

	FY2013	FY2012	FY2011
<b>GLOBAL PRESENCE</b>			
Number of member firms	47	48	53
<b>REVENUE (US\$ Billion)</b>			
<b>Aggregate revenues</b>			
Aggregate member firm revenue	32.4	31.3	28.8
By functional area			
Audit and Enterprise Risk Services	13.1	13.0	12.3
Financial Advisory	2.8	2.7	2.3
Consulting	10.4	9.7	8.6
Tax	6.1	5.9	5.6
By region			
Americas	16.4	15.5	14.3
Europe/Middle East/Africa	11.1	10.9	10.3
Asia Pacific	4.9	4.9	4.2
By industry group (1)			
Consumer Business	6.4	6.4	5.4
Energy & Resources	3.0	2.8	2.2
Financial Services	9.1	9.0	7.8
Life Sciences and Health Care	2.6	2.3	1.9
Manufacturing	4.3	4.1	3.8
Public Sector	3.5	3.3	3.0
Technology, Media & Telecommunications	3.5	3.4	3.0
Other	0.0	0.0	1.7
<b>Revenue growth (Percentage growth in US Dollars)</b>			
Aggregate member firm revenue growth	3.5%	8.6%	8.4%
By functional area			
Audit and Enterprise Risk Services	0.5%	6.1%	4.7%
Financial Advisory	4.7%	15.0%	15.1%
Consulting	7.1%	13.5%	14.9%
Tax	3.8%	3.9%	5.2%
By region			
Americas	5.7%	7.9%	10.4%
Europe/Middle East/Africa	2.1%	6.4%	3.2%
Asia Pacific	-0.2%	16.3%	15.8%

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

	FY2013	FY2012	FY2011
<b>TALENT</b>			
<b>Aggregate talent</b>			
Aggregate Deloitte people	202,885	193,359	181,566
<b>By level</b>			
Partners and principals	10,189	9,948	9,673
Professional staff	157,505	148,947	138,790
Administrative staff	35,192	34,464	33,103
<b>By region</b>			
Americas	89,934	84,855	78,957
Europe/Middle East/Africa	71,826	68,317	65,298
Asia Pacific	41,125	40,187	37,312
<b>By level and region</b>			
<b>Americas</b>			
Partners	4,335	4,228	4,159
Professionals	68,328	63,685	58,225
Administrative staff	17,270	16,941	16,573
<b>Europe/Middle East/Africa (EMEA)</b>			
Partners	3,389	3,357	3,229
Professionals	56,428	53,232	50,700
Administrative staff	12,010	11,728	11,369
<b>Asia Pacific</b>			
Partners	2,465	2,363	2,285
Professionals	32,748	32,029	29,864
Administrative staff	5,912	5,794	5,162
<b>Talent by gender</b>			
<b>By region and gender—male</b>			
Overall	112,182	106,866	n/a
Americas	50,770	47,649	n/a
Europe/Middle East/Africa	39,373	37,392	n/a
Asia Pacific	22,039	21,825	n/a
<b>By region and gender—female</b>			
Overall	90,703	86,492	n/a
Americas	39,164	37,205	n/a
Europe/Middle East/Africa	32,453	30,925	n/a
Asia Pacific	19,087	18,361	n/a

	FY2013	FY2012	FY2011
<b>Percentages of women in Deloitte network</b>			
Overall	45%	45%	44%
Among partners, principals, and directors	20%	19%	18%
Among managers	35%	35%	34%
Among new hires	45%	46%	45%
Among new partners, principals, and director admissions	23%	22%	22%
<b>Percentages of women in DTTL leadership and governance bodies</b>			
On DTTL Board of Directors	9%	6%	11%
On DTTL Executive	0%	0%	0%
On DTTL leadership team	20%	19%	9%
<b>Turnover rate</b>			
Aggregate turnover rate	19%	20%	21%
<b>By region</b>			
Americas	19%	18%	19%
Europe/Middle East/Africa	18%	20%	22%
Asia Pacific	20%	24%	24%
<b>By gender</b>			
Male	19%	19%	20%
Female	20%	21%	23%
<b>New hires</b>			
Aggregate new hires	51,405	51,440	49,152
Aggregate new hire rate (2)	25%	27%	27%
<b>By region</b>			
Americas new hires	23,492	21,639	n/a
Americas new hire rate (2)	26%	26%	n/a
Europe/Middle East/Africa new hires	17,394	17,250	n/a
Europe/Middle East/Africa new hire rate (2)	24%	25%	n/a
Asia Pacific new hires	10,519	12,550	n/a
Asia Pacific new hire rate (2)	26%	31%	n/a
<b>By level</b>			
New partners and principals	273	285	273
New managers	4,980	4,952	5,408
New staff	39,403	39,466	36,255
New administrative staff	6,749	6,737	7,215
<b>By gender</b>			
Percentage of women among new hires	45%	46%	45%

