Deloitte.

A year of connection, action and impact

PERFORMANCE METRICS

MAKING AN IMPACT THAT MATTERS since 1845

Performance metrics

Business

Business overview

Note: Global figures are aggregated across the Deloitte organization except where otherwise noted. Due to rounding, sum of sections may not equal total.

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

[1] 5.5% total revenue growth (local currency) is based on continuing operations. Revenue from businesses sold in FY2019 have been excluded from FY2019 numbers which have been adjusted from the figure published in September 2019 ($46.2B). Without this adjustment, FY2020 total revenue growth (local currency) is 4.7%.

[2] "Deloitte Legal" means the legal practices of member firms or their related entities that provide legal services. For legal and regulatory reasons, not all member firms provide legal services.

[3] Based on 2021 sampling of the largest Deloitte member firms

[4] Performance tracking for this indicator is reported for the most recent year(s) only.

Business	FY2021	FY2020	FY2019
Revenue		US$ billion	
Total revenue[1]	**50.2**	**47.6**	**46.2**
Revenue by business			
Audit & Assurance	10.5	9.9	10.2
Consulting	20.8	19.8	18.7
Financial Advisory	4.3	3.8	3.8
Risk Advisory	5.9	5.6	5.3
Tax & Legal[2]	8.9	8.7	8.3
By region			
Americas	25.2	25.3	24.2
Europe/Middle East/Africa	16.7	15.0	15.0
Asia Pacific	8.5	7.5	7.1
By industry			
Consumer	10.4	10.6	10.8
Energy, Resources & Industrials	7.5	7.9	7.7
Financial Services	13.3	12.7	12.4
Government & Public Services	8.4	6.8	5.3
Life Sciences & Health Care	4.7	4.3	4.3
Technology, Media & Telecom	6.0	5.3	5.6
Revenue growth	Percentage growth in US dollars/local currency		
Revenue growth	5.5%/2.7%	3.9%/5.5%[1]	6.9%/9.4%
Innovation investment	Percentage of aggregate Deloitte firm revenue		
Innovation investment[3]	3.5%	n/a[4]	n/a[4]

Environmental

Environmental overview

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[1] Reduction in travel emissions is largely due to pandemic-related travel restrictions.

[2] District heating and cooling emissions have been included in the GHG inventory in FY2021 due to improved data availability.

[3] Air travel emissions inclusive of radiative forcing would be 33,537 metric tons CO2e in FY2021, 724,432 metric tons CO2e in FY2020 and 935,937 metric tons CO2e in FY2019.

[4] In October 2021 Deloitte obtained updated emission factors for supplier industries and categories and for a larger subset of suppliers through the CDP Supply Chain program. These updated emissions factors were applied to the PG&S spend as they were considered to be more accurate. Applying these updated factors to the PG&S spend resulted in the significant emissions reduction. As this materially affected total emissions, published PG&S emissions values were restated. For comparability, the total emissions for FY19-21 were also restated using these updated emission factors. We expect our methodology to calculate PG&S emissions to continue to mature during future reporting cycles as actual supplier data becomes more readily available.

Progress toward goals—World*Climate*

Goal description	Goal year	Goal	FY2021 progress
Percent renewable electricity	2030	100%	85%
Reduction of Scope 1 and 2 emissions from FY2019 levels	2030	70%	76%
Reduction of Scope 3 emissions from business travel per FTE from FY2019 levels	2030	50%	92%[1]
Percent of suppliers with science-based targets (by emissions)	2025	67%	8%

Environmental sustainability	FY2021	FY2020	FY2019
GHG emissions by scope and source		Metric tons CO2e	
Scope 1 GHG emissions by source			
Fuel combustion in buildings	8,668	11,554	18,174
Vehicle fleet (internal combustion engine)	24,009	37,032	43,727
Total Scope 1 emissions	**32,677**	**48,586**	**61,901**
Scope 2 GHG emissions by source			
Purchased electricity—buildings and fleet (market-based)	25,738	54,544	201,771
District heating and cooling	4,270	n/a[2]	n/a[2]
Total Scope 2 emissions	**30,009**	**54,544**	**201,771**
Scope 3 GHG emissions by source			
Business travel: air travel (tank-to-wake emissions)[3]	17,731	383,002	494,824
Business travel: other sources	43,136	201,730	259,309
Total business travel emissions	**60,866**	**584,732**	**754,133**
Purchased goods & services (PG&S)[4]	565,108	628,753	638,517
Total Scope 3 emissions[4]	**625,975**	**1,213,485**	**1,392,650**
GHG emissions totals			
Gross GHG emissions[4]	**688,661**	**1,316,615**	**1,656,322**
Beyond value chain mitigation: carbon credit purchases	440,933	686,229	494,824
Percentage of gross GHG emissions addressed through carbon credit purchases	**64%**	**52%**	**30%**

