

Deloitte.

2014 *Global
Report*

Making an impact
that matters



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This year's Global Report spotlights how we are making an impact that matters. We continue to redefine ourselves and set the bar higher to continually deliver quality for clients, our people, and the society in which we operate.

Photo credit for the cover image: Oksana Rozputna, Deloitte CIS

In this report, the terms Deloitte, our, we, and us are used to refer to the Deloitte Touche Tohmatsu Limited (DTTL) network of member firms or to one or more DTTL member firms. For more information, see www.deloitte.com/about.

Revenue, talent, and other global figures are aggregated across Deloitte member firms. Due to rounding, numbers may not tally with the total.

www.deloitte.com/GlobalReport

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Executive message

We are committed to being the best. Building on our network's leading capabilities, trusted reputation, multidisciplinary services, and national and international reach, Deloitte is positioned to redefine how the professional services industry serves clients and the public interest.

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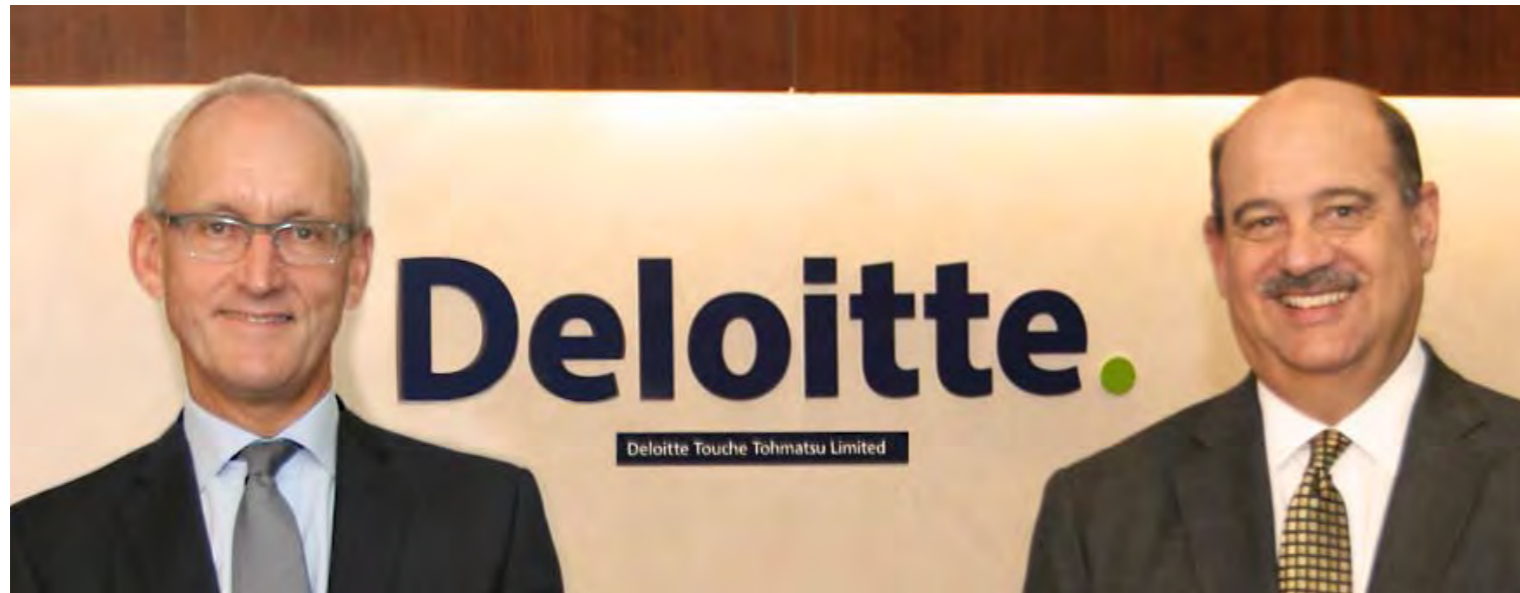
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[Watch Global CEO Barry Salzberg share his views on how Deloitte is making an impact that matters to clients, talent, and society.](#)

From left to right: Steve Almond, Chairman of the Board of Directors, and Barry Salzberg, Global Chief Executive Officer, Deloitte Touche Tohmatsu Limited (DTTL).

We look back on Deloitte's 2014 fiscal year with pride. We achieved much and finished the year with considerable momentum.

In our [fifth consecutive year of growth](#), aggregate member firm revenue increased by 6.5 percent to record levels. We continued to see demand grow across all of our core businesses, in all regions of the world. But the leadership we have built is much more than size and numbers.

True leadership is delivering globally—the best services to the best clients, via the best people. True leadership means making an impact that matters, predicting and meeting the changing needs of clients, talent, and society as each encounters new and unprecedented challenges.

[That leadership was recognized by independent industry experts, who found Deloitte to be a global leader in a record number of fields. Just a few examples include global diversity, Business Consulting Services, Business Technology Transformation, Cyber Security, Analytics IT Consulting, and industries including Financial Services, Life Sciences & Health Care, and Public Sector.](#)

This doesn't mean we can afford to relax our pace. Facing unprecedented disruption—whether caused by exponential technology advances, digital transformation, intense regulatory scrutiny, continuing globalization, geopolitical uncertainty or economic volatility—is the new normal for our clients and for us. But we continue to stand ready to lead, guide, or advise those that depend on us through the challenges these market forces bring.

In fact, over our 169 years in the business, we have learned how to successfully turn challenges into business opportunities. It's made us who we are today—the broadest, most deeply skilled, integrated professional services organization in the market. And it's why so many of the largest, most sophisticated clients choose Deloitte to help solve their toughest challenges.

But don't just take it from us. To help you understand how Deloitte member firms continue to lead the way by bringing the full capabilities of our multidisciplinary model to impact clients, the market, and society, our 11th Global Report captures select highlights from the course of our year. This year's report is broken out into the following sections, each of which demonstrates our commitment to being the best:

- [Global leader for clients](#)—Every day, all over the world, Deloitte member firm professionals [put clients first](#) by bringing innovative ideas and solutions to their most complex challenges. At the core of our capability are [world-class leaders and professionals](#) who distinguish themselves by providing deep industry insights and local

market expertise, and are ready to solve complex problems, manage risk, and streamline processes wherever and whenever the client demands.

- [Disruption: Leading the pack](#)—By repeatedly forging new ground, whether that be in technology, exclusive alliances, or with new services, Deloitte continues to stay ahead of extraordinary disruption. "[Anticipate to succeed—leading predictive analytics](#)" and "[Connecting clients with the world's brightest minds](#)" demonstrate how we deliberately, strategically, and effectively invest in innovative ideas, services, and solutions to help our clients succeed and to disrupt before being disrupted. "[Leading cyber risk management in a smaller, more perilous world](#)" provides a view into Deloitte's cyber security work and how companies confidently turn to our global network of leading specialists to help them prepare for and prevent or manage risk, recover from attacks, and create resiliency.
- [Leading together](#)—Globalization has increased the attention on the role that business plays in society. Deloitte is at the forefront of the movement that not only measures the effect we have when going about our day-to-day work, but also how we integrate our positive impact on society into our business strategy. Just a few examples include our commitment to the UN Global Compact, leading the conversation on [impact investing](#), and strengthening relationships with organizations such as the [Social Progress Imperative](#) (SPI).

- [Leading with integrity](#)—Our 169-year history of trust and quality has built Deloitte into what it is today and both remain the cornerstones of what we do, and how we do it. Deloitte's [risk-intelligent culture](#) enables member firms to deliver excellence to clients and serve the public interest. As an [active participant in regulatory and public-policy discussions](#) around the world, Deloitte contributes to improvements that promote investor confidence, facilitate cross-border business, and support economic growth, resilience, and sustainability.

Our Global Report isn't just about reflecting on accomplishments of the past year, but about celebrating the qualities that underpin our impact—leadership, quality, trust, innovation, our shared values—now and in the future. The continued leadership that we envision for the Deloitte network means maintaining and building on these qualities as we impact clients, talent, and society.

In closing, we'd like to thank the more than 210,000 inspiring women and men of Deloitte, whose diverse perspectives and experiences have made our collective success possible.

Sincerely,

Barry Salzberg, Global Chief Executive Officer

Steve Almond, Chairman of the Board of Directors

Deloitte Touche Tohmatsu Limited (DTTL)

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Deloitte.

Named a leader in **Business Technology Transformation** by Forrester Inc.¹

Ranked #1 globally in **Consulting** by Kennedy²

Named a global leader in **Business Analytics Services** by Gartner³

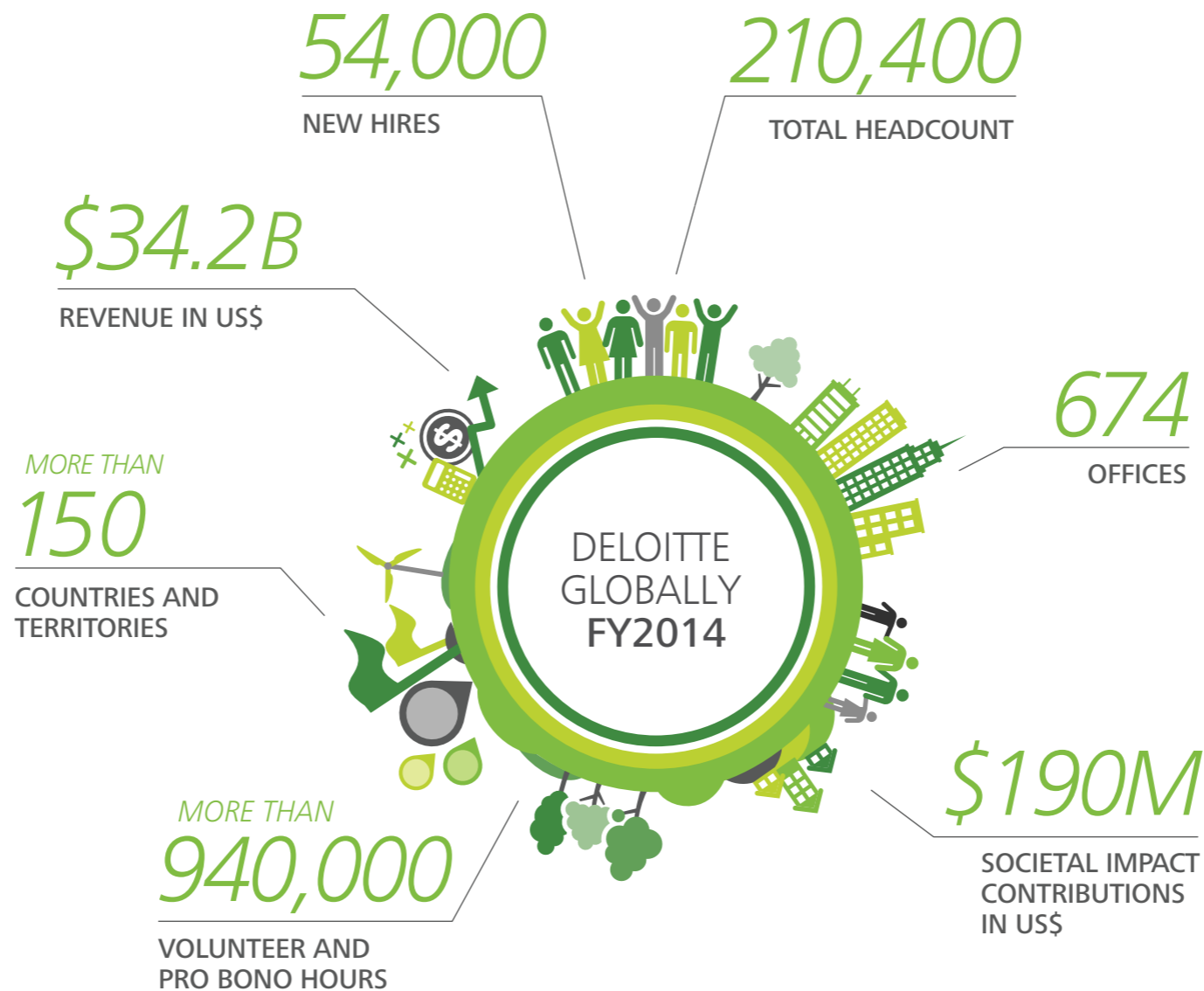
Named a global leader in **Cyber Security Consulting** by Kennedy⁴

Ranked #1 globally in **Life Sciences Sector Consulting** by Kennedy⁵

Named a leader in **Global Risk Management Consulting Services** by Gartner⁶

Ranked #1 globally in **Forensics & Dispute Advisory Services** by Kennedy⁷

Recognized for **innovative client work** by the International Tax Review



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Note: All figures relate to the fiscal year ended 31 May 2014. Global figures are aggregated across DTTL and its member firms.

1 Source: Forrester Research, The Forrester Wave™: Business Technology Transformation Q3 2012, Stephanie Moore, 19 July 2012.

2 Source: Kennedy Consulting Research & Advisory; Global Consulting Market Index 2013; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

3 Source: Gartner Magic Quadrant for Business Analytics Services, Worldwide, Alex Soejarto, Neil Chandler, 17 July 2014. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

4 Source: Kennedy Consulting Research & Advisory; Cyber Security Consulting 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.

5 Source: Kennedy Consulting Research & Advisory; Consulting to the Life Sciences Sector, 2012. © 2012 Kennedy Information, LLC. Reproduced under license.

6 Source: Gartner, Magic Quadrant for Global Risk Management Consulting Services, 2014. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

7 Source: Kennedy Consulting Research & Advisory; Kennedy Forensics and Dispute Advisory Services 2013. © 2013 Kennedy Information, LLC. Reproduced under license.

