  | 691,630                              | 612,617 | 639,794 |

## Performance metrics (continued)

| ENVIRONMENTAL SUSTAINABILITY  | FY2018                     | FY2017 | FY2016 |
|---|----------------------------|--------|--------|
| <b>Intensity measures</b>   |                            |        |        |
| Greenhouse gas emissions per full-time equivalent (metric tonnes CO <sub>2</sub> e/FTE) (7) (8) | 3.3                        | 3.2    | 3.6    |
| Greenhouse gas emissions per dollar of revenue (kg CO <sub>2</sub> e/\$000 USD) (7) (8)         | 21.4                       | 21.8   | 24     |
| <b>Energy usage</b>   | <b>Gigawatt hour (GWh)</b> |        |        |
| GWh of purchased electricity in Deloitte facilities   | 418                        | 416    | 418    |
| <b>Direct energy consumption by primary energy source</b>                                       | <b>Terajoule (TJ)</b>      |        |        |
| TJ of natural gas   | 232                        | 203    | 188    |
| TJ of gasoline  | 326                        | 204    | 254    |
| TJ of diesel fuel   | 447                        | 401    | 383    |
| <b>Indirect energy consumption by primary source</b>  | <b>Terajoule (TJ)</b>      |        |        |
| TJ of electricity   | 1,504                      | 1,497  | 1,505  |
| TJ of purchased renewable energy  | 170                        | 171    | 118    |
| TJ of gasoline  | 1,790                      | 1,608  | n/a    |
| TJ of diesel fuel   | 28                         | 18     | n/a    |
| <b>Material usage</b>   | <b>Metric tonnes</b>       |        |        |
| Paper usage   | 4,109                      | 4,508  | 4,417  |
| Percent of recycled input materials used based on estimate of recycled content paper            | 15%                        | 21%    | 25%    |



## Performance metrics (continued)

n/a: not available

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

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

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

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

(3) For purposes of this report, professional staff is defined as individuals spending at least 50% of their time serving clients.

(4) For purposes of this report, administrative staff is defined as individuals spending less than 50% of their time serving clients.

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

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

(7) Does not include carbon offsets. Metric tonnes CO<sub>2</sub>e offset in FY2017 and FY2016 were -6,827 and -7,213, respectively.

(8) FY2016 values recalculated to allow comparability. Recalculation was done due to a change in the emission factors chosen for air travel. Previously reported air emission were 457,869 metric tonnes CO<sub>2</sub>e. See Basis of Reporting for details.

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

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