Environmental

Environmental overview

Environmental sustainability	FY2021	FY2020	FY2019
GHG intensity measures			
GHG emissions per individual		**Metric tons CO2e /FTE**	
Operational and business travel emissions	0.4	2.1	3.3
Gross GHG emissions	2.1	4.0	5.4
GHG emissions per dollar of revenue		**Kg CO2e/$000 USD**	
Operational and business travel emissions	2.5	14.4	22.0
Gross GHG emissions	13.7	27.6	35.9
Scope 2 GHG emissions by methodology		**Metric tons CO2e**	
Electricity (market-based)	25,738	54,544	201,333
Electricity (location-based)	137,605	197,413	210,997
Value Chain Mitigation		**Metric tons CO2e**	

Sustainable aviation fuel (SAF)

SAF stands for sustainable aviation fuel. The International Air Transport Association (IATA) defines SAF as a non-conventional (not fossil derived) aviation fuel. SAF is produced from sustainable feedstocks including waste materials, such as used cooking oil, agricultural residues, and municipal solid waste, or potentially from purpose-grown crops. SAF use is recognized by the Science-Based Targets initiative as a valid mitigation action in its August 2021 Aviation Sector Guidance.[5] However, the GHG Protocol does not currently recognize SAF as a mitigation option to address Scope 3 emissions. A robust physical tracking mechanism and associated registry to retire certificates is needed to help to bolster the case for the SAF to be recognized in future updates to the GHG Protocol. Including SAF environmental attribute purchases in this publication allows us to share with others how a future SAF certificate could be included in corporate GHG inventories. We hope that our pilot informs and supports other organizations, including standard setters, in their decision-making.

	FY2021	FY2020	FY2019
Tank-to-wake air travel emissions[3]	17,731	n/a[6]	n/a[6]
Well-to-tank air travel emissions	3,673	n/a[6]	n/a[6]
Full life-cycle assessment (LCA) air travel emissions	**21,403**	n/a[6]	n/a[6]
Less: SAF environmental attributes purchased	2,638	n/a[6]	n/a[6]
LCA air travel emissions with SAF reductions incorporated	**18,765**	n/a[6]	n/a[6]
Total business travel emissions with LCA air travel emissions and SAF reductions incorporated	61,901	n/a[6]	n/a[6]
Total Scope 3 emissions with LCA air travel emissions and SAF reductions incorporated	627,010	n/a[6]	n/a[6]
Gross GHG emissions with LCA air travel emissions and SAF reductions incorporated	**689,695**	n/a[6]	n/a[6]

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[3] Air travel emissions inclusive of radiative forcing would be 33,537 metric tons CO2e in FY2021, 724,432 metric tons CO2e in FY2020 and 935,937 metric tons CO2e in FY2019.

[5] "Science-based target setting for the aviation sector," Science Based Targets initiative, August 2021, **https://sciencebasedtargets.org/resources/files/SBTi_AviationGuidanceAug2021.pdf**

[6] Deloitte started investing in SAF in FY2021, therefore prior year data is not included for this metric.

Environmental

Environmental overview

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Environmental sustainability	FY2021	FY2020	FY2019
Energy usage		**Terajoules (TJ)**	
Renewable electricity	979	1,119	199
Non-renewable electricity	175	403	1,393
Natural gas	159	200	245
Gasoline	226	320	348
Diesel fuel	168	271	405
Total energy consumed	**1,707**	**2,312**	**2,590**
Material usage			
Percent of recycled input materials used based on estimate of recycled content paper	29%	22%	18%

Social

Social overview

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[1] "Partners" and "principals" refers to Deloitte member firm partners and principals only.