REVENUES

FY2014 +6.5%

\$34.2 US\$ B 

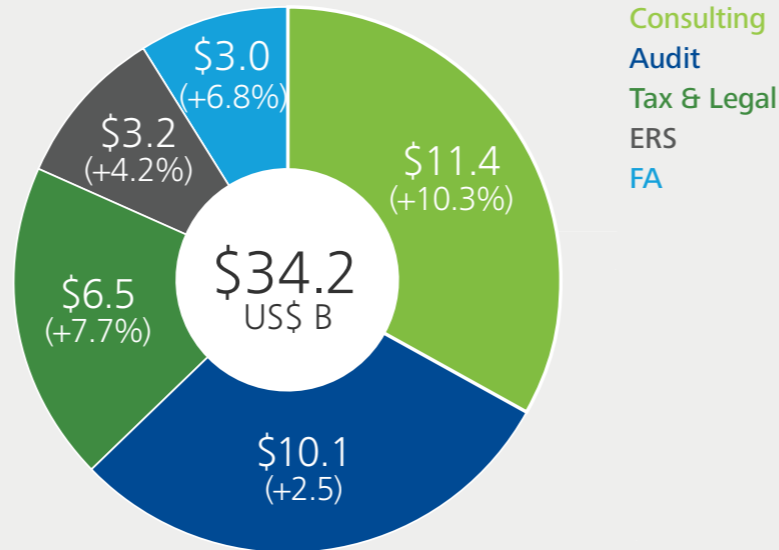
FY2013 +5.6%

\$32.4 US\$ B

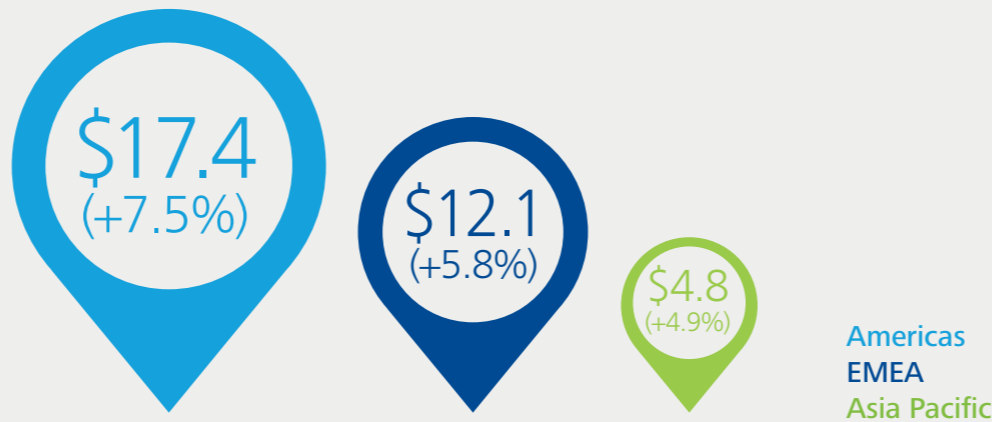
FY2012 +8.3%

\$31.3 US\$ B

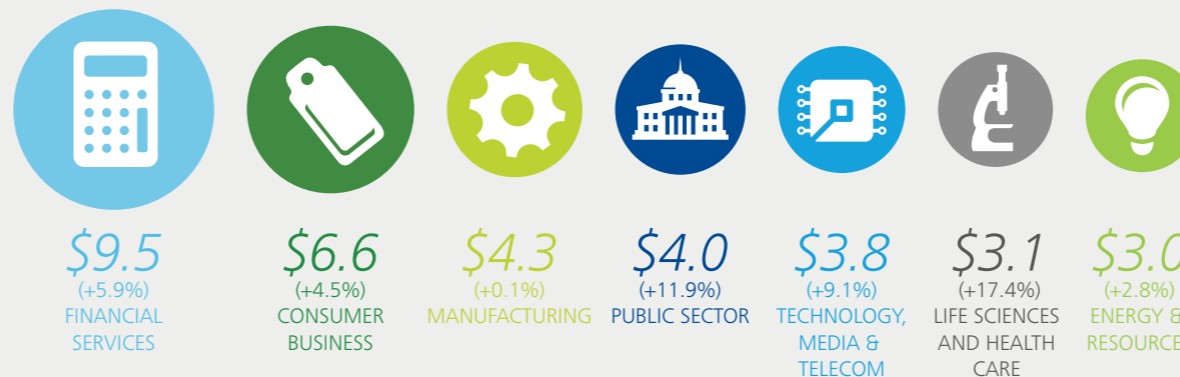
REVENUE BY BUSINESS



REVENUE BY REGION



REVENUE BY INDUSTRY GROUP



Note: Percentages are year-over-year change
 Revenue figures are in local currency, in US\$ billions. Global figures are aggregated across Deloitte member firms.
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TALENT

FY2014 +3.7%

210,400 

FY2013 +4.9%

202,885

FY2012 +6.5%

193,359

BY LEVEL

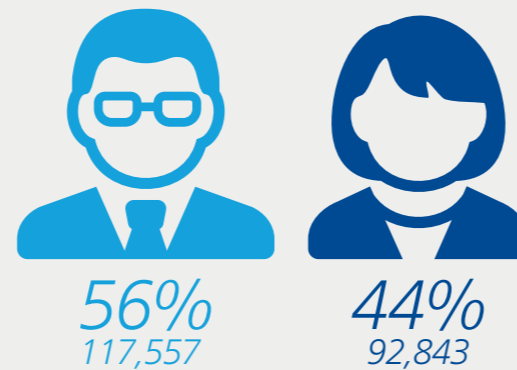
10,247
PARTNERS AND PRINCIPALS


163,676
PROFESSIONAL STAFF

36,478
ADMINISTRATIVE STAFF

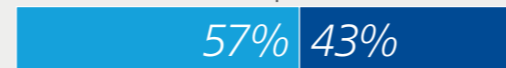


BY GENDER

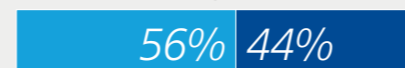


 **21%**
WOMEN AMONG
MEMBER FIRM PARTNERS,
PRINCIPALS, AND
DIRECTORS

AMERICAS: 52,717 | 40,087



EMEA: 41,574 | 33,204



ASIA PACIFIC: 23,266 | 19,553



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NEW HIRES

FY2014 +26%

54,000



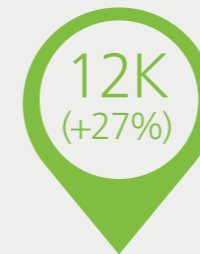
FY2013 +25%

51,405

FY2012 +27%

51,440

BY REGION



Americas
EMEA
Asia Pacific

BY LEVEL

257 NEW MEMBER FIRM
PARTNERS AND PRINCIPALS

47,160 NEW
PROFESSIONAL STAFF

6,542 NEW
ADMINISTRATIVE STAFF



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Global locations

With a globally connected network of member firms, Deloitte serves clients in more than 150 countries and territories.

(Note: Markers on the map indicate capital cities and not office locations, which are too numerous to display.) Please visit www.deloitte.com/GlobalOfficeDirectory for the most up-to-date information on specific office addresses or for service inquiries in locations not listed here.



- | | | | | |
|--|--------------------------------|------------------|--------------------------|--|
| Albania | Colombia | Iceland | Myanmar | South Africa |
| Algeria | Congo (Brazzaville) | India | Namibia | Spain |
| Andorra | Costa Rica | Indonesia | Netherlands | Sweden |
| Angola | Côte d'Ivoire | Iraq | New Zealand | Switzerland |
| Argentina | Croatia | Ireland | Nicaragua | Syria |
| Armenia | Curaçao | Isle of Man | Nigeria | Taiwan |
| Aruba | Cyprus | Israel | Northern Mariana Islands | Tajikistan |
| Australia | Czech Republic | Italy | Norway | Thailand |
| Austria | Democratic Republic of Congo | Japan | Oman | Timor-Leste |
| Azerbaijan | Denmark | Jordan | Pakistan | Trinidad and Tobago |
| Bahamas | Dominican Republic | Kazakhstan | Palau | Tunisia |
| Bahrain | Ecuador | Kenya | Panama | Turkey |
| Barbados | Egypt | Kosovo | Papua New Guinea | Turkmenistan |
| Belarus | El Salvador | Kuwait | Paraguay | U.S. Virgin Islands |
| Belgium | Equatorial Guinea | Kyrgyzstan | Peru | Uganda |
| Benin | Estonia | Latvia | Philippines | Ukraine |
| Bermuda | Ethiopia | Lebanon | Poland | United Arab Emirates |
| Bolivia | Federated States of Micronesia | Libya | Portugal | United Kingdom of
Great Britain and
Northern Ireland |
| Bosnia-Herzegovina | Finland | Lithuania | Puerto Rico | United Republic of Tanzania |
| Botswana | France | Luxembourg | Qatar | United States |
| Brazil | Gabon | Macao | Republic of Korea | Romania |
| British Virgin Islands | Georgia | Macedonia | Republic of Moldova | Russian Federation |
| Brunei Darussalam | Germany | Malawi | Rwanda | Singapore |
| Bulgaria | Ghana | Malaysia | Saudi Arabia | Slovakia |
| Cameroon | Gibraltar | Malta | Senegal | Slovenia |
| Canada | Greece | Marshall Islands | Serbia | Solomon Islands |
| Cayman Islands | Greenland | Mauritius | Singapore | |
| Chad | Guam | Mexico | Slovakia | |
| Channel Islands
(Jersey and Guernsey) | Guatemala | Mongolia | Slovenia | |
| Chile | Honduras | Montenegro | | |
| China | Hong Kong | Morocco | | |
| | Hungary | Mozambique | | |

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Aspiration and values

True leadership



Photo credit: Deloitte Belgium

Our aspiration

Deloitte aspires to become the world's undisputed leader in professional services. Achieving that goal requires that we are consistently preferred by the most sought-after clients and talent, and that we are recognized as the benchmark of excellence in our field.

Deloitte continues to be recognized by national and global clients, analysts, and other stakeholders for worldwide leadership in key consulting and advisory professional services. During the past year, Deloitte member firms earned praise for work in established and emerging areas such as analytics, digital and data transformation, cyber security, financial advisory, finance transformation, human capital and talent, risk, security and privacy, strategy and operations, sustainability, tax, and technology; and in industries including financial services, life sciences and health care, oil and gas, and public sector.

"These independent accolades are extremely important to us—unbiased experts in the field telling us what we're doing well—and these clearly demonstrate that Deloitte sets the standard for professional services," says Barry Salzberg, Global Chief Executive Officer, DTTL.

We also take seriously the vital role Deloitte plays in enhancing the confidence of the investing public and the capital markets. "As a leader of our profession, we engage regulators worldwide to promote appropriate reforms that improve quality for all parties," Salzberg says. "As one of the world's most trusted providers of audit services, Deloitte delivers a unique, high-quality experience in this important service to business and society."

We are mindful of our role in society, our obligation to our organization and its customers, and our responsibility as employers. We aim high, confident that our daily efforts will come together exponentially to benefit a world that needs continuous infusions of integrity, business acumen, innovation, enthusiasm, thoughtfulness, and most of all, meaningful actions.

When member firms' clients succeed and grow, capitalizing on opportunities and overcoming challenges, economies prosper. When those clients implement new ideas and enhance the quality of their offerings, consumers benefit. And when those clients operate ethically and adopt environmentally friendly processes, society thrives.

Deloitte strives to influence those activities through leadership, insight, expertise, problem-solving skills, and deep knowledge of our globalized marketplace. Doing so demands teamwork, working together across geographic, functional, and business borders.

This multifaceted, inclusive approach is, perhaps, our greatest strength. The people who represent Deloitte come from all corners of the globe, bringing a tremendous variety of skills and backgrounds. Yet, they function in unison, aligned with a common vision and shared values that are appreciated by clients and talent alike.

The Deloitte Shared Values

Our Shared Values bind the people of the Deloitte member firms together, providing the basis for trusting one another and enabling the network to achieve its vision.

Integrity

We believe nothing is more important than our reputation. That's why we are committed to sustainable, responsible business practices. Behaving with the highest levels of integrity is fundamental to who we are.

Outstanding value to markets and clients

We play a critical role in helping both the financial markets and our member firm clients operate more effectively. We consider this role a privilege, and we know it requires constant vigilance and unrelenting commitment.

Commitment to each other

We believe our culture of borderless collegiality gives us a competitive advantage, so we work hard to nurture and preserve it. We go to extraordinary lengths to support our people.

Strength from cultural diversity

Both member firm clients and our people benefit from multidimensional thinking. Bringing together individuals of different backgrounds, cultures, and thinking styles helps clients rise above complex business challenges, and enables our people to develop into better professionals and leaders.

"No enterprise can exist for itself alone. It ministers to some great need, it performs some great service, not for itself, but for others; or failing therein, it ceases to be profitable and ceases to exist."

– Calvin Coolidge

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Redefining leadership



Deloitte named a global leader in Operating Model Strategy & Organization Design Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Operating Model Strategy & Organizational Design Consulting; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license

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There is no better time to improve than when you're already a respected and trusted leader. Building on our leading capabilities, trusted reputation, multidisciplinary services, and national and international reach, the Deloitte network continually improves how the professional services industry serves clients and the public interest, setting the pace for others to follow.

Deloitte's strategy—across our global network—is rooted in true leadership. Driven by clients, industries, markets, and businesses, it critically assesses and disrupts every part of our network, when necessary, to adapt to the changing environment in which we work, including:

- Increasing geopolitical changes that are reshaping the global marketplace; a shifting balance of power, a more integrated Asia, growing political unrest, and limits on wage arbitrage are creating new challenges for businesses.
- Escalating economic volatility and uncertainty, causing financial instability in some parts of the world and forcing many companies to restructure finances and governments to alter spending.
- Rapidly shifting technology paradigms where data proliferation, reliance on open innovation, and the use of data analytics are exploding, while cyber security threats worsen.
- Regulatory changes, including the potential for a markedly different global regulatory landscape to emerge at the end of a protracted period of change across several markets.

- Fluid geographic challenges presented by the expanding scope of multinationals, increased demands in emerging markets, and growing cross-border needs.

By repeatedly forging new ground, Deloitte continues to stay ahead of the considerable disruption facing clients, our people, and the societies in which we operate.

Underpinning our long-term strategy is a continued commitment to provide clients with the highest quality services through Deloitte's multidisciplinary model, delivering innovative solutions from strategy to implementation.

Deloitte member firms remain sharply focused on their distinctive abilities to address the specific needs of their clients through their distinctive skills, deep industry knowledge, and strategic investments—while bolstering trust in the marketplace and delivering value to society.

Strategic acquisitions

Deloitte actively seeks acquisitions that contribute value over size. Deloitte member firms made more than 20 acquisitions in key capability areas and geographies across the network during FY2014, helping the organization add new competencies, grow market share, diversify risk, and augment member firm client service offerings and global delivery. Key acquisitions included:

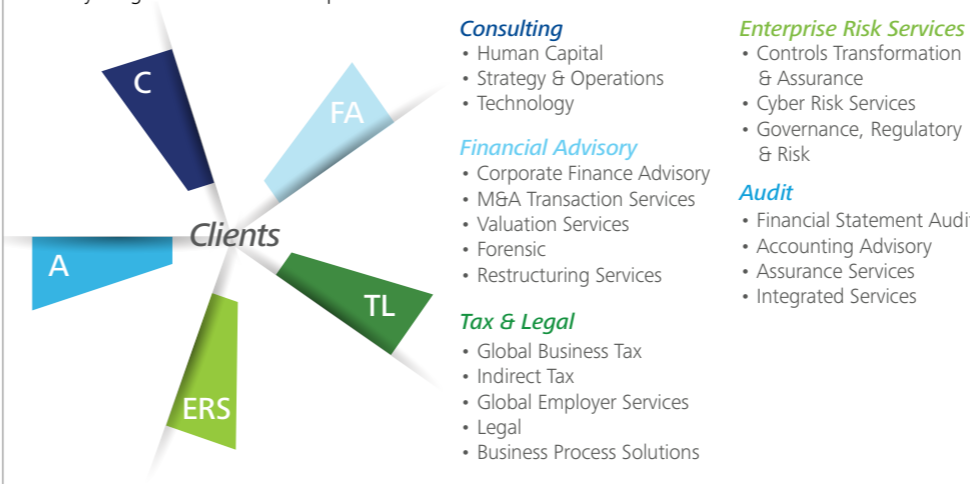
- Platon Group, a technology consulting firm in Denmark that provides information management, business intelligence, and analytics services.