	FY2013	FY2012	FY2011
<b>LEARNING</b>			
Hours of training per member firm full-time equivalent (3)	49	44	44
<b>MOBILITY</b>			
Total number of mobility assignments	5,795	5,356	4,429
Increase in mobility assignments	8%	21%	17%
<b>GLOBAL CAREERS WEBSITE</b>			
Number of RMS (Recruitment and Mobility System) student applications received per day	2,016	1,653	1,160
Visits to website	13,041,824	10,328,940	10,028,940
Average visits per day	35,731	28,300	27,476
Largest number of jobs posted on a given day	20,373	20,939	15,313
Member firm locations with searchable positions	116	116	92
Total number of RMS applications	1,906,234	1,604,805	n/a
<b>SOCIETAL IMPACT (US\$ million)</b>			
Number of reporting entities. Societal impact metrics are for reporting entities, and estimates have not been made for non-reporting entities.	33 member firms and DTTL (representing 93% of global workforce)	33 member firms and DTTL (representing 90% of global workforce)	18 member firms and DTTL (representing 73% of global workforce)
<b>Monetary value of community investments (US\$ million)</b>			
Aggregate Deloitte community investments	179.0	165.1	157.5
By source			
Aggregate donations	74.9	74.1	76.3
Member firm/foundation donations (monetary and in-kind)	44.8	44.6	47.9
Member firm partner and employee donations (to member firm-supported organizations and fundraisers)	30.1	29.5	28.4
Aggregate member firm/foundation costs for managing community investment programs	13.0	9.2	9.1
Aggregate value of volunteer and pro bono work by Deloitte people	91.1	81.8	72.1
Member firm pro bono work	43.5	34.2	33.7
Skills-based volunteering	20.1	26.4	20.9
Traditional volunteering	27.5	21.2	17.5
By contribution area			
Contributions toward education and skills-building organizations	37%	29%	29%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	70%	74%	76%
<b>Hours of community investments (Thousand hours)</b>			
Aggregate hours of volunteer and pro bono work by Deloitte people	873	884	709
Member firm pro bono work	209	198	193
Skills-based volunteering	308	377	275
Traditional volunteering	356	308	241

	FY2013	FY2012	FY2011
<b>ENVIRONMENTAL SUSTAINABILITY</b>			
Number of member firms reporting on environmental sustainability. Environmental metrics are extrapolated to represent all member firms and DTTL.	29 member firms and DTTL representing 91% of global workforce	32 member firms and DTTL representing 93% of global workforce	21 member firms representing 76% of global workforce
<b>Aggregate greenhouse gas emissions (Metric tonnes CO<sub>2</sub>e)</b>			
Aggregate greenhouse gas emissions including offsets	975,229	940,751	851,973
Aggregate greenhouse gas emissions not including offsets	977,761	944,870	859,026
<b>By source (Metric tonnes CO<sub>2</sub>e)</b>			
Buildings: electricity	220,382	204,812	201,739
Buildings: other sources	31,811	35,008	35,916
Business travel: air travel	436,121	437,970	360,339
Business travel: other sources	273,275	250,167	242,293
Resources	16,171	16,913	18,738
Offset credits	(2,532)	(4,119)	(7,053)
<b>By GHG Protocol scope (Metric tonnes CO<sub>2</sub>e)</b>			
Scope 1: Direct greenhouse gas emissions	98,115	83,797	80,910
Scope 2: Electricity indirect greenhouse gas emissions	228,571	217,768	212,060
Scope 3: Other indirect greenhouse gas emissions	651,074	643,306	566,056
<b>Intensity measures (Metric tonnes CO<sub>2</sub>e)</b>			
Greenhouse gas emissions per full-time employee (metric tonnes CO <sub>2</sub> e/FTE) excluding offsets	4.9	5.0	4.8
Greenhouse gas emissions per dollar of revenue (kg CO <sub>2</sub> e/\$000 USD) excluding offsets	30.2	30.2	33.9
<b>Energy usage (GW)</b>			
Aggregate usage of purchased electricity in Deloitte facilities	448	418	423
<b>Direct energy consumption by primary energy source (TJ)</b>			
TJ of natural gas	269	202	233
TJ of gasoline	254	262	304
TJ of diesel fuel	352	517	276
<b>Indirect energy consumption by primary source (TJ)</b>			
TJ of electricity	1,611	1,506	1,524
TJ of district heating	89	138	110
TJ of district cooling	28	27	41
<b>Material usage (Metric tonnes)</b>			
Paper usage	5,519	5,413	6,590
Percent of recycled input materials used based on estimate of recycled content paper	19%	9%	7%

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 [here](#).

(1) FY12 industry values were restated to reflect an updated methodology

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

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

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