[2] Pro bono refers to professional service engagements performed at no cost (pro bono) or significantly reduced cost (low bono) to qualifying organizations, for which Deloitte would normally bill for the professional services performed. Pro bono includes expenses incurred.

[3] FY2019 values restated due to data clarification.

Progress toward goals—societal impact (World*Class*)			
Goal description	**2030 goal**	**FY2021 progress**	**Total progress to date**
Individuals impacted through World*Class*	100 million	8.2 million	20 million

Progress toward aspirational goals—talent			
Goal description	**2025 goal**	**2023 goal**	**FY2021 progress**
Percent of women among partners, principals and directors[1]	30%	25%	25%
Percent of women on Deloitte Global's Board of Directors	40%	30%	29%
Percent of women on Deloitte Global's Executive Committee	40%	30%	23%

Societal impact	**FY2021**	**FY2020**	**FY2019**
Monetary value of societal investments		**US$ million**	
By source—donations			
Firm and foundation donations (monetary and in-kind)	79	64	59
Donations by Deloitte people (to Deloitte-supported organizations and fundraisers)	24	27	29
Total donations	**103**	**91**	**89**
By source—volunteer and pro bono work			
Pro bono work[2]	48	57	47
Skills-based volunteering	37	50	44
Traditional volunteering	16	46	44
Total value of volunteer and pro bono work by Deloitte people	**101**	**153**	**136**
By source—program costs			
Costs for managing societal impact	**19**	**21**	**20**
Monetary value of societal investments			
Total societal investments	**223**	**265**	**244**[3]

Social

Social overview

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[1] "Partners" and "principals" refers to Deloitte member firm partners and principals 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] Total workforce numbers are calculated using the total Deloitte people at the end of the reporting period.

Societal impact	FY2021	FY2020	FY2019
Societal investments by contribution area		Percentage of total	
Contributions aligned towards World*Class* (education and skills-building)	43%	40%	36%
Value of pro bono and skills-based volunteering as percentage of value of all volunteering and pro bono work	83%	70%	67%
Hours of societal investments		Thousand hours	
Member firm pro bono work	304	364	346
Skills-based volunteering	606	719	568
Traditional volunteering	138	455	444
Total hours of volunteering and pro bono work by Deloitte people	**1,048**	**1,537**	**1,358**

Talent	FY2021	FY2020	FY2019
Workforce		Number of individuals	
By level			
Partners and principals[1]	14,259	14,266	13,411
Professional staff[4]	277,317	265,503	251,584
Administrative staff[5]	53,798	55,031	47,033
By region			
Americas	156,186	149,760	139,488
Europe/Middle East/Africa	112,578	109,340	102,614
Asia Pacific	76,610	75,700	69,926
Total Workforce[6]			
Total Workforce[6]	**345,374**	**334,800**	**312,028**

Social

Social overview

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[1] "Partners" and "principals" refers to Deloitte member firm partners and principals only.

[7] Age ranges are estimated based on data collected from Deloitte firms.

[8] Performance tracking for this indicator is reported for the most recent year(s) only.

Talent	FY2021	FY2020	FY2019
Talent by gender	**Number of individuals**		
By region and gender—male			
Americas	87,785	84,260	80,187
Europe/Middle East/Africa	61,815	60,234	57,710
Asia Pacific	40,034	39,562	36,829
Total	**189,634**	**184,057**	**174,725**
By region and gender—female			
Americas	68,401	65,500	59,301
Europe/Middle East/Africa	50,763	49,106	44,904
Asia Pacific	36,576	36,138	33,097
Total	**155,740**	**150,743**	**137,303**
Percent of women			
Among partners, principals and directors[1]	25%	24%	23%
Among managers	36%	35%	34%
Among new hires	45%	47%	45%
Among new partners, principals and director admissions[1]	30%	29%	26%
Overall	**45%**	**45%**	**44%**
Percent of women in leadership and governance bodies			
On Deloitte Global's Board of Directors	29%	30%	16%
On Deloitte Global's Executive Committee	23%	16%	17%

Talent by age range[7]	**Percentage of total**		
By age range—overall			
Age <30	45%	n/a[8]	n/a[8]
Age 30-50	49%	n/a[8]	n/a[8]
Age >50	6%	n/a[8]	n/a[8]