ORGANIZATIONAL STRUCTURE

Solving complex problems is our passion. We've built our world-class businesses to affect change that matters, and to deliver transformational impact for clients and the communities in which we work.

Our operating model allows our businesses to work better together and enables sustained enhancement and innovations to client services and cross-border delivery, and talent development and deployment.

Our multidisciplinary portfolio empowers Deloitte professionals to deliver deep business capability and industry insights across a broad spectrum of services.



- Urgentis Digital Crisis Solutions, a Canadian cyber security specialist.
- McColl Partners, a U.S. provider of middle-market investment banking services.
- Banyan Branch, a U.S. social media and digital agency.

- NXG Business Solutions, Quattro Innovation Group, and Digicon, three Australian technology companies that enhance Deloitte Australia's capabilities in SAP enterprise performance management, cloud computing, and Web content management consulting.

Global leader for clients

Every day, Deloitte member firm professionals put clients first, delivering innovative ideas, analyst-recognized capabilities, deep industry know-how, an integrated, multidisciplinary portfolio, and solutions to their most complex challenges—wherever they need us around the globe.



[Watch](#) Global CEO Barry Salzberg share his views on how Deloitte is making an impact that matters to clients.

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Putting a global tech leader's sales on track

Clients first—providing what they need

Quality and innovation

Market immersion program, a gateway to China

World-class leaders, Deloitte professionals at work

Financial growth across emerging markets

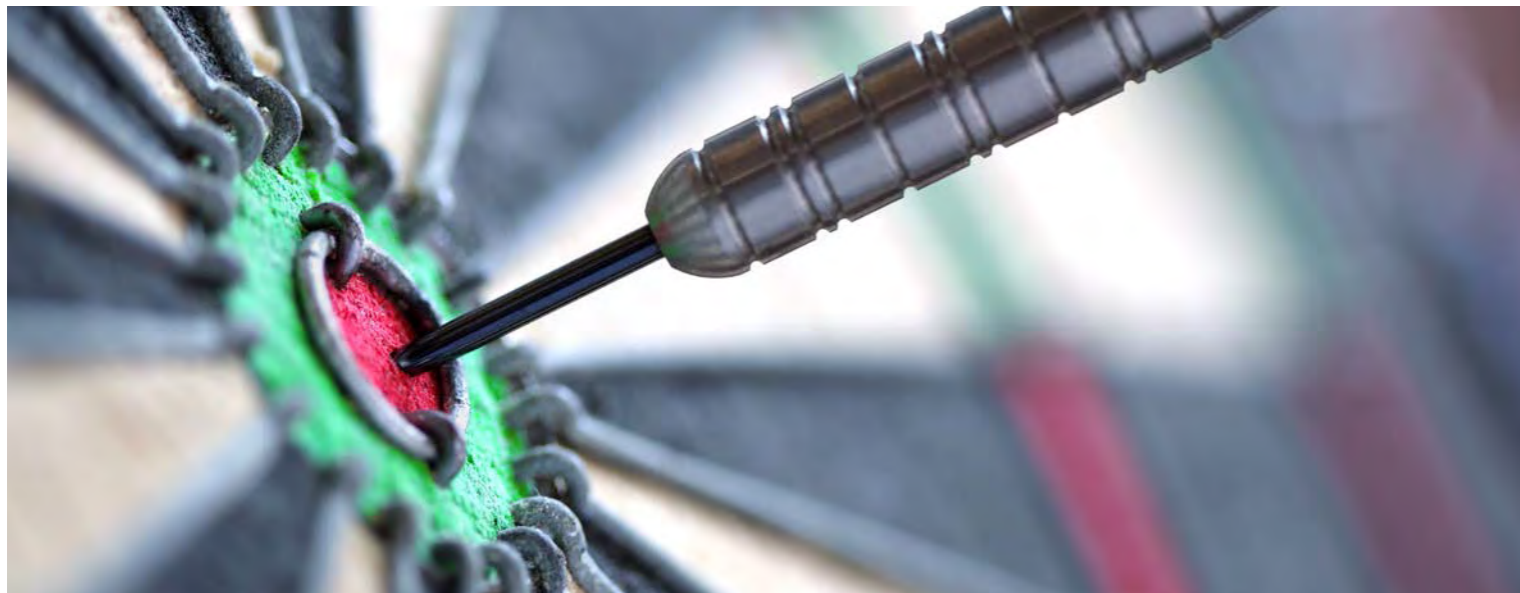
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Putting a global tech leader's sales on track

Helping a client's lifeblood flow



Internet sites have a number of revenue models, but few are as successful as traditional advertising sales. The need to attract, manage, and satisfy advertisers is as important to the success of a large social media company as it is to small-town newspapers.

What is often more difficult for new media—especially popular sites with millions of users—is effectively tracking and leveraging global efforts to lure large numbers of potential clients. Simple spreadsheets won't suffice. This was the case for one company best known for its innovative technology.

Strategically placed ads that appear based on key search words are a key source of the company's revenue. So, when it needed help monitoring the effectiveness of its advertising service's campaigns and promotions, the company turned to Deloitte UK.

Clarity enables improvement

"It's vital that our client is able to accurately track sales calls and monitor the success of its campaigns and promotions via incoming call volumes and advertiser acquisitions," explains Nick Turner, Partner, [Deloitte Digital](#) (Deloitte UK). "However, in its EMEA region, there was a significant variance in the completeness of this information across geographies and a lack of a common denominator across systems to track call conversion rates."

In late 2013, the tech company engaged Deloitte UK to consolidate inconsistently compiled data, determine how that information was being used by the EMEA marketing teams, and implement an improved lead-tracking solution. "By providing a clear picture of how its information is being used and creating consistency in lead source tracking across systems, the client now has an enhanced view of campaign success and channel revenue generation," Turner explains. "This will allow them to make further improvements to their marketing effectiveness, reporting systems and processes on a global scale."

Following successful implementation of the solution in EMEA, the client extended Deloitte UK's engagement to roll out the new ways of working on a global basis to North America, Latin America, and Asia Pacific.

"No matter how technologically sophisticated or successful a company is, it still has a multitude of needs that can be more efficiently addressed by a provider like Deloitte," Turner says. "Problems they find challenging or unusual often are similar to problems we've already solved for other Fortune Global 500® clients. We bring talent and skills to the table that would be far too expensive and time-consuming to replicate internally."



Deloitte named a global leader in Analytics IT Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory, IT Consulting: Analytics 2014; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.



Download TMT Predictions 2014 to explore what's ahead in Technology, Media, & Telecoms.



Deloitte named a worldwide leader in Business Consulting Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services 2014 Vendor Assessment by Cushing Anderson, February 2014, IDC #246615

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Leading beyond borders



Seams make the strongest fabrics weaker, create friction for moving objects, and draw unwanted attention.

In professional services, the ability to serve clients seamlessly in multiple countries or functions has become a necessity. “Today’s marketplace demands truly borderless behavior,” says Roger Dassen, Deloitte Global Managing Director of Clients, Services, and Talent. “Our largest and most global clients choose Deloitte because of our network’s ability to deliver both in terms of depth and breadth.”

With a coordinated network of 47 member firms operating in more than 150 countries and territories—supplemented by centers of excellence and global delivery centers—Deloitte is positioned to serve clients seamlessly, adeptly, and professionally around the world. “Clients expect and deserve continuity,” Dassen says. “We differentiate ourselves by providing deep industry insights and local market expertise, with the added benefit of an entire network of more than 210,000 professionals ready to solve complex problems, manage risk, and streamline processes wherever and whenever the client demands.”

A regional approach to service

Longtime client Cisco Systems recently engaged Deloitte to improve service delivery in Latin America. A cross-functional Deloitte team came together across borders to hold service delivery assessments and workshops with Cisco in pilot countries to identify improvements to its finance, statutory, and tax reporting processes. The teams developed an action plan to implement an operating model that increases visibility into activities, lowers costs, and improves efficiency and effectiveness across the region.

“By tackling this on a regional, rather than country-by-country basis, we greatly increased client satisfaction and positioned Deloitte as not just a vendor, but also a proactive teammate committed to Cisco’s success in the region,” says Gary Lord, Principal, Audit & Enterprise Risk Services, Deloitte & Touche LLP (Deloitte U.S.). “We conducted work sessions in four Latin American countries, with Deloitte teams working side-by-side with Cisco teams to identify process improvements. This approach showed our commitment and greatly enhanced our relationship with the client.”

“We were impressed with how the Deloitte team seamlessly connected to serve us as a region. No other service provider has made this kind of an investment with us in Latin America,” says David Sweet, project leader for Cisco.

Meeting high expectations

The opportunity for Lenovo, the world’s largest personal computer maker, existed in its mobile device business. In January 2014, Lenovo announced the acquisition of Motorola Mobility from Google, making Lenovo the largest smartphone supplier in China and one of the top three in the world.

Deloitte was selected as the financial and tax advisor to Lenovo on the acquisition transaction, the largest ever for Lenovo. The engagement required an extensive and diverse team representing Deloitte member firms from China, the U.S., and Brazil. “The work entailed intense negotiations and around-the-clock work under challenging conditions. On top of that, we needed to complete it within a short timeframe,” says Gary Wu, FAS Partner, Deloitte China (Beijing).

“The close and seamless collaboration among our multifunctional country teams was the key to meeting Lenovo’s high expectations in such a challenging transaction.”

Leading with technology

Deloitte’s technical knowledge and professional insight has positioned it among the world’s most respected tax advisors. Tax & Legal sees an opportunity to differentiate itself, though, through technology that connects clients and member firm tax professionals to tools, processes, data, knowledge, and each other. “The tax profession is becoming more tech-enabled. We want to lead that transformation,” says Dan Lange, Deloitte Global Tax & Legal Leader.

A new tool that embodies this commitment is [Deloitte tax@hand](#), a sleek, customizable mobile app that aggregates news and information about tax jurisdictions across the globe. Available on mobile, tablet, and desktop devices, the app provides relevant news, tax information, and contacts. Deloitte tax@hand is integrated with social media, can be personalized by selected geographical and topical areas of interest, and includes multilingual capabilities. A phased rollout of the app began with its soft launch in September 2014.

“We have developed an app that mirrors the insights Deloitte delivers to clients every day, offers unique value, and creates engagement with clients worldwide in a personalized manner,” explains Paul Riley, Tax National Managing Partner, Deloitte Australia. “Deloitte is the only one of the Big Four to offer clients this highly accessible, consolidated, global view.”



Deloitte wins multiple Oracle Excellence Awards in North America for the eighth year in a row.



Watch Roger Dassen, Deloitte Global Managing Director of Clients, Services, and Talent, talk about how Deloitte puts clients first.



Deloitte is awarded 2014 Americas Tax Innovator Firm of the Year by the International Tax Review.



Watch the tax@hand video to learn how this new app puts the latest tax news and information, customizable for your tax jurisdiction(s), at your fingertips.



Deloitte named #1 in Global Consulting by Kennedy for the fourth consecutive year.

Source: Kennedy Consulting Research & Advisory; Global Consulting Index 2013; Kennedy Consulting Research & Advisory estimates. © 2014 Kennedy Information, LLC. Reproduced under license.

The tax@hand app is the latest tool in a growing list of tech-enabled services offered by Deloitte member firms. It joins Deloitte Tax Insight (DTI), a proprietary tax-management system that lets businesses manage their global tax commitments through a single system with transparency and visibility across jurisdictions. Deloitte Revatic Smart technology, used by Deloitte’s indirect tax recovery service, automates data flows and processing of value-added tax (VAT) refunds for companies. And Tax Data Analytics Smart Lite technology helps clients establish key performance predictors to make timely, more-informed decisions. “These innovations and others like them strengthen our ability to be a seamless global service provider and make Deloitte a clear leader in the digital space,” Riley says.

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Enhancing the audit



The audit, vital to building trust with the public and capital markets, is undergoing an evolution toward an enriched experience for everyone. Innovative technologies that collect and analyze enormous volumes of data and enhanced auditor's reporting are providing opportunities to deliver valuable insights and commentary about an organization's financial health and performance that could barely be imagined a decade ago. These advancements are critical to helping auditors meet the ever-growing expectations of the market and regulators.

Deloitte continues to make significant investments to transform its audit services to deliver high quality, meaningful results for its clients and raise the bar for the entire profession. "Deloitte takes great pride in being a trusted audit provider worldwide," says Carlos Sabater, Deloitte Global Audit Leader. "Our commitment to quality and nurturing a culture of innovation remains relentless. This is fundamental not only to the Deloitte brand, but also to every stakeholder that demands confidence from the process."

Quality above all

Audit quality is the shared number one priority for Deloitte. The DTTL Executive and member firm leaders from across the network actively collaborate on a range of measures and programs to enhance audit quality and transform audit delivery. Deloitte Global established an Audit Quality Board comprising of senior member firm audit quality representatives to drive implementation of audit quality enablers and monitor progress. Member firms are also piloting extended audit reports with a number of clients to provide valuable additional commentary on the

financial position of companies—offering further insights into the scope and key factors impacting the audit—and reveal a more complete picture that will benefit all stakeholders.

Innovation in action

Deloitte's multiyear investment in Deloitte Audit (DA), an integrated service platform that transforms audit delivery, is making a tangible impact for Deloitte member firms and their clients. Featuring a comprehensive suite of tools and capabilities, DA aids in the consistent execution of high-quality audits within and across borders, and the effective collaboration of auditors and clients worldwide. By the end of FY2015, Deloitte member firms will have implemented DA on more than 80,000 engagements worldwide.

The proliferation of information and evolving technologies are reshaping the landscape for financial reporting and analysis. Deloitte's innovations in data analytics are providing powerful data mining and interrogation tools that can efficiently examine large data sets. These analyses help to rapidly identify trends and expose anomalies and risks within and across audits.

"We already capture a tremendous amount of data from each engagement, and now with analytics, we are starting to analyze the data further to uncover insights that can drive decision making," explains Cal Buss, Deloitte Global Audit Quality and Transformation Leader. "The adoption of DA and the growth of analytics have opened the door to substantial advancements in both quality and innovation."

In pursuing the many possibilities that data analytics has to offer, Deloitte member firms have begun to develop and share innovative solutions across the network. Ranging from enterprise-wide applications to engagement toolkit utilities, these new analytic tools are transforming the audit in a game-changing way.

"A growing number of audit teams are using pioneering technology that can automate a wide range of audit-testing procedures, analyze trends within and across engagements, enhance understanding of transaction flows and processes, and flag items for further investigation," Chris Thatcher, Deloitte Global Audit Innovation Leader, explains. "Continuous monitoring can also reduce seasonal fluctuations, ultimately helping avoid year-end crunch points."

