

| | FY2014 | FY2013 | FY2012 |
|--|--------------|--------------|---------------|
| GLOBAL PRESENCE | | | |
| Number of member firms | 47 | 47 | 48 |
| REVENUE | | | |
| US\$ Billion | | | |
| Aggregate revenues | | | |
| Aggregate member firm revenue | 34.2 | 32.4 | 31.3 |
| By functional area | | | |
| Audit | 10.1 | 10.0 | 10.1 |
| Enterprise Risk Services | 3.2 | 3.1 | 2.9 |
| Financial Advisory | 3.0 | 2.8 | 2.7 |
| Consulting | 11.4 | 10.4 | 9.7 |
| Tax | 6.5 | 6.1 | 5.9 |
| By region | | | |
| Americas | 17.4 | 16.4 | 15.5 |
| Europe/Middle East/Africa | 12.1 | 11.1 | 10.9 |
| Asia Pacific | 4.8 | 4.9 | 4.9 |
| By industry group | | | |
| Consumer Business | 6.6 | 6.4 | 6.4 |
| Energy & Resources | 3.0 | 3.0 | 2.8 |
| Financial Services | 9.5 | 9.1 | 9.0 |
| Life Sciences and Health Care | 3.1 | 2.6 | 2.3 |
| Manufacturing | 4.3 | 4.3 | 4.1 |
| Public Sector | 4.0 | 3.5 | 3.3 |
| Technology, Media & Telecommunications | 3.8 | 3.5 | 3.4 |
| Revenue growth | | | |
| Percentage growth in US Dollars / Local currency | | | |
| Aggregate member firm revenue growth | 5.7% / 6.5% | 3.5% / 5.6% | 8.6% / 8.3% |
| By functional area | | | |
| Audit | 1.1% / 2.5% | -0.7% / 1.9% | 2.5% / 2.1% |
| Enterprise Risk Services | 3.6% / 4.2% | 4.4% / 6.3% | 20.6% / 20.4% |
| Financial Advisory | 6.0% / 6.8% | 4.7% / 6.7% | 15% / 14.2% |
| Consulting | 9.5% / 10.3% | 7.1% / 8.7% | 13.5% / 13.3% |
| Tax | 7.4% / 7.7% | 3.8% / 5.6% | 3.9% / 3.7% |
| By region | | | |
| Americas | 6.1% / 7.5% | 5.7% / 6.3% | 7.9% / 8.2% |
| Europe/Middle East/Africa | 8.8% / 5.8% | 2.1% / 5.6% | 6.4% / 6.7% |
| Asia Pacific | -3.0% / 4.9% | -0.2% / 3.1% | 16.3% / 12.3% |

| | FY2014 | FY2013 | FY2012 |
|---|---------|---------|---------|
| TALENT | | | |
| Aggregate talent | | | |
| Aggregate Deloitte people | 210,400 | 202,885 | 193,359 |
| By level | | | |
| Partners and principals | 10,247 | 10,189 | 9,948 |
| Professional staff | 163,676 | 157,505 | 148,947 |
| Administrative staff | 36,478 | 35,192 | 34,464 |
| By region | | | |
| Americas | 92,804 | 89,934 | 84,855 |
| Europe/Middle East/Africa | 74,778 | 71,826 | 68,317 |
| Asia Pacific | 42,819 | 41,125 | 40,187 |
| By level and region | | | |
| Americas | | | |
| Partners and principals | 4,279 | 4,335 | 4,228 |
| Professionals | 70,750 | 68,328 | 63,685 |
| Administrative staff | 17,775 | 17,270 | 16,941 |
| Europe/Middle East/Africa (EMEA) | | | |
| Partners and principals | 3,425 | 3,389 | 3,357 |
| Professionals | 58,910 | 56,428 | 53,232 |
| Administrative staff | 12,443 | 12,010 | 11,728 |
| Asia Pacific | | | |
| Partners and principals | 2,542 | 2,465 | 2,363 |
| Professionals | 34,016 | 32,748 | 32,029 |
| Administrative staff | 6,260 | 5,912 | 5,794 |
| Talent by gender | | | |
| By region and gender - male | | | |
| Overall | 117,557 | 112,182 | 106,866 |
| Americas | 52,717 | 50,770 | 47,649 |
| Europe/Middle East/Africa | 41,574 | 39,373 | 37,392 |
| Asia Pacific | 23,266 | 22,039 | 21,825 |
| By region and gender - female | | | |
| Overall | 92,843 | 90,703 | 86,492 |
| Americas | 40,087 | 39,164 | 37,205 |
| Europe/Middle East/Africa | 33,204 | 32,453 | 30,925 |
| Asia Pacific | 19,553 | 19,087 | 18,361 |

| | FY2014 | FY2013 | FY2012 |
|--|--------|--------|--------|
| Percentages of women in Deloitte network | | | |
| Overall | 44% | 45% | 45% |
| Among partners, principals, and directors | 21% | 20% | 19% |
| Among managers | 35% | 35% | 35% |
| Among new hires | 44% | 45% | 46% |
| Among new partners, principals, and director admissions | 21% | 23% | 22% |
| On mobility assignments | 23% | 23% | 26% |
| Percentages of women in DTTL leadership and governance bodies | | | |
| On DTTL Board of Directors | 13% | 9% | 6% |
| On DTTL Executive | 0% | 0% | 0% |
| On DTTL leadership team | 14% | 20% | 19% |
| Turnover rate | | | |
| Aggregate turnover rate | 21% | 19% | 20% |
| By region | | | |
| Americas | 20% | 19% | 18% |
| Europe/Middle East/Africa | 21% | 18% | 20% |
| Asia Pacific | 23% | 20% | 24% |
| By gender | | | |
| Male | 21% | 19% | 19% |
| Female | 22% | 20% | 21% |
| New hires | | | |
| Aggregate new hires | 53,959 | 51,405 | 51,440 |
| Aggregate new hire rate (1) | 26% | 25% | 27% |
| By region | | | |
| Americas new hires | 23,437 | 23,492 | 21,639 |
| Americas new hire rate (1) | 25% | 26% | 26% |
| Europe/Middle East/Africa new hires | 18,941 | 17,394 | 17,250 |
| Europe/Middle East/Africa new hire rate (1) | 25% | 24% | 25% |
| Asia Pacific new hires | 11,582 | 10,519 | 12,550 |
| Asia Pacific new hire rate (1) | 27% | 26% | 31% |
| By level | | | |
| New partners and principals | 257 | 273 | 285 |
| New managers | 4,938 | 4,980 | 4,952 |
| New staff | 42,222 | 39,403 | 39,466 |
| New administrative staff | 6,542 | 6,749 | 6,737 |
| By gender | | | |
| Percentage of women among new hires | 44% | 45% | 46% |

| | FY2014 | FY2013 | FY2012 |
|---|---|---|---|
| LEARNING | | | |
| Hours training per full-time Deloitte employee (2) | 51 | 49 | 44 |
| MOBILITY | | | |
| Total number of mobility assignments | 5,898 | 5,795 | 5,356 |
| Increase in mobility assignments | 2% | 8% | 21% |
| Average number of mobility opportunities available on a daily basis | 650 | 650 | n/a |
| GLOBAL CAREERS WEBSITE | | | |
| Visits to website | 14,527,716 | 13,041,824 | 10,328,940 |
| Total number of Recruitment and Mobility System applications | 1,852,715 | 1,906,234 | 1,604,805 |
| SOCIETAL IMPACT | | | |
| Number of reporting entities. Societal impact metrics are for reporting entities, and estimates have not been made for nonreporting entities. | 34 member firms and DTTL (representing 95% of global workforce) | 33 member firms and DTTL (representing 93% of global workforce) | 33 member firms and DTTL (representing 90% of global workforce) |
| Monetary value of community investments | | | |
| | US\$ million | | |
| Aggregate Deloitte community investments | 190.9 | 179.0 | 165.1 |
| By source | | | |
| Aggregate donations | 72.9 | 74.9 | 74.1 |
| DTTL and member firm foundation donations (monetary and in-kind) | 42.4 | 44.8 | 44.6 |
| Member firm partner and Deloitte employee donations (to member firm-supported organizations and fundraisers) | 30.5 | 30.1 | 29.5 |
| Aggregate Deloitte costs for managing community investment programs | 11.4 | 13.0 | 9.2 |
| Aggregate value of volunteer and pro bono work by Deloitte people | 106.6 | 91.1 | 81.8 |
| Member firm Pro bono work | 48.1 | 43.5 | 34.2 |
| Skills-based volunteering | 30.5 | 20.1 | 26.4 |
| Traditional volunteering | 28.0 | 27.5 | 21.2 |
| By contribution area | | | |
| Contributions toward education and skills-building organizations (3) | 26% | 30% | 29% |
| Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work | 74% | 70% | 74% |
| Hours of community investments | | | |
| | Thousand hours | | |
| Aggregate hours of volunteer and pro bono work by Deloitte people | 941 | 873 | 884 |
| Member firm pro bono work | 237 | 209 | 198 |
| Skills-based volunteering by Deloitte people | 442 | 308 | 377 |
| Traditional volunteering by Deloitte people | 263 | 356 | 308 |

| | FY2014 | FY2013 | FY2012 |
|--|---|---|---|
| ENVIRONMENTAL SUSTAINABILITY | | | |
| Number of member firms reporting on environmental sustainability. Environmental metrics are extrapolated to represent all member firms and DTTL. | 28 member firms and DTTL representing 91% of global workforce | 29 member firms and DTTL representing 91% of global workforce | 32 member firms and DTTL representing 93% of global workforce |
| Aggregate Deloitte greenhouse gas emissions | Metric tonnes CO₂e | | |
| Aggregate greenhouse gas emissions including offsets (4) | 914,177 | 927,029 | 885,276 |
| Aggregate greenhouse gas emissions not including offsets (4) | 916,703 | 929,561 | 889,395 |
| By source | Metric tonnes CO₂e | | |
| Buildings: electricity | 228,587 | 220,382 | 204,812 |
| Buildings: other sources (4) | 15,449 | 17,824 | 12,104 |
| Business travel: air travel (4) | 405,903 | 418,079 | 422,311 |
| Business travel: other sources | 266,764 | 273,275 | 250,167 |
| Offset credits | (2,526) | (2,532) | (4,119) |
| By GHG Protocol scope | Metric tonnes CO₂e | | |
| Scope 1: Direct greenhouse gas emissions (4) | 86,719 | 92,318 | 73,848 |
| Scope 2: Electricity indirect greenhouse gas emissions (4) | 228,587 | 220,382 | 204,812 |
| Scope 3: Other indirect greenhouse gas emissions (4) | 601,397 | 616,861 | 610,735 |
| Intensity measures | Metric tonnes CO₂e | | |
| Greenhouse gas emissions per full-time equivalent (metric tonnes CO ₂ e/FTE) excluding offsets (4) | 4.4 | 4.7 | 4.7 |
| Greenhouse gas emissions per dollar of revenue (kg CO ₂ e/\$000 USD) excluding offsets (4) | 26.8 | 28.7 | 28.4 |
| Energy usage | GW | | |
| Aggregate usage of purchased electricity in Deloitte facilities | 441 | 448 | 418 |
| Direct energy consumption by primary energy source | TJ | | |
| TJ of natural gas | 305 | 269 | 202 |
| TJ of gasoline | 256 | 254 | 262 |
| TJ of diesel fuel | 378 | 352 | 517 |
| Indirect energy consumption by primary source | TJ | | |
| TJ of electricity | 1,587 | 1,611 | 1,506 |
| Aggregate Deloitte material usage | Metric tonnes | | |
| Paper usage | 5,580 | 5,519 | 5,413 |
| Percent of recycled input materials used based on estimate of recycled content paper | 20% | 19% | 9% |

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

n/a: not available

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

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

(3) FY13 figures restated as a result of reclassification of certain pro bono contributions to better align with the reporting methodology.

(4) Some FY13 and FY12 values revised due to methodology change. See Basis of Reporting for details.