Social

Social overview

Talent	FY2021	FY2020	FY2019
Talent by age range[7]	**Percentage of total**		
By region and age range—Americas			
Age <30	46%	n/a[8]	n/a[8]
Age 30-50	48%	n/a[8]	n/a[8]
Age >50	7%	n/a[8]	n/a[8]
By region and age range—Europe/Middle East/Africa			
Age <30	45%	n/a[8]	n/a[8]
Age 30-50	49%	n/a[8]	n/a[8]
Age >50	6%	n/a[8]	n/a[8]
By region and age range—Asia Pacific			
Age <30	44%	n/a[8]	n/a[8]
Age 30-50	51%	n/a[8]	n/a[8]
Age >50	5%	n/a[8]	n/a[8]

Turnover	Percentage		
Rate by region			
Americas	19%	18%	16%
Europe/Middle East/Africa	21%	22%	24%
Asia Pacific	24%	24%	23%
Rate by gender			
Male	21%	21%	20%
Female	21%	21%	21%
Total turnover			
Total turnover rate	**21%**	**21%**	**21%**

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Social

Social overview

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

[8] Performance tracking for this indicator is reported for the most recent year(s) only.

[9] The rate is calculated using the total Deloitte people at the end of the reporting period.

[10] Training hours do not include on the job digital learning hours that are a core aspect of development at Deloitte.

[11] Average annual direct training investment per individual represent an estimate based on actual costs from reporting member firms.

[12] Indirect training investment is the opportunity cost based on estimates from reporting member firms.

[13] Two additional Deloitte University facilities are under construction.

Talent	FY2021	FY2020	FY2019
New hires		**Number of individuals**	
By region			
Americas new hires	36,593	33,232	35,910
Americas new hire rate[9]	23%	22%	26%
Europe/Middle East/Africa new hires	27,191	32,170	32,348
Europe/Middle East/Africa new hire rate[9]	24%	29%	32%
Asia Pacific new hires	19,943	23,420	22,282
Asia Pacific new hire rate[9]	26%	31%	32%
By level			
New partners and principals[1]	462	574	426
New managers	8,133	9,613	10,244
New professional staff[4]	67,478	67,790	70,166
New administrative staff[5]	7,654	10,845	9,704
By gender			
Male	55%	53%	55%
Female	45%	47%	45%
Total new hires			
Total new hires	**83,727**	**88,822**	**90,540**
Total new hire rate[9]	24%	27%	29%
Recruiting and learning			
Total number of applications	4,583,560	2,800,000	3,200,000
Number of internships	20,105	20,000	19,000
Hours of training per individual[10]	55	43	47
Number of e-learning courses completed	5.9M	5.5M	n/a[8]
Annual direct training investment[11]	$726M	n/a[8]	n/a[8]
Average annual direct training investment per individual[11]	$2,200	n/a[8]	n/a[8]
Annual indirect training investment[12]	$5.4B	n/a[8]	n/a[8]
Number of Deloitte University facilities[13]	6	n/a[8]	n/a[8]

Governance

Governance overview

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[1] Deloitte Global has a written policy requiring member firms to escalate corruption incidents meeting established criteria to the appropriate Deloitte Global executive. In FY2021, no incidents of corruption were reported to Deloitte Global under this policy.

[2] All Deloitte people are required to complete anti-corruption training—upon being hired and every other year thereafter—that includes Global policies, corruption red flags and case scenarios. This figure may not reflect 100% participation at any point in time, as required, because it includes Deloitte people on extended leave and those with recent start dates who may still complete the training before their designated due dates.

[3] Performance tracking for this indicator is reported for the most recent year(s) only.

Governance	FY2021	FY2020	FY2019
Anti-corruption			
Confirmed incidents of corruption[1]	0	n/a[3]	n/a[3]
Percentage of overall workforce that has completed required anti-corruption training[2]	>95%	n/a[3]	n/a[3]
Required anti-corruption training completion by region			
Americas	>95%	n/a[3]	n/a[3]
Europe/Middle East/Africa	>95%	n/a[3]	n/a[3]
Asia Pacific	>95%	n/a[3]	n/a[3]