A more personal touch

Beyond the technological advancements, DA reflects a quality transformation in both process and culture. "Through our implementation of DA, we have seen a heightened awareness of engagement risks, deeper member firm partner involvement throughout the audit, and an intensified focus on consistency of audit behaviors and processes," says Cindy Hook, Deloitte Australia Audit Leader. "This is providing an improved experience for our clients and our people."

Deloitte member firms continue to enrich the audit with enhanced service delivery and reporting capabilities that bring superior insights while maintaining an absolute focus on quality. These advances allow auditors to focus on areas of importance to the client, as well as risk areas. Audit teams are leveraging these capabilities to



For questions on audit, please email us at globalaudit@deloitte.com.



Watch Deloitte audit partners share personal perspectives on their profession, how it impacts business and society, and what's next on their horizons.

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Opening doors for multinational clients



Photo credit: Ran Ding, Deloitte China

Serving clients with global footprints requires a deep knowledge of their industry sectors and the markets in which they conduct business. To cultivate this understanding and foster a high level of service for cross-border businesses between the United States and China, Deloitte U.S.'s Chinese Services Group initiated the China Link Industry Program (CLIP) in 2011.

The program brings together Deloitte's senior client services partners from around the world on a week-long immersion program in China. Partners gain a first-person perspective on China's ever-changing business environment through meetings and exchanges with multinational clients, market insiders, industry leaders, and other business and government luminaries.

"The CLIP lets Deloitte partners view and engage China from various vantage points, the same way their clients would. They are exposed to emerging trends, micro-industry insights, and issues that multinational clients are facing in China," says Chris Cooper, Partner, Audit & Enterprise Risk Services (Deloitte U.S.) and Americas Leader, Deloitte Chinese Services Group. "Just as importantly, through interaction and exchanges with each other and with their China firm colleagues, the CLIP helps our global team connect and collaborate more effectively in serving global clients."



China Link Industry Program – Deloitte retail and distribution sector leaders in May 2014.

Member firm clients also benefit from the program. "I was invited to talk to a group of senior Deloitte partners in Shanghai back in 2011 during their [CLIP] trip about the pharmaceutical market in China," recalls Eric Zwisler, chairman of Cardinal Health China. "I was impressed with the dedication to the China market these partners demonstrated and the global expertise represented around the table."

During the years that followed, Deloitte partners engaged Zwisler and others at Cardinal Health in multiple discussions around their China business strategies and to share fresh multidisciplinary insights that helped deliver business value to Cardinal Health. The CLIP meeting and the relationship that grew as a result helped distinguish Deloitte from its competitors. "I felt that Deloitte can certainly serve us in China, or anywhere in the world," Zwisler says. "When we were looking for expertise to help with a recent project, Deloitte was the obvious leading choice."



Deloitte named a leader in Asia Pacific in Business Consulting Services by IDC MarketScape

Source: IDC MarketScape: Asia/Pacific Business Consulting Services 2014 Vendor Assessment by Cushing Anderson, Mayur Sahni and Takuya Uemura, February 2014, IDC #246682



Download Deloitte's competitiveness report on China that identifies key industry sectors that will help power the nation's "next wave" of sustainable growth.



Deloitte named a leader in Business Intelligence Services in Asia Pacific by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Business Intelligence Service Providers In Asia Pacific, Q4 2013

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Talent delivers quality and impact to clients



Reputation. Innovation. Global reach.

Clients choose Deloitte for a number of reasons, research shows. But, at the core of our capability is our talent. Our people have built Deloitte's credibility through the services member firms provide clients and the impact they make on society.

"Deloitte is a leader among its peers because our member firms have many of the best people in the professional services industry," says Margot Thom, Deloitte Global Talent Leader. "Our member firms have attracted this talent because they offer interesting, diverse, and flexible assignments; the ability to interact with the best clients globally; excellent professional development and leadership opportunities; and avenues to make meaningful contributions to the communities in which our professionals live and work."

Qualities like these will grow in importance for the Deloitte network as the demand for highly skilled talent continues to climb—while the pool of people with the critical skills member firm clients value most continues to shrink across the globe. Shifting demographics, technology, and globalization all contribute to this challenge, which is compounded by a need to motivate and prepare the millennial generation to lead organizations.

"These issues will accelerate in the years to come, so Deloitte's differentiation is critical to attracting the best talent that will, in turn, allow our member firms to continue delivering outstanding value," Thom explains. "People want the flexibility to create their own career and life experiences. They want to be part of a collaborative global network of talented people. And they want unlimited

opportunities to do meaningful work and to grow, learn, and lead at every point in their careers. That's what our member firms offer today, and that's why we're optimistic about Deloitte's future."

Developing next generation leaders

Strong leaders are the driving force behind the [Deloitte talent experience](#). As Deloitte's businesses have grown around the world, the network has continued to recruit and develop the next generation of global leaders, preparing them to anticipate and tackle clients' most complex domestic and international challenges.

Deloitte continues to champion leader development by executing on its Deloitte University (DU) strategy. During the past fiscal year, close to 63,000 Deloitte professionals from 81 countries across all regions participated in DU programs led by more than 1,000 member firm partners and directors. This leader-led approach to the DU curriculum encourages the sharing of diverse experiences and helps pass along the strengths of our culture from one generation of leaders to the next.

In December 2013, Deloitte expanded Deloitte University's reach by launching DU EMEA (Europe, the Middle East, and Africa) and DU: The Leadership Center in India. "The new facilities and our global curriculum demonstrate Deloitte's commitment to developing professionals in these regions, providing them with the leadership and advisory skills to better serve clients on both a local and global level," says Jorrit Volkers, Dean, Deloitte University EMEA and Partner, Deloitte Netherlands. The DU EMEA facility also houses "client experience

labs" that provide an environment for clients and staff to collaborate on complex business problems and devise innovative solutions.

"We are investing in world-class leaders to serve the best clients in the most important markets in the world with quality and impact. In turn, they will attract the best professionals, help them to develop their unique strengths and passions, and inspire them to deliver outstanding service to clients," Thom says.

International experience

Deloitte not only has the best leaders and talent, but also is able to position people where clients need them most. "Deloitte must be agile in how we move our member firm leaders and people to the right places at the right time to provide seamless service to clients no matter where they are based," says Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.).

International experience at Deloitte means more than just a job in another part of the world. It includes everything from an international assignment in or transfer to another country, short- and long-term international business travel, and working on or managing international projects and teams. Last year, nearly 6,000 mobility assignments helped Deloitte professionals develop cultural understanding, as well as language, networking, and management skills.



Deloitte named a vanguard leader in Human Capital Strategy by Kennedy

Source: Kennedy Consulting Research & Advisory; Human Capital Strategy Consulting; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.



Deloitte ranked #1 on DiversityInc's Top 10 List for Global Diversity



Deloitte named a global leader in HR Transformation Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; HR Transformation Consulting Market; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.



Watch Global CEO Barry Salzberg share his views on how Deloitte supports its professionals in making an impact that matters.



Global Internship Program: Students from Deloitte U.S. and Deloitte Brazil traveled to South Africa to gain an authentic experience of working for Deloitte, and exposure to our business issues, people, and culture.

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The benefits of such assignments are especially apparent among teams like Deloitte's Japanese Services Group (JSG), which works with Japanese clients overseas. Thirty percent of partners in Japan have expatriate experience, along with the CEO, deputy CEO, and CFO. Professionals with global mobility experiences develop and enhance communication, coordination, and management skills, as well as global networks, to be able to better serve global clients and effectively carry out global projects.

International experience is found at all levels in the organization, from member firm partners to interns who are groomed to become Deloitte's next generation of professionals. Our [Global Internship Program](#) (GIP) immerses top students in new cultures and languages and gives them a taste of the international experience that awaits them in their careers. "Preparing future talent for the global, virtual workplace is critical to for the future of our society and business," says James Brock, Americas Pursuit Center Leader, Deloitte LLP (Deloitte U.S.). "Through the GIP, member firms not only get the benefit of some incredibly bright new ideas and opinions on some of the challenges that matter the most to our clients, but coaching and sponsoring the interns helps DTTL member firm people develop the capabilities required to lead the future workforce."

Flexible, tailored careers

Technology has enabled a truly global talent pool, connecting us globally and creating greater flexibility in how Deloitte serves clients and meets the needs of talent, no matter where our people are located. "By 2020, half of the private workforce in the U.S. could be independent," explains Jennifer Steinmann, Chief Talent Officer and Deputy CEO, Deloitte & Touche LLP (Deloitte U.S.). "We must be innovative in how we encourage and enable opportunities for open collaboration with individuals who sit outside of the organization."

For those who choose more traditional career paths, the Deloitte talent experience fosters and celebrates an inclusive workplace without barriers. Member firm inclusion efforts continue to focus on factors—including gender, ethnicity, age, and disabilities—that are relevant in their markets and important to clients that increasingly demand multidimensional perspectives and solutions.



Deloitte named a leader in Leadership Development Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Leadership Development Consulting Market 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.



Deloitte has also been recognized for its record of diversity and inclusion by several other organizations, including:

- FORTUNE's 100 Best Companies to Work For® 2014 list for the 15th year
- 2013 Working Mother 100 Best Companies® top 10 for the fourth year and the 19th consecutive year on the list
- 2013 Working Mother 25 Best Companies for Multicultural Women top 10 for the fourth year and the seventh consecutive year on the list
- Human Rights Campaign® (HRC) 2014 "Best Places to Work"

Deloitte's varied work and talent models allow both leaders and practitioners to create tailored career experiences that connect their personal and professional aspirations. "We know this is an important consideration, especially among the newer generation of talent," says Jason Winkler, Managing Partner, Talent, Deloitte Canada. "Today's professionals not only want to belong to an organization that has a purpose beyond profit, but they also want opportunities to get involved in fulfilling initiatives that make a meaningful difference. By providing this kind of appealing talent experience, we will attract the people we need to be the best."

MOBILITY: INTERNATIONAL ASSIGNMENTS

FY2014 +2%

5,898



FY2013 +8%

5,795

FY2012 +21%

5,356

AVERAGE OF MOBILITY OPPORTUNITIES AVAILABLE

650/DAY



DELOITTE SERVES CLIENTS IN MORE THAN

150

COUNTRIES AND TERRITORIES

LEARNING



172,000

VIEWS OF DELOITTE SPECIFIC LEARNING VIDEOS



48,000+

DIGITAL BOOKS AND ABSTRACTS AVAILABLE



68,000+

UNIQUE ATTENDEES ACROSS 5,600+ VIRTUAL CLASSROOM SESSIONS



2,000+

DIGITAL LEARNING COURSES AVAILABLE IN 23 LANGUAGES OTHER THAN ENGLISH



Note: Global figures are aggregated across DTTL and its member firms.

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Leading from strategy to implementation

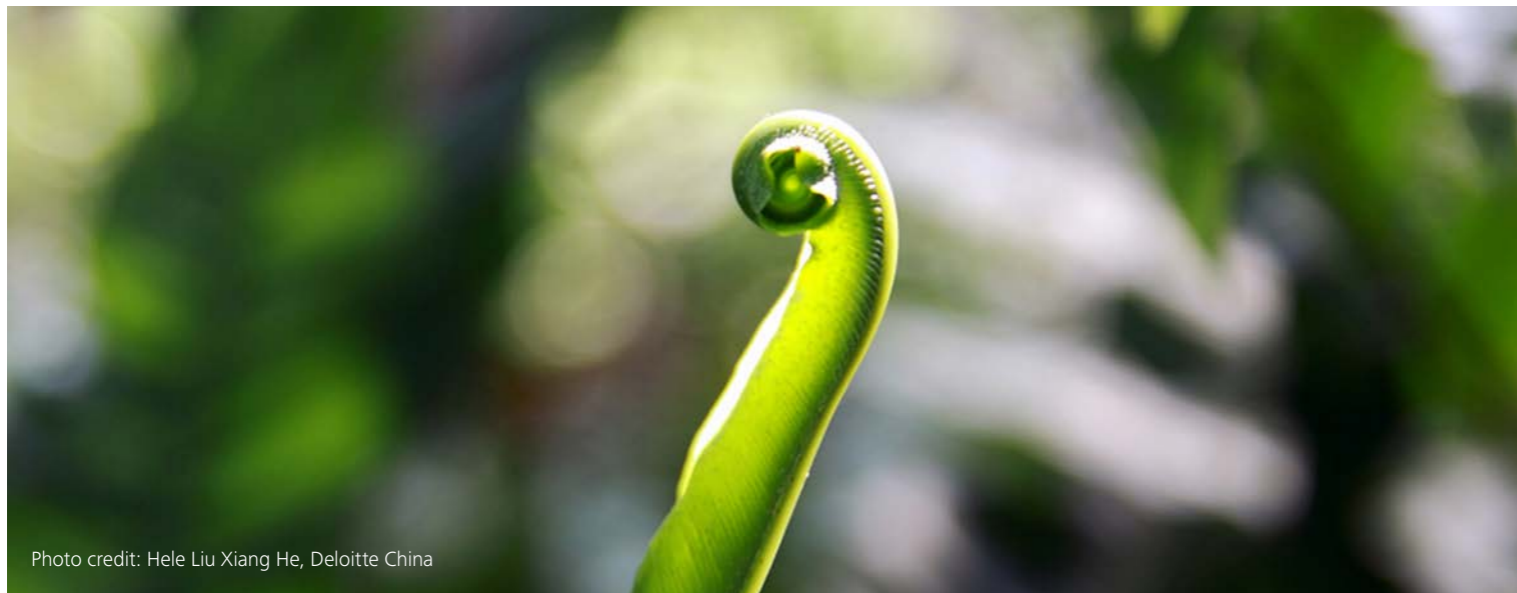


Photo credit: Hele Liu Xiang He, Deloitte China

When a leading global pharmaceutical company embarked on a journey to transform its finance operation in emerging markets, it didn't have to look far for strategy, design, and implementation support. The company and Deloitte have been working together through a period of extraordinary change during the past five years, with Deloitte playing a critical role in nearly all aspects of its clients' mergers and acquisitions, restructuring, and finance transformation activities.

"The company's leaders recognized the organization could support growth more efficiently and effectively in Latin America, Eastern Europe, Africa, the Middle East, and the Asia Pacific region," explains Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.). "The Deloitte Consulting U.S. team helped the client seize that opportunity by developing a comprehensive global operating model strategy—enabled by shared services—and creating a global design, multiyear implementation roadmap, and methodology."

Those tools are making it possible for the pharmaceutical giant to transform its finance operating model and expand its finance shared-service capabilities across 82 of its most critical, emerging markets.

Regional implementations began with Latin America in 2013, followed by Eastern Europe, Russia, and Asia-Pacific in 2014. Implementations in Africa and the Middle East will happen in 2015. Regional rollouts were supported by Deloitte member firms from 13 countries, including Argentina, Brazil, Costa Rica, Mexico, Uruguay, Russia, Ireland, the Czech Republic, Greece, Poland, China, and Singapore. Deloitte's Global Finance Transformation and Service Delivery Transformation teams worked together to effectively marshal the right resources to deploy at the right times in the right locations, delivering a seamless, global program for the client.

Solving the most complex challenges

Deloitte's industry depth, global reach, and ability to solve clients' most complex problems continue to differentiate it from traditional strategy and technology consulting networks. "Deloitte's Consulting businesses are committed to being the best at providing comprehensive solutions and lasting impact for clients, from strategy to implementation," says John Kerr, Deloitte Global Consulting Leader. "We serve a majority of the world's largest and most global companies. To address the sophisticated challenges they face, our member firms form global teams. These teams include people who understand and live in their key markets, coupled with detailed subject-matter and industry specialists from our global network, no matter where those experts are based. Our people deliver seamlessly to meet the clients' needs."

For Deloitte's pharmaceutical client, its long-running experience with Consulting, AERS Advisory, Tax, and Financial Advisory Services was a driving factor in its decision to trust Deloitte with this project. "Deloitte's track record with our company gave us the confidence to involve them in every aspect of this transformation program," explains one client finance vice president and project sponsor. "They're helping us fundamentally change the way that our finance function operates in emerging markets, expand our shared-service coverage to many new markets, drive cost savings, and implement flawlessly."

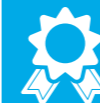


Deloitte ranked #1 globally in Life Sciences Sector Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Consulting to the Life Sciences Sector, 2012. © 2012 Kennedy Information, LLC. Reproduced under license.



Watch Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.), talk about what it takes to be a world-class business.



Deloitte named a global leader in Financial Transformation Consulting Services by Kennedy

Source: Kennedy Consulting Research & Advisory; Finance Management Consulting Marketplace 2011-2014. © 2011 Kennedy Information, LLC. Reproduced under license.



Watch Caleb Longenberger, Senior Manager, M&A and Restructuring Services, Deloitte Consulting LLP (Deloitte U.S.), discuss how he builds relationships to deliver globally for this pharmaceutical client and future clients.



Deloitte named a leader in Risk Consulting to the healthcare sector by Kennedy

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Innovation lies at the heart of everything Deloitte does—in our services, how we develop our people, and our role in society. We invest in ideas and technologies that disrupt markets, transform careers, and, by turning knowledge into power, fuel economic progress and sustainable social change.



[Watch](#) Global CEO Barry Salzberg share his views on how Deloitte is making an impact that matters to clients.

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Leading cyber risk management in a smaller, more perilous world

Harnessing digital disruption to inspire engagement, preference, loyalty

Anticipate to succeed—leading predictive analytics

Connecting clients with the world's brightest minds

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Data analytics lead to transformative, decisive action

Deloitte pioneers



It's been more than four centuries since Francis Bacon wrote the words, "*ipsa scientia potestas est*," or, "knowledge itself is power."

The English philosopher, scientist, and statesman could not possibly have comprehended the sheer amount of data that is collected, stored, and accessible today. But, he surely would appreciate the bold and innovative ways Deloitte converts data into knowledge and understanding into solutions for its clients.

"We have a differentiated, unbiased approach to analytics that turns everyday information into useful and actionable insights for decision makers," says Tim Phillipps, Deloitte Global Leader, [Deloitte Analytics](#). "Deloitte practitioners' forensic and risk management backgrounds help assess the veracity and trustworthiness of data, and our decentralized delivery model and integrated services offerings differentiate us in this emerging, sophisticated field."

Clients of Deloitte member firms around the globe have access to a host of lightweight, challenge- and industry-focused analytics tools that can help clients enhance patient care, weed out fraud, spot emerging trends, improve financial performance, and perform a variety of other critical analyses that can give their organizations an edge in the market. Here are just a few, recent examples of how Deloitte member firm teams coupled industry knowledge with analytics to give their clients an edge.

Revolutionizing health care research

Launched in February 2014, ConvergeHEALTH by Deloitte is a business unit that supports the data-driven transformation of health care. ConvergeHEALTH is part of a US\$150-200 million investment Deloitte Consulting LLP (Deloitte U.S.) is making in life sciences and health care analytics, including new analytics platforms, informatics services, and talent.

"With the shift toward value-based reimbursement and personalized health care, clients face new challenges that fundamentally change the way they operate," says Brett Davis, Principal, Deloitte Consulting LLP (Deloitte U.S.) and General Manager of ConvergeHEALTH. "They need new solutions that combine strategy and transformational services with data, content, analytics, and insights to create new business and operating models."

An innovative tool now being used to create those solutions, OutcomesMiner, was launched by Deloitte Consulting LLP (Deloitte U.S.) in 2013 in collaboration with industry leader Intermountain Healthcare. OutcomesMiner helps researchers, pharmaceutical, and medical device companies conduct comparative effectiveness research and bring new therapies to market faster.

"Collaborative research, enabled by next-generation tools like OutcomesMiner, makes it possible to conduct real world research and insights into patient care," says Dr. Shailja Dixit, Executive Director, Health Economics and Outcomes for Actavis Pharmaceuticals. "We believe working with ConvergeHEALTH and others will provide unique insights into respiratory disease, in particular, leading to appropriate treatment and better patient outcomes." In April 2014, ConvergeHEALTH announced a multiyear collaboration with Actavis.

Exposing tax fraud

Deloitte teams in the Netherlands and the U.S. have been working with tax-administration authorities in those countries to develop advanced analytics that reduce tax fraud in the area of income allowance. Using rules-based monitoring, predictive modeling, and social networking analytics, tax agencies will be able to uncover hidden relationships that expose organized fraud rings. They can also pinpoint suspicious tax-return patterns, prioritize and effectively assign fraud cases, and recognize historical behaviors that identify repeat offenders.

"In the U.S., we have assisted in screening more than 100 million tax returns, leveraging more than 45 billion current and historical elements of taxpayer data," explains Greg Swinehart, U.S. and Americas Analytics Service Area Leader, Deloitte Financial Advisory Services LLP (Deloitte U.S.). "The new U.S. system has identified suspicious tax returns at a rate significantly greater than the legacy system with fewer false positives and provides new advanced analytics capabilities."



Deloitte named a [global leader in Analytics IT Consulting](#) by Kennedy

Source: Kennedy Consulting Research & Advisory; IT Consulting: Analytics 2014. © 2014 Kennedy Information, LLC. Reproduced under license.



[Watch Greg Swinehart, U.S. and Americas Analytics Service Area Leader, Deloitte Financial Advisory Services LLP \(Deloitte U.S.\), share his views on how Deloitte makes the most of big data, while safeguarding client confidentiality.](#)



Deloitte named a leader for worldwide [Enterprise Performance Management Business Consulting](#) by IDC MarketScape

Source: IDC MarketScape: Worldwide Enterprise Performance Management Business Consulting Services 2014 Vendor Assessment by Cushing Anderson, July 2014, IDC #249463



[Watch Samir Hans, Principal, Deloitte Transactions and Business Analytics LLP \(Deloitte U.S.\), discuss the training that has helped him serve clients better, and how he shares learnings and leading practices with colleagues around the world.](#)

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[Data analytics lead to transformative, decisive action](#)

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Anticipate to succeed—leading predictive analytics

Connecting clients with the world's brightest minds

LEADING TOGETHER

LEADING WITH INTEGRITY

Similar results were achieved in the Netherlands, where Deloitte teams were able to improve the false-positive ratio in the fraud workflow dramatically, to less than 5 percent. “There is a lot of academic literature on the new analytics possibilities, and we receive a lot of presentations on that topic from different vendors, but Deloitte was the only one able to bring it to life,” says a senior executive from the Dutch revenue service.

Generating economic progress

As part of the UK government’s initiatives to harness the full benefits of public-sector information, Deloitte UK carried out a groundbreaking study to quantify the size of the market and identify the challenges to achieving its full potential. Deloitte UK’s analysis fed into the *Shakespeare Review*, an independent analysis of public sector information, put together by YouGov CEO Stephan Shakespeare.

The 2013 report, which received extensive media attention, calls for creating a national data strategy that is actionable and auditable, and offers examples of how data can be used to generate economic growth and social progress. “Since the report’s publication, Deloitte’s analysis continues to be widely quoted and has contributed to subsequent initiatives around public sector information,” says Costi Perricos, Public Sector Analytics Leader, Deloitte UK. “We were honored to have a role in demonstrating the power of data to create public good.”

Creating long-term financial insights

The majority of financial performance management and analytics solutions provide historical and projected financial data with an emphasis on revenue, expense, and capital investment. What they don’t provide are insights regarding cash flow generation and long-term liquidity. iHeartMedia (formerly Clear Channel Communications), the largest radio broadcaster and outdoor advertiser in the U.S., sought to expand beyond traditional financial performance analytics with the development of an enterprise-wide profit and cash flow forecasting solution.

Working with Deloitte Consulting LLP (Deloitte U.S.) and Deloitte Canada, the company—which also has an outdoor advertising presence in Asia, Australia, Europe, and Latin America—designed and implemented a global consolidated financial model integrating both profitability and cash flow through sophisticated models mimicking accrual and cash transactions. Layered with sensitivity and scenario capabilities, iHeartMedia is now able to provide valuable insights into financial performance impacts on long-term liquidity.



Deloitte is named the 2014 Americas Tax Policy Firm of the Year by the [International Tax Review](#)



[Download Deloitte Analytics: Three-Minute Guides Series](#) for quick, actionable insights.

Deloitte named a leader in Global Risk Management Consulting Services by Gartner

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A secure, vigilant, and resilient approach



Photo credit: Joyce Sau Yan Tse, Deloitte China

Throughout most of history, crime has been a local phenomenon, perpetrated by individuals or groups in fairly concentrated areas. Today, the paradigm has changed. It's a "smaller" world, thanks to technology. Many banks in New York, London, and other cities are likely to be more concerned about being infiltrated by hackers located halfway around the world than they are about having branch offices robbed in person.

"The Internet is a primary terrain for reaching farther, getting things done faster, and getting smarter," says Ted DeZabala, Deloitte Global Cyber Risk Services Leader. "The dramatic increase in cybercrime mirrors the innovations that public and private organizations have driven to grow, perform, compete, and serve their constituents."

When Deloitte member firms' Security and Privacy practices became [Cyber Risk Services](#) in 2014, it was more than a name change; it signaled a new dialogue and approach to the problem. "The litany of breaches this past year shows that sometimes, no matter how good clients' defenses are, the attackers will succeed," DeZabala says. "To minimize damage to their brands, to fulfill their privacy obligations, to protect their valuations, and sometimes even to protect public safety, organizations need to get better at knowing when something bad is happening—and be able to recover operations when an attack does occur. Deloitte helps clients be not only secure, but also vigilant and resilient."

What distinguishes Deloitte, according to DeZabala, is member firms' abilities to bring the cyber element and a deep regulatory understanding into an integrated business risk management approach. "Deloitte professionals support their clients, from their senior leaders all the way to their hands-on cyber risk specialists, in establishing programs attuned to their particular business risks, risk appetites, and investment levels," he says. "Other companies talk about aligning IT security with the business, but Deloitte's ability to combine risk management, threat awareness, and deep knowledge of IT security puts us in a leading position to help clients through this transformation."

A globally coordinated effort

Deloitte member firms worldwide have contributed to the ongoing development of Cyber Risk Services' portfolio of offerings, and have expanded their rosters of skilled talent to meet the needs of the market. Their actions support Deloitte's overall ability to serve clients both locally and in joint efforts across national boundaries.

This collaboration and new cyber risk approach was apparent when a series of serious malware attacks in the Czech Republic in 2013 targeted major Czech banks, including a client of Czech Republic firm. Deloitte cyber risk professionals in the Czech Republic, Hungary, Netherlands, and Spain joined forces to help the client effectively handle the ongoing threat, recover from prior attacks, create a malware cybersecurity action plan, and perform a quality assessment of organizational and technical defense measures.

"The Czech situation is similar to hundreds that Deloitte encounters each year in countries around the world, and we fully expect those numbers to go up as cyber threats become more numerous and sophisticated," DeZabala says. "Organizations will continue to leverage and create technical advances. Today, we see it in the adoption of cloud computing, the pace of mobile application development, and the proliferation of 'smart' devices. Tomorrow, it will be things we haven't imagined yet. But, Deloitte helps clients anticipate the cyber risks on the horizon and be prepared to meet them."

Staying a step ahead

Deloitte remains on the leading edge of worldwide approaches to cyber risk thanks, in part, to its global Cyber Security Operations Centers (CyberSOC) and member firms' Cyber Intelligence Centers (CIC). "Our CyberSOCs and CICs provide multinational threat awareness that supports Deloitte's efforts to tailor solutions that are specific to industries and geographies," DeZabala explains.

The CyberSOC-CERT (Computer Emergency Response Team) Academy, a high-performance cyber-training platform designed for Deloitte professionals and clients worldwide, offers some of the most valued courses, workshops and "white hat hack labs" available. The Academy team includes Deloitte's most skilled cyber risk professionals, as well as other technology professionals who specialize in the IT industry's most-adopted products.



Deloitte named a [global leader in Cyber Security Consulting](#) by Kennedy

Source: Kennedy Consulting Research & Advisory; Cyber Security Consulting 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information LLC. Reproduced under license.



[Watch Kelly Bissell, Deloitte Global Cyber Security Leader, talk about why he and clients choose Deloitte in the cyber space.](#)



Deloitte named a leader in Information Security Services Consulting by Forrester

Source: Forrester Research, Inc., The Forrester Wave™: Information Security Consulting Services Q1 2013", Ed Ferrara and Andrew Rose, February 1, 2013



[Watch Ted DeZabala, Deloitte Global Cyber Risk Leader, share his perspectives on cybercrime, and how Deloitte helps clients prepare, protect, and recover from cyber attacks.](#)



Deloitte wins the Global Strategic Partner Excellence Awards—Innovation from Symantec for collaboration in the area of cyber risk.

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In addition to its work with clients, Deloitte also is sought out by organizations like the Securities Industry and Financial Markets Association (SIFMA) in the U.S., which selected Deloitte & Touche LLP (Deloitte U.S.) to participate in “[Quantum Dawn 2](#),” one of the most comprehensive cyber crisis simulations ever conducted. Organized in 2013 by SIFMA, along with major financial institutions and government agencies, the simulation involved a series of systemic cyber attacks that attempted to disrupt trading in U.S. equities markets.

“We approached Deloitte U.S.’s Cyber Risk Services group to lead the observation and subsequent reporting of the simulation because of its leadership position in the cybersecurity space,”

– Karl Schimmeck, Vice President of Financial Services, SIFMA

Deloitte U.S.’s cyber risk professionals assisted SIFMA during the development of the test and placed observers in key cities while it was conducted. Deloitte U.S. also produced an after-actions report to offer recommendations around ways to improve sector-wide responses to cyber events and considerations for further protecting the financial services infrastructure.

End-to-end risk solutions

Cyber risk is a core service area in Deloitte’s Enterprise Risk Services (ERS) business. Deloitte’s ERS practice is a global leader in helping clients address their most complex risk issues by delivering end-to-end integrated risk solutions. It focuses on highly regulated, high-growth industries and sectors that face significant market risks. To remain a global leader in cyber and other risk services, in addition to training and certifying its professionals, ERS enhanced its capabilities through strategic acquisitions during the past year:

- Deloitte Australia quadrupled its number of cyber risk specialists with the acquisition of The Brief Group, one of the country’s leading authorities in optimizing clients’ health and safety management;
- Deloitte Canada acquired Urgentis Digital Crisis Solutions Inc., a firm that helps companies prepare for and respond to cyber attacks;
- Deloitte Denmark bought MN Security, a company recognized for its SAP security consulting. The move makes the Danish firm one of Scandinavia’s largest SAP consulting companies; and
- Deloitte U.S. brought into the fold a company called Vigilant, Inc., which specializes in threat intelligence, contextual awareness, and cyber risk detection.

“Growing awareness of cyber threats has sometimes led to growing fear. It’s Deloitte’s job to take the fear out of addressing cyber risk,” DeZabala says. “Today’s organizations can’t stop innovating. We can bring them pragmatic, realistic ways of integrating the management of cyber risk into their forward-looking strategies. We’re proud of our network’s evolution this year, and there’s more to come.”

Deloitte ranked #1 globally in Security Consulting by Gartner

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Watch “Cyber Security: Evolved,” the award-winning video produced by the Deloitte UK cyber team.



Deloitte firm wins “Security Partner of the Year” Award from CA Technologies

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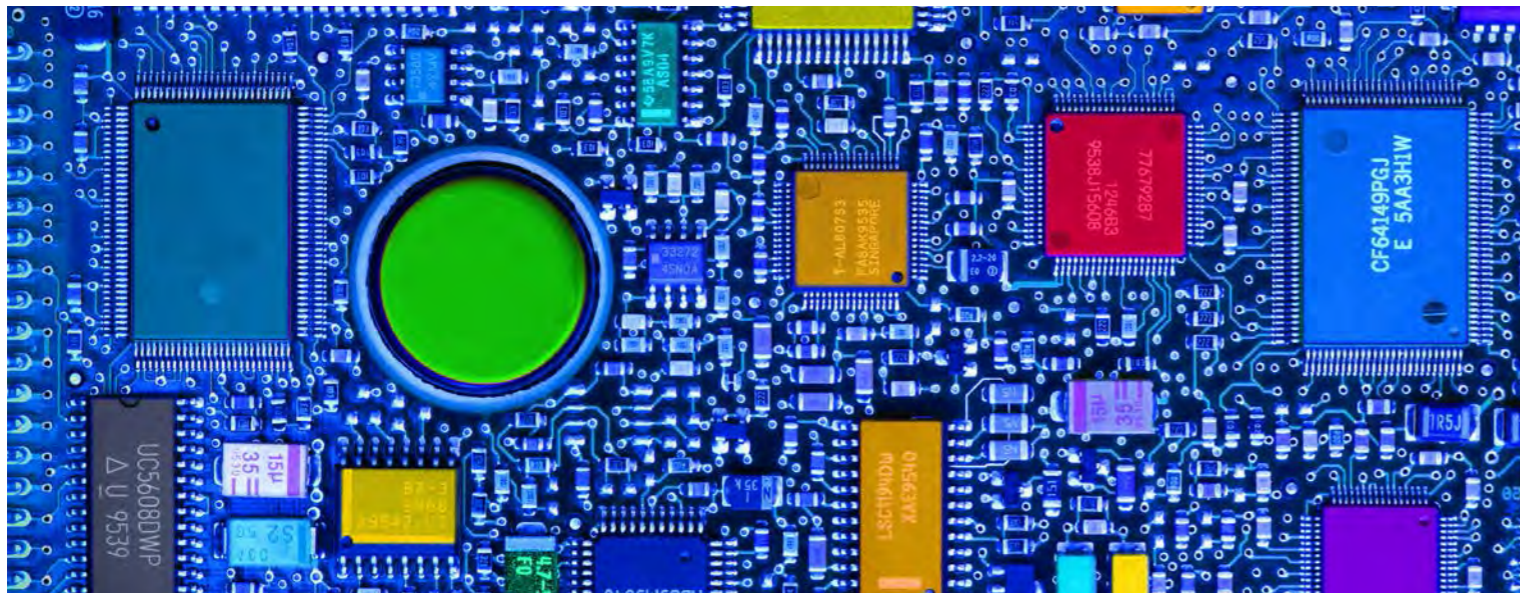
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Reinventing client and customer interactions



When the internal efforts of a leading manufacturer and distributor of life science research and clinical diagnostic products needed a boost in developing a more-effective e-commerce platform, it turned to Deloitte Consulting LLP (Deloitte U.S.) to incorporate e-commerce into its marketing and sales channels. "The client wanted a stronger online presence to be more competitive and satisfy customers' requirements. They decided an informed, outside perspective could help them take their work to the next level," explains John Maddalon, Life Sciences Partner, Deloitte Services—Market Development, Deloitte Consulting LLP (Deloitte U.S.).

Deloitte's team developed a business case, an online strategy, and a three-year Web platform roadmap. The team ultimately delivered four major releases to build the client's e-commerce channel; internationalized all Web systems; and created competitive, state-of-the-art business-to-customer (B2C) and business-to-business (B2B) capabilities to serve more than 150 countries and territories. Deloitte continues to work with the client to extend the channel and increase sales.

Today, the client's online revenue is up sharply. Half of its orders are placed online compared to 20 percent before Deloitte's involvement. And the average order value has increased more than 25 percent. "When we got the opportunity to help, we showed their leaders how Deloitte's knowledge of the market, technical expertise, and project management discipline could help the company grow global online revenues in its B2C and B2B markets," Maddalon says. "The proof is in the results."



Deloitte Digital team from Deloitte Japan

An agency and consultancy

Royston Seaward, Partner, Digital Proposition, Deloitte UK, believes Deloitte has an advantage providing digital solutions because it functions as both an agency and a consultancy. "A digital presence without an integrated digital strategy is like having a fancy storefront with no business plan," he says. "We combine leading digital and creative capabilities with the deep industry knowledge and experience Deloitte is known for. Deloitte member firms help clients bring a new business vision to life and drive the bottom-line results they need."

Deloitte has used its powerful cross-member firm digital capabilities to deliver a variety of disruptive digital products for clients during the past year. They included:

- An industry-first digital engagement platform for AssureStart, an online provider of business owner's insurance policies launched in November

2013. "We wanted to make the purchase of small business insurance as easy as downloading a new song," says Greg Tacchetti, AssureStart's chief executive officer. "Deloitte Digital took the challenge head on and the result speaks for itself."

- Aegon's new Retiready digital service that allows UK consumers to determine their financial readiness for retirement. It includes easy-to-understand tools and digital coaching that let people take control of their futures. "Aegon had a vision for a groundbreaking, direct-to-consumer pension proposition that would provide customers a simple, reassuring, and engaging experience in a market where surveys show 93 percent of people are not ready for retirement," says Sam Roddick, EMEA Lead, Deloitte Digital, Deloitte UK. "With Deloitte Digital's help, Aegon transformed their concept into a market-disrupting reality in just nine months."



Deloitte named a global leader in Digital Strategy Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; Digital Strategy Consulting; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information LLC. Reproduced under license.



Check out the 2013 Technology Fast 500 winners.

These tech companies grew the fastest, based on percentage revenue growth over five (EMEA and North America) or three (Asia Pacific) years.



Deloitte named a global leader in Mobility IT Strategy Consulting by Kennedy

Source: Kennedy Consulting Research & Advisory; IT Strategy Consulting; Mobile Technologies; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license

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Critically important tool forecasts outcomes



Will a project fail or succeed? To those who believe there's no way to know before or even during a project's lifecycle, Deloitte suggests otherwise.

"By leveraging advanced analytics, we are able to evaluate the likelihood that a project will be successful, and follow that with practical and actionable advice," says Gabriel Rodriguez, Partner, Enterprise Risk Services, Deloitte Canada. "We use what we call [Predictive Project Analytics](#) (PPA), a project risk management capability that is unique and exclusive to Deloitte."

Combined with traditional management tools, PPA can help clients avert challenges not only with a particular project, but also entire programs or portfolios of projects. PPA gives Deloitte clients the ability to track, predict, and understand the real-time status and risk of any project—from large-scale IT or business transformations and integrations, to complex capital projects—and provide focused guidance for improving the likelihood of success at all stages of the project lifecycle.

Achieving against the odds

PPA was invaluable during a recent engagement in which several Deloitte firms helped an international investment organization update and integrate its core IT systems. Those systems support business processes across the enterprise, making business disruption a major risk. Deloitte also was charged with improving the client's key processes to reduce operating risk and provide high-quality data for improved decision making.

FAILURE TO PROPERLY EVALUATE A PROJECT CAN HAVE DEVASTATING EFFECTS

► CHALLENGE

60%
of companies experience project failure

44%
fail to meet time, budget or quality goals

15%
fail to meet all of these objectives – or stop projects altogether

The odds are worse as a project's price tag increases:

\$750K-\$3M
38%
Estimated success rate

\$10M+
2%
Estimated success rate

► SOLUTION

Predictive Project Analytics (PPA) provides the information you need to plan for success and to close the gaps. PPA uses quantitative data and advanced analytics to:

- Analyze your project's strengths and weaknesses
- Keep your project on track
- Reduce and contain costs
- Provide tangible ROI

"The transformation was a mega-project for the company. The client's own research gave it a 3 percent chance of finishing on time and on budget," explains Neil White, Principal, Audit & Enterprise Risk Services, Deloitte Touche LLP (Deloitte U.S.). "So, their leadership came to us because they knew Deloitte could act as a sounding board and provide critical input for complex programs. They also knew we could provide dedicated resources to support the program throughout its lifecycle."

Deloitte evaluated the organization's transformation project by measuring the true complexity of the task and assessing its execution against 172 critical-factor variables. The team

then benchmarked against data from hundreds of successfully completed projects using a powerful multi-variant algorithm, and provided specific actions and recommendations for attaining the level of control needed to meet the project's delivery time, cost, and quality goals.

Predictive analytics supplemented traditional project risk-assessment methodologies to assess program risks, business processes, and governance. "PPA helped us make accurate predictions about the success or failure of specific sub-projects—and there were many sub-projects with hundreds of twists and turns," Rodriguez says. "PPA was critical to our ability to make adjustments along the way."



Deloitte named a global leader in Business Analytics Consulting and Systems Integration Services by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Analytics Consulting and Systems Integration Services 2014 Vendor Assessment by Ali Zaidi, May 2014, IDC #246675



Watch Gabriel Rodriguez, Partner, Enterprise Risk Services, Deloitte Canada, discuss the importance of Predictive Project Analytics to a project's success or failure.



Deloitte named a global leader, ranked #1, in Risk Consulting in Financial Services by Kennedy

Source: Kennedy Consulting Research & Advisory; Risk Consulting in Financial Services 2014. © 2014 Kennedy Information, LLC. Reproduced under license

Deloitte named a global leader in Business Analytics Services by Gartner

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The transformation ultimately was implemented successfully, nine months ahead of schedule and 15 percent under budget—a far cry from the client's initial estimates. "The paradigm within the corporation also changed from passive management to risk management," Rodriguez says, "allowing them to concentrate on managing for superior long-term returns without taking unacceptable risks."

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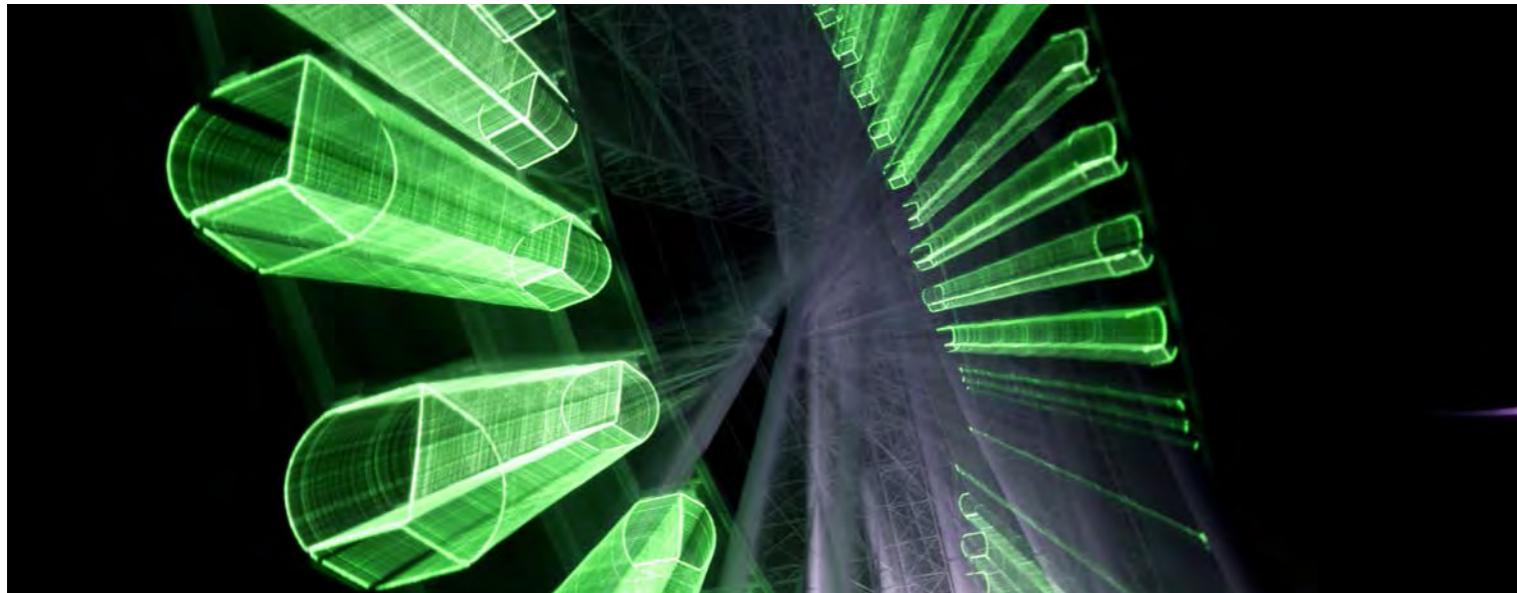
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Deloitte leads innovation



If anyone other than Sergey Brin had been assigned to show prospective student Larry Page around the Stanford University campus, would Google exist today? If Michele Besso had not been “the best sounding board in Europe,” would Albert Einstein have remained an unsung patent office employee? Nobody can say with certainty how the world might be different if certain creative relationships had not formed. But, this much is known: Brilliance rarely occurs in a vacuum. It is almost always nurtured through collaboration.

Deloitte Consulting LLP (Deloitte U.S.) is connecting clients with some of the brightest minds in industry, education, and business through the Innovation Partnership Program (IPP), a coalition of organizations that aim to advance global economic development and business commerce, while supporting a mission to help humanity solve its greatest challenges.

The IPP is a multiyear alliance among XPRIZE, a leader in solving grand challenges through large-scale, global incentivized competitions; Singularity University, a unique Silicon Valley educational institute and business incubator; and Deloitte Consulting. The inaugural IPP event took place in March 2013 at the NASA Ames Research Park in California. More than 60 senior business leaders from 30 companies—including Google, The Hershey Company, and Coca-Cola—attended the inaugural, four-day summit.

“We’ve planned a multiyear series of events where Fortune 500 leaders will have access to an expanded ecosystem of some of the world’s top entrepreneurs, inventors, scientists, technologists, innovation strategists, and business thought leaders,” explains Marcus Shingles, Principal, Deloitte Consulting LLP (Deloitte U.S.) and a leader in Deloitte Consulting’s Innovation Group. “These sessions will give participating companies a broader lens to view the potential, nontraditional threats and opportunities their industries and businesses are facing, or will be facing.”

Shingles stresses, though, that the IPP is more than periodic conferences. “It’s a process, versus just an event, that gives members continuous exposure to the latest thinking and relationships required to capitalize on innovation-driven business transformation and exponentially advancing technologies. This is about building a community and an extended ecosystem where executives can sit among peers and collaborators across industries through this multiyear Partnership Program.”

Dr. Peter H. Diamandis, Chairman and Chief Executive Officer of XPRIZE and Executive Chairman of Singularity University, believes Deloitte Consulting’s leading experience in strategy and operations, human capital, and technology consulting services will help the IPP alliance leverage its strengths to drive innovation across multiple industries and business sectors. “Deloitte Consulting adds a crucial element with the ability to assist companies in customizing and implementing their innovation strategies resulting from IPP,” he says.

The [Deloitte Greenhouse](#) is an advanced, immersive environment designed to accelerate breakthroughs. Its labs, which include HIVEs (Highly Immersive Visual Environments), combine behavioral methods, analytics, technology, and expert facilitation to create an experience that can propel clients to extraordinary results.

A sweet new approach

Before Hershey made its three-year commitment to IPP, its C-suite leaders participated in a HIVE session with Deloitte Consulting’s U.S. consumer and industrial products team to discuss innovation and advanced analytics. Afterward, Deloitte Consulting encouraged Hershey to attend IPP’s inaugural session, and also arranged a meeting between Hershey’s CEO and the head of 3D Systems to explore the potential of applying 3D printing technology to chocolate making. “Some of our clients have had very limited exposure to the disruptive nature of exponential technologies, and depend on us to get them plugged into the right ecosystem and introduce them to potential key relationships,” Shingles explains.



Deloitte named a [global leader in Innovation Strategy & New Product Development Consulting](#) by Kennedy

Source: Kennedy Consulting Research & Advisory; Innovation Strategy & New Product Development Consulting 2013; Kennedy Consulting Research & Advisory estimates. © 2013 Kennedy Information, LLC. Reproduced under license.



Creating social impact is a priority for today’s young professionals, according to [DCTL’s 2014 Millennial Survey](#).



Deloitte receives [Salesforce.com Partner Innovation Award for Customer Company Innovation](#)



[Watch to learn how the Innovation Partnership Program \(IPP\)—an alliance among Deloitte U.S., XPRIZE, and Singularity University—is exposing potential threats and opportunities, and providing organizations with the tools, resources, and capabilities to go from ideas to execution.](#)

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Deloitte Consulting conversations with Hershey led to both strategy and human capital projects for the U.S. firm. The confectioner's leaders also have met with the Deloitte U.S. firm's Audit and Enterprise Risk Services (AERS) practice to discuss scenario planning, and with Doblin co-founder, Larry Keeley, to explore Doblin's Ten Types of Innovation.

"IPP not only provides unique access to relevant thought leaders and entrepreneurs," says Bert Alfonso, Hershey's President of International Operations, "but it also introduces an important vantage point and exposure to the key drivers and pace in which various emerging innovations—technological and organizational—will transform the business landscape in the near term and longer term."

XPRIZE fellowship program

Deloitte Consulting and the XPRIZE Foundation extended its relationship in June 2014 by forming a multiyear strategic alliance and launching a new fellowship program. Through the program, Deloitte Consulting will commit a team of full-time professionals to work with XPRIZE on a pro bono basis.

The fellowship team will act as an "innovation catalyst" for XPRIZE to help drive the design, experimentation, incubation, and rollout of new concepts, methods, and models of crowd-sourced, incentivized prize competitions. With skills ranging from strategic advisory and technology innovation, to research and data analysis, the fellows will work with an integrated XPRIZE team and ecosystem that can include sponsors and donors, competitor prize teams, and some of the world's leading innovators and entrepreneurs.

"We are excited about our growing relationship with Deloitte Consulting, and are very appreciative to have access to their talented consultants through the fellowship program," Diamandis says. "With Deloitte Consulting's contribution, we will have a constant stream of new perspectives and ideas that will help XPRIZE continuously innovate our models."

"This program is exciting on many levels," Shingles adds. "In addition to deepening our relationship with XPRIZE and applying our consulting experience to help them innovate and drive positive social outcomes, we also anticipate that our professionals will bring XPRIZE's crowdsourced incentive competition model to our clients to make an impact on their corporate social responsibility initiatives and help them solve their innovation challenges.

"We're also giving our consultants the chance to use their business skills to help create social change," Shingles continues. "Today's professionals want to work for organizations that nurture innovative thinking and have a positive influence on society. This program helps to meet that demand."



Philip Rosedale, founder of the virtual world Second Life, presenting at the Innovation Partnership Program event in March 2014. Photo credit: Picasa

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Leading together

Deloitte remains at the forefront of advancing global economic prosperity, which can produce lasting social change, improving the lives of many. We help solve social, humanitarian, and environmental challenges through collaboration with governments, civil society, and others in the private sector.



[Watch Global CEO Barry Salzberg share his views on how Deloitte is making an impact that matters for society.](#)

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Helping government support
families in need

Investments with social impact

Advancing global economic
prosperity and social wellbeing

Improving our communities

Accelerating access to education

Advancing environmental
sustainability

LEADING WITH INTEGRITY

Helping government support families in need

Accelerating services, extending budgets



Photo credit: Ran Ding, Deloitte China

Despite spending more than \$3 billion each year to strengthen and maintain at-risk families, one North American government's social, children, and family development agencies experienced problems maximizing the benefits of the services they were providing.

"For years, 'siloed' processes made it difficult for government to deliver these services, monitor outcomes, and effectively provide additional benefits for families with multiple needs," explains Sucha Kukatla, Principal, Deloitte Consulting LLP (Deloitte U.S.). "The government also lacked a case management system that could deliver integrated social service programs across the agencies."

Governmental leaders agreed they could do a better job providing programs for children with special needs, child protection and adoption services, teen suicide prevention, health care, housing assistance, and job-search resources. They realized an experienced consultant could offer and execute solutions that the government didn't have the resources to pursue. But, they didn't know how efficient the system could be and how much money could be saved until Deloitte Consulting showed them the possibilities.

"Our Consulting practice is focused on areas where we can be a leader, and one of those is the public sector," says Jim Moffatt, Chairman and CEO, Deloitte Consulting LLP (Deloitte U.S.). "This sort of work provides a special satisfaction because not only are we building clients' capabilities, but we're also having an impact on citizens—in this case, people who especially need and appreciate a helping hand."

Deloitte Consulting was initially brought in for a six-week project to improve the government's system, but soon realized if the client was going to achieve its desired results, a whole new game plan was needed. "Our team really impressed the client with the understanding and leadership we brought to the engagement, as well as our working style, ideas, and teamwork," Kukatla says.

The initial engagement evolved into a 12-week "approach-refinement" period that ultimately turned into a 10-year contract to transform and integrate service delivery models. "This kind of project has never been accomplished in any North American jurisdiction," Kukatla notes. Working with colleagues from Canada and Mexico, the team moved 14 agency programs to a common platform.

The results have been impressive. Today, the intake procedure is 200 percent faster. Privacy and security breaches have decreased by 300 percent. Administrative errors have decreased by 50 percent. Benefits are distributed 51 percent faster. And case workers can now handle 23 percent more cases, saving \$8.8 million annually.

"Deloitte's participation helped the government's agencies improve the lives of people in need by delivering higher quality social services more quickly and efficiently," Kukatla says. "We took them from strategy to implementation and, today, they are achieving results they had not considered possible."



Deloitte named a leader in worldwide Business Consulting Services for the public sector by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services for the Public Sector 2013 Vendor Analysis, Document #242457, August 2013.



Deloitte named a global leader in Human Resources Consulting in the public sector by Kennedy

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Investments with social impact

Leading the way



Investors consider a variety of complex variables when assessing potential opportunities to grow their money. Until recently, though, social impact was seldom a factor they included in the equation. That has begun to change thanks, in part, to Deloitte and its efforts to promote impact investing among clients and other investors. Deloitte not only is a leader in this emerging field, but the Monitor Group—now [Monitor Deloitte](#), having been acquired by Deloitte in 2012—published the influential report, [Investing for Social & Environmental Impact](#), in 2009.

“Impact investing is an approach that intentionally seeks to create both financial return and positive societal impact that is actively measured,” says Kristen Sullivan, Partner, Deloitte & Touche LLP (Deloitte U.S.). “It’s a way to connect social entrepreneurs and organizations to capital markets and harness the most powerful forces of capitalism to tackle society’s complex issues.”

Impact investments can be made through private- and public-sector vehicles, and be targeted at a variety of economic, social, and environmental enterprises. Invested capital already is being used to improve community infrastructure, develop renewable energy, alleviate poverty, create affordable housing, and benefit people in both developed and developing markets.

The potential

As more investors become aware of their ability to impact society, an increasing number of players have begun to nudge their toes onto the burgeoning field. “In the beginning, most investors were wealthy individuals and ‘venture philanthropists,’ people who already supported good causes financially, but recognized they could earn a return through that support,” explains Sullivan. “Today, institutional investors and even risk-sensitive banks and pension funds are entering the field.”

According to a 2010 J. P. Morgan report, estimates of the size of the market and its potential range from US\$400 billion to US\$1 trillion by 2020, and could generate profits between US\$183 billion and US\$667 billion during the same period.

More than 90 percent of global investors surveyed by JP Morgan and the Global Impact Investing Network reported financial returns for impact investments to be above or in line with expectations, and nearly everyone said the social and/or environmental impact made by those investments met or exceeded expectations. That could explain why those surveyed expect to commit 19 percent more capital to impact investments in 2014 than they did the previous year.

The challenges

Impact investing is not without its challenges, though, as considerable barriers to investor and market success remain. The project report, [From the Margins to the Mainstream](#)—released in September 2013 by the World Economic Forum—points out that because the marketplace is still in its early stages, many mainstream investors remain dubious. DTTL acted as a pro bono project advisor to the Forum’s “Mainstreaming Impact Investing” initiative, bringing stakeholders into the discussion, conducting research, and helping draft the project report.

“Right now, impact investing has comparatively few of the ‘necessary ingredients’ investors want, including intellectual capital, qualified advisors, accelerators, and proven financial returns,” Sullivan explains. “Beyond that, impact investment portfolios and deal sizes tend to be smaller than traditional investments. And the uncertainty of metrics for success leads to questions about the trade-off between financial and social return.”

In spite of these challenges, more and more “inclusive businesses” are emerging to serve and benefit the poor. “Impact investors are counting on these businesses to grow and flourish,” says Ashish Karamchandani, Partner, Monitor Deloitte India. “Unfortunately, most of these solutions are achieving low levels of scale, but there is significant interest in changing that.”



A September 2014 World Economic Forum report, prepared in collaboration with DTTL, helps interested investors ask the right questions as they contemplate their path into impact investing.



Watch Kristen Sullivan, Partner, Deloitte & Touche LLP (Deloitte U.S.), share her views on why impact investing matters.

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Karamchandani points to an effort begun in India by Monitor Inclusive Markets in 2006 to develop purpose-built apartments for low-income households. “In the beginning, we couldn’t find a developer who could see the potential. Once we found the initial players and created projects that generated overwhelming demand, there was a challenge getting financing to buyers. Then there were regulatory obstacles that made it tough for developers to scale,” he explains.

“Along the way, we worked with developers, banks, and government at all levels to adapt their strategies in a changing environment. Today, more than 80,000 units have been sold to low-income families in India,” Karamchandani continues. “We are actively sharing our story to help others learn from our process and ignite the true potential that exists to create societal impact through market-based solutions.”

Leading the way

The challenges that currently limit impact investing present opportunities for Deloitte, which is distinguished by its track record for helping advance the capital markets infrastructure to enable impact investing to scale. Deloitte & Touche LLP (Deloitte U.S.) and Deloitte Consulting LLP (Deloitte U.S.) assisted in the development of the Impact Reporting and Investment Standards (IRIS) and serves as a founding sponsor of the Global Impact Investing Rating System (GIIRS), both of which serve as important mechanisms in scaling impact investing.

“Because of our early involvement in the field, our member firm practitioners around the world have a clear first-mover advantage over our competitors and the boutique investing firms,” Sullivan explains. “On top of that, the Deloitte network’s global reach, as well as our strategic, measurement, and accounting expertise, uniquely positions member firms to play a transformative role in the field. We are able to produce eminence in this space through Monitor Institute and Monitor Inclusive Markets, as well as a range of other service lines, including Deloitte Sustainability Services and our strategy and operations service lines in the U.S.”

Client surveys suggest Deloitte has several distinct competitive advantages. One is the network’s experience from blueprint to scale. “Member firms around the world can offer support ranging from strategic advisory services to the design and launch of investment vehicles, infrastructure development, and measurement and valuation services. This experience uniquely positions Deloitte to bring a strategic and ‘aspirational’ view to the table that is rooted in a deep understanding of market realities,” Karamchandani explains.

Another advantage is Deloitte’s track record in impact investment, enterprise development, and entrepreneurship. “Deloitte has completed more than 75 projects around the world with players across the impact investing ecosystem,” Karamchandani says. “Deloitte practitioners work across an array of sectors—including housing, financial inclusion, water, and agriculture—and deliver deep insight into leading models and practices.

“And because Deloitte has an active presence in more than 150 countries and territories around the world,” he adds, “we can deploy the right practitioners quickly. Our global network of internal and external impact investing professionals allows member firms to effectively cross-fertilize best practices and models across markets.”

Advancing the concept

World leaders championed private capital and development of a global social impact investment market at the 2013 G8 Summit in London. British Prime Minister David Cameron and Sir Ronald Cohen, a noted venture capitalist and chairman of Big Society Capital, announced the formation of the G8’s Social Impact Investment Taskforce. The taskforce is composed of four working groups, each aiming to speed the advancement of impact investing by addressing a key focal area within the industry.

One of the four, the Impact Measurement Working Group, was supported through a pro bono effort by Deloitte & Touche LLP (Deloitte U.S.) and Deloitte Consulting LLP (Deloitte U.S.). More than 20 global experts teamed up to develop a set of general guidelines for impact measurement, as well as a roadmap for achieving a universal measurement convention that provides the transparency and accountability that is needed to build capital markets at scale. The group’s work was included in the Social Impact Investment Taskforce’s [recently released report](#).

