



## Performance metrics

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

REVENUE	FY2019	FY2018	FY2017
<b>Revenue</b>			<b>US\$ billion</b>
Revenue	46.2	43.2	38.8
<b>Revenue growth</b>		<b>Percentage growth in US dollars/local currency</b>	
Revenue growth	6.9%/9.4%	11.3%/8.2%	5.5%/7.1%
<b>Revenue by business area</b>			
Audit & Assurance	10.2	10.2	9.4
Consulting	18.7	16.5	14.3
Financial Advisory	3.8	3.6	3.4
Risk Advisory	5.3	5.0	4.5
Tax & Legal (1)	8.3	7.9	7.3
<b>By region</b>			
Americas	24.2	22.1	20.4
Europe/Middle East/Africa	15.0	14.5	12.5
Asia Pacific	7.1	6.6	5.8
<b>By industry</b>			
Consumer (2)	10.8	10.1	12.2
Energy, Resources & Industrials (2)	7.7	6.4	2.7
Financial Services	12.4	11.8	10.7
Life Sciences & Health Care	4.3	4.1	3.7
Government & Public Services	5.3	5.4	5.1
Technology, Media & Telecom	5.6	5.3	4.5
<b>TALENT</b>	<b>FY2019</b>	<b>FY2018</b>	<b>FY2017</b>
Workforce	312,028	286,214	263,924
<b>By level</b>			
Partners and principals (3)	13,411	12,250	11,378
Professional staff (4)	251,584	226,547	209,234
Administrative staff (5)	47,033	47,416	43,311

## Performance metrics

TALENT	FY2019	FY2018	FY2017
<b>By region</b>			
Americas	139,488	125,180	115,387
Europe/Middle East/Africa	102,614	99,493	93,408
Asia Pacific	69,926	61,541	55,129
<b>Talent by gender</b>			
<b>By region and gender—male</b>			
Overall	174,725	161,228	147,256
Americas	80,187	71,488	65,427
Europe/Middle East/Africa	57,710	55,430	51,849
Asia Pacific	36,829	34,310	29,980
<b>By region and gender—female</b>			
Overall	137,303	124,986	116,668
Americas	59,301	53,692	49,960
Europe/Middle East/Africa	44,904	44,063	41,559
Asia Pacific	33,097	27,231	25,149
<b>Percentages of women</b>			
Overall	44%	44%	44%
Among partners, principals and directors (3) (4)	23%	23%	22%
Among managers (4)	34%	35%	35%
Among new hires	45%	44%	45%
Among new partners, principals and director admissions (3) (4)	26%	25%	26%
<b>Percentages of women in leadership and governance bodies</b>			
On Deloitte Global's Board of Directors	16%	16%	16%
On Deloitte Global's Executive Committee	17%	17%	22%
<b>Turnover</b>			
Turnover rate	21%	20%	20%

## Performance metrics

TALENT	FY2019	FY2018	FY2017
<b>Rate by region</b>			
Americas	16%	16%	18%
Europe/Middle East/Africa	24%	23%	20%
Asia Pacific	23%	23%	23%
<b>Rate by gender</b>			
Male	20%	19%	19%
Female	21%	20%	20%
<b>New hires</b>			
Total new hires	90,540	77,390	69,878
Total new hire rate (6)	29%	27%	26%
<b>By region</b>			
Americas new hires	35,910	29,417	27,323
Americas new hire rate (6)	26%	23%	24%
Europe/Middle East/Africa new hires	32,348	28,337	25,328
Europe/Middle East/Africa new hire rate (6)	32%	28%	27%
Asia Pacific new hires	22,282	19,636	17,227
Asia Pacific new hire rate (6)	32%	32%	31%
<b>By level</b>			
New partners and principals (3)	426	457	350
New managers	10,244	7,602	6,840
New staff	70,166	60,411	54,671
New administrative staff	9,704	8,921	8,017
<b>Recruiting and learning</b>			
Total number of RMS (Recruitment and Mobility System) applications	3,200,000	2,280,000	2,217,000
Number of internships	19,000	18,000	17,000
Hours of training per full-time Deloitte employee (7)	47	46	49

## Performance metrics

<b>SOCIETAL IMPACT</b>	<b>FY2019</b>	<b>FY2018</b>	<b>FY2017</b>
Percentage of workforce covered by reported data. Extrapolations have not been made.	98%	99%	99%
<b>Monetary value of community investments</b>			
	<b>US\$ million</b>		
Community investments	239	218	204
<b>By source</b>			
Total donations	89	78	71
Foundation donations (monetary and in-kind)	60	51	45
Donations by Deloitte people (to member firm-supported organizations and fundraisers)	29	27	26
Costs for managing community investment programs	20	14	13
Total value of volunteer and pro bono work by Deloitte people	130	126	120
Member firm pro bono work	42	43	44
Skills-based volunteering	43	42	42
Traditional volunteering	44	41	34
<b>By contribution area</b>			
Contributions toward education and skills-building organizations	36%	33%	35%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	66%	67%	72%
<b>Hours of community investments</b>			
	<b>Thousand hours</b>		
Total hours of volunteer and pro bono work by Deloitte people	1,358	1,306	1,219
Member firm pro bono work	346	311	338
Skills-based volunteering	568	596	466
Traditional volunteering	444	399	415

## Performance metrics

ENVIRONMENTAL SUSTAINABILITY	FY2019	FY2018	FY2017
Percentage of workforce covered by reported data. Metrics are extrapolated to cover entire workforce.	FY2019 data coming in December 2019	94%	95%
<b>Greenhouse gas emissions</b>		<b>Metric tonnes CO2e</b>	
Greenhouse gas emissions (8)		941,555	847,693
<b>By source</b>			
Buildings: electricity		187,469	184,043
Buildings: other sources		16,354	12,531
Business travel: air travel		458,390	395,557
Business travel: other sources (9)		279,342	255,562
<b>By GHG Protocol scope</b>			
Scope 1: Direct greenhouse gas emissions		62,456	51,033
Scope 2: Electricity indirect greenhouse gas emissions		187,469	184,043
Scope 3: Other indirect greenhouse gas emissions		691,630	612,617
<b>Intensity measures</b>			
Greenhouse gas emissions per full-time equivalent (metric tonnes CO2e/FTE) (8)		3.3	3.2
Greenhouse gas emissions per dollar of revenue (kg CO2e/\$000 USD) (8)		21.4	21.8
<b>Energy usage</b>		<b>Gigawatt hour (GWh)</b>	
Purchased electricity in Deloitte facilities		418	416
<b>Direct energy consumption by primary energy source</b>		<b>Terajoule (TJ)</b>	
Natural gas		232	203
Gasoline		326	204
Diesel fuel		447	401

## Performance metrics

ENVIRONMENTAL SUSTAINABILITY (8)	FY2019	FY2018	FY2017
<b>Indirect energy consumption by primary source</b>	<b>Terajoule (TJ)</b>		
Electricity		1,504	1,497
Purchased renewable energy		170	171
Gasoline		1,790	1,608
Diesel fuel		28	18
<b>Material usage</b>			
Paper usage (metric tonnes)		4,109	4,508
Percent of recycled input materials used based on estimate of recycled content paper		15%	21%

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 forthcoming "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) FY2018 values restated to align with FY2019 change to industry sectoral grouping.

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

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

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

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

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

(8) Does not include carbon offsets. Metric tonnes CO2e offset in FY2017 were -6,827.

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

## Contact us

[globalreport@deloitte.com](mailto:globalreport@deloitte.com)

## Learn more

[globalreport.deloitte](http://globalreport.deloitte)

## Stay connected



# Deloitte.

“Deloitte,” “us,” “we” and “our” refer to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the “Deloitte organization”) serves four out of five Fortune Global 500® companies. Learn how Deloitte’s approximately 312,000 people make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and their related entities, are legally separate and independent entities.

© 2019. For information, contact Deloitte Touche Tohmatsu Limited.