“Impact investing is a phenomenon that’s growing and will gain momentum as governments enhance policy, regulation, and funding to help it grow,” Sullivan says. “The more private players improve how social outcomes are measured, the more government wants to know about the potential. They are looking to Deloitte for advice, which puts our member firms in an important and enviable position.”

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Tackling the world's toughest challenges

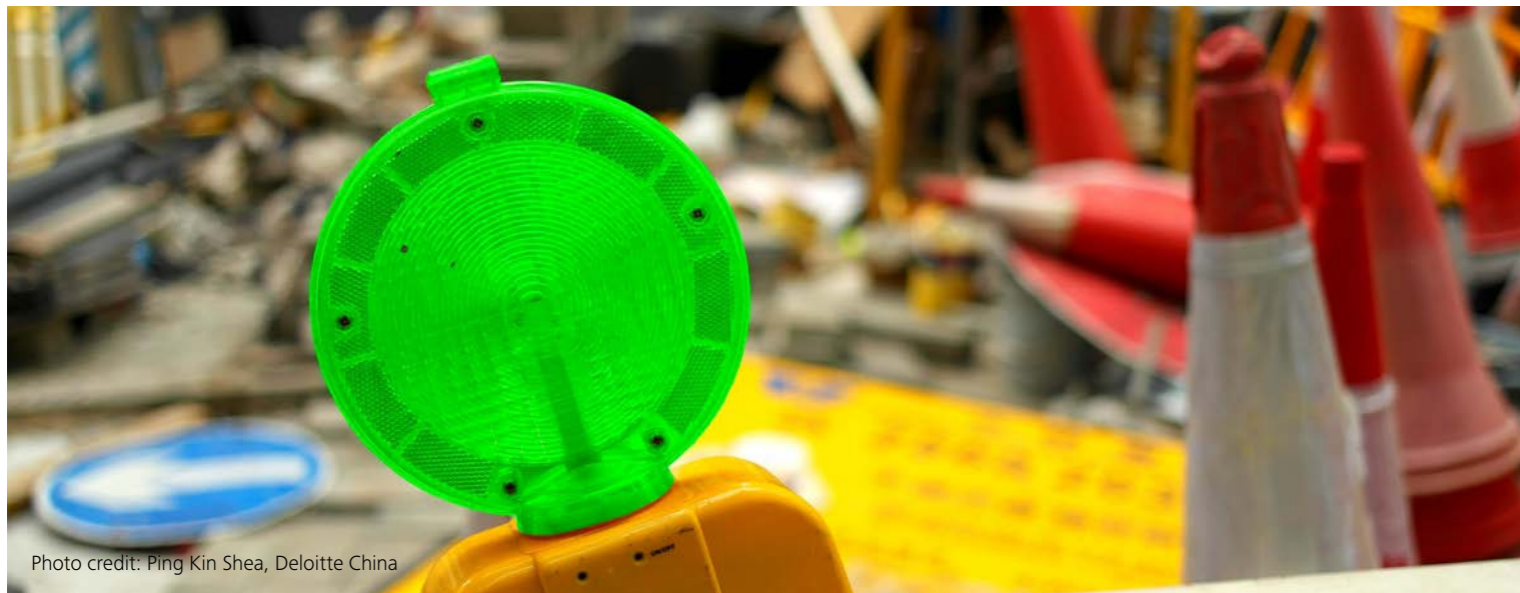


Photo credit: Ping Kin Shea, Deloitte China

Geopolitical instability, environmental concerns, corrupt leadership, and growing inequality are just a few of the disturbing story lines dominating today's news. Hundreds of groups—governments, nongovernment organizations (NGOs), and professional services networks like Deloitte—work tirelessly together to solve these challenges. Those efforts rarely grab headlines, but they are critical to making markets fair, keeping commerce trustworthy, and improving peoples' lives.

"In the last few years it's become clear that the only way we can truly address the major challenges plaguing our society is through collective action," says Barry Salzberg, Global Chief Executive Officer, DTTL. "At Deloitte, we recognize the responsibility—and ultimately the benefit—of developing relationships with governments, NGOs, and other businesses to tackle these issues."

This collaboration is made possible by the client services member firms provide, the skill and knowledge of their people, and the breadth of their relationships with business, government, and civil society. "The expectation for businesses to take a leadership role to address the challenges facing the societies in which they operate will only continue to grow, and I'm proud to say Deloitte is at the forefront of this movement," Salzberg says.

Deloitte currently is involved in multiple global efforts that promote capital market fairness and efficiency, renewable energy, the fight against corruption and cybercrime, effective trade policies, equality, and humanitarian relief, among others. Here are a few of the more high-profile initiatives and groups with which Deloitte was intimately involved during FY2014.

World Economic Forum

One of Deloitte's longest-running strategic relationships is with the [World Economic Forum](#). For more than two decades, Deloitte has taken a leadership role in advancing the Forum's objective of "improving the state of the world."

"The Forum brings our most strategic stakeholders together under one program, including CEOs of global corporations and growth companies, leaders of government and international institutions, academia, media leaders, and opinion makers," explains Gary Coleman, who leads DTTL's relationship with the World Economic Forum. "Our approach allows us to focus on issues that matter most to our stakeholders, and maintain a strong and active year-round engagement with the Forum."

Through its work with the Forum, Deloitte has a hand in shaping the agenda on key global issues, such as the role of business in society, growth, innovation, talent, and competitiveness. Deloitte is involved in various initiatives and communities within the Forum, including Global Agenda Councils, which address key challenges and generate solutions to pressing global issues. "The Forum platform enables us to influence policy debate by sharing recommendations on issues of mutual interest with policymakers and their stakeholders," says Steve Almond, Chairman of the DTTL Board of Directors, who has been closely engaged with the Forum for many years.

In 2014, Deloitte participated in the Forum's Annual Meeting at Davos, the Annual Meeting of New Champions in China, the Summit on the Global Agenda, five regional summits, and

regionally focused meetings and workshops around the globe. Additionally, Deloitte professionals and leaders have been selected to advise seven industry projects during the 2014-15 cycle. Project topics include innovation, cyber security, emerging technologies, financial services, anti-corruption, and chemicals.

As industry project advisers, Deloitte member firms are well equipped to help clients address pressing industry issues and provide strategic insight that drives executive business decisions. "The Forum also provides opportunities, through a variety of communities and initiatives in which we participate, for our people to develop as leaders by engaging in important global issues," says Coleman, who has contributed to a wide range of Forum events. "Deloitte is proud to be one of the Forum's most engaged strategic allies. Our engagement puts us front and center with global decision makers who are creating a better future."

Anti-corruption advocacy

Almond provides DTTL's engagement in the Forum's Partnership Against Corruption Initiative (PACI) Vanguard, a group of 24 business leaders who help shape and inform the direction and dialogue around a robust anti-corruption agenda. The PACI Vanguard seeks to establish a framework that can address corruption consistently and lead to more effective enforcement. Currently, the U.S. member firm serves as an advisor to PACI and is active in a series of projects connecting public and private initiatives to stamp out corruption in supply chains, as well as improve collaboration between national governments and local, regional, and multinational organizations.



Deloitte ranked #1 globally in [Forensics & Dispute Advisory Services](#) by Kennedy

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[Watch Steve Almond, Chairman of the DTTL Board](#), discuss how Deloitte works to tackle society's toughest issues.



Deloitte selected to the [World Economic Forum's Partnering Against Corruption Initiative \(PACI\) Vanguard CEO Community](#)

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At the Forum's May 2014 meeting in Abuja, Nigeria, PACI supported the launch of the Clean Business Practice Initiative (CBPI), a private-sector-driven anti-corruption initiative that complements government efforts in fighting corruption in Nigeria. "Deloitte firms in Nigeria and the United States helped pull this initiative together, offering pro bono governance and organizational work, as well as defining strategies to help CBPI in its early stages," says James "Chip" Cottrell, partner, Deloitte Financial Advisory Services LLP (Deloitte U.S.). "This is a model we think lends itself to expansion in other countries to develop and implement anti-corruption practices that help level the playing field in trade, commerce, and industry."

In addition to its work with the Forum, Deloitte is engaged in global anti-corruption efforts with the G20—through the B20—and the United Nations Global Compact. Deloitte also works with the United Nations Office on Drugs and Crime (UN ODC) and the Organisation for Economic Co-operation and Development (OECD) on specific, country-focused initiatives.

Through Deloitte's Anti-Corruption Academies, governance, anti-corruption, and public-policy professionals provide training on combating corruption, money laundering, and fraud; and inform clients of effective compliance and internal-control programs. During the past fiscal year, Deloitte launched Anti-Corruption Academies in Brazil, Chile, Mexico, United Arab Emirates, and Indonesia; additional Academies are being scheduled in South America and Europe in FY2015. "Through our Anti-Corruption Academies, Deloitte is able to bring its cross-functional expertise to discussions with respect to anti-corruption, compliance, and enterprise risk management," says DTTL's Dan Konigsburg, who leads the Deloitte Global Center for Corporate Governance. "In addition, our Academy events promote a forum to discuss local and global anti-corruption policies and practices impacting clients across the globe."

The Deloitte Humanitarian Innovation Program

In 2013, the Deloitte network selected [AtrocityWatch](#) and the [International Organization for Migration](#) (IOM) to receive pro-bono support as part of the Deloitte Humanitarian Innovation Program.

Through the program, professionals from Deloitte member firms and humanitarian organizations combine their diverse skills and expertise to co-create and implement innovative solutions to the sector's most pressing challenges. By collaborating with local, national, and international humanitarian actors, we aim to enhance their ability to prepare for, and respond to humanitarian crises such as natural disasters. During FY2014, professionals from Deloitte member firms provided pro bono services through the program to address challenges facing the sector, such as leadership development, surge capacity, and resilience.

A team from the digital strategy practice at Monitor Deloitte, Deloitte Consulting LLP (Deloitte U.S.) worked with AtrocityWatch to develop a strategic plan and roadmap for organizational optimization and technology deployment. AtrocityWatch is an NGO focused on saving lives by making critical technology, expertise, and information available to individuals, organizations, and governments seeking to prevent mass atrocity crimes. Deloitte UK's Switzerland Consulting practice is helping the International Organization for Migration to strengthen its approaches and tools in efforts to enhance operational-level coordination and management in displacement sites. The Deloitte network will share the ideas and solutions developed through these projects so that the entire humanitarian sector can benefit from and scale them.

Two additional pro bono projects were also completed this year. First, Deloitte UK consulting professionals worked with [Save the Children International](#) to help them understand the operational challenges of scaling up and scaling down in times of crisis; and also to develop a strategy to assist the delivery of more efficient and effective operations. And second, the Resilience practice of Deloitte & Touche LLP (Deloitte U.S.) worked with Mercy Corps to develop a framework that incorporates resiliency into strategic and operational decision-making processes.

Disaster-relief efforts

Disasters often strike with little or no warning and millions of people and thousands of businesses can be devastated overnight. When this happens, Deloitte member firms and professionals from around the world respond generously by spearheading pro bono efforts and collecting donations to support local and regional relief agencies.

For example, when Typhoon Haiyan struck the Philippines in November 2013, the CEO of the South East Asia member firm's Philippines office spearheaded local response and recovery efforts. This included assuming a role as an advisory board member of a private sector foundation organized to harness all the private-business contributions towards relief, rehabilitation, and reconstruction of damaged areas in the country. Colleagues from the Southeast Asia region also activated a fund raising campaign and pledges of support from around the globe were overwhelming. Together with the Southeast Asia member firm's contributions, more than US\$290,000 was raised. Contributions were channeled to the Philippine National Red Cross, which provided disaster and emergency response efforts in the provinces of Leyte, Samar, and Capiz; and the Philippine Business for Social Progress, which built temporary shelters and facilitated clearing operations. Some of the financial aid was also directed to flood relief causes in Vietnam, which was also significantly affected by the typhoon.

Deloitte Central Europe professionals went into action when heavy rainfall hit Croatia and Bosnia and Herzegovina in May 2014, submerging many villages and towns. The floods caused widespread material damage, forcing thousands of people to leave their homes. Member firm staff quickly collected donations to buy much-needed supplies, including bottled water, durable foodstuffs, and personal-hygiene products. The Croatia office employees also volunteered onsite to help provide aid to affected families.

Deloitte Japan and its professionals continue to participate in rebuilding efforts in the wake of the Great East Japan Earthquake of 2011. A reconstruction support team, based in the Sendai office, was organized to focus on economic reconstruction in the most seriously affected areas of Tohoku. The team is collaborating with local governments, financial institutions, and not-for-profit organizations to deliver supporting services to affected companies. It also is working with entrepreneurs to plan and develop innovative products and services in an effort to boost the local economy.



Deloitte recognized for innovative client work in European Tax Awards



Watch to learn about trends in the global tax environment that affects global businesses.



Deloitte is named the 2014 Americas Tax Policy Firm of the Year and the 2014 Americas Tax Innovator Firm of the Year by the International Tax Review.

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Social Progress Imperative

Eighty years since the development of gross domestic product (GDP), there is a growing recognition of the need to measure progress beyond economic factors if countries are to achieve sustainable growth. DTTL's relationship with [Social Progress Imperative](#) (SPI) is breaking new ground in measuring what matters most to advance progress for both people and society.

SPI's Social Progress Index uses indicators that provide an authoritative view of a country's social and environmental strengths and weaknesses. This presents a more holistic assessment for the 132 countries it ranks—which covers more than 90 percent of the world's population—and is starting to drive a new dialogue into the debate around what can unlock true growth and progress.

"We are working with SPI and other organizations to advance the adoption of the Social Progress Index globally, and to bring together the right network of experts to address issues critical to economic and social development. This will help to further focus investment decisions and contribute towards building stronger societies," explains Almond, who joined the SPI board of directors May 2014. "This collaboration combines the authority and policy making of government, the convening power and subject-matter expertise of NGOs, and the technical skills and creativity of the private sector."

During the past year, Deloitte member firms have worked with SPI and its partners to establish relationships with 76 organizations from government, the private sector, and civil society in eight Latin American and Caribbean countries. In the coming months, the Social Progress Networks will expand into Africa, Europe, Asia, and North America.

Tackling taxation issues

Because global trade is essential to worldwide economic growth, Deloitte is working with government and business leaders to improve the policies and processes governing global trade during a time of exponential growth in complexity, interconnectedness, and digital economies. An important enabler of global trade is ensuring tax revenue is accurately and appropriately accounted for.

So, the OECD and the G20 are deeply engaged in the [Base Erosion and Profit Shifting \(BEPS\) initiative](#). It was created to coordinate multi-country legislative change in the area of international tax to better align the law with current policy objectives in this area. This initiative could increase the level of certainty that business needs in conducting its tax affairs. It also will clarify what tax planning is acceptable under the law and what is not.

Deloitte member firms are very involved in this process globally and at the local level, responding to OECD and local country requests for input, educating clients on the issues, and keeping them abreast of developments. DTTL also sponsored the G20's International Tax Symposium on this topic in Tokyo, Japan. Deloitte member firm partners participated in panel discussions at the May 2014 event, and are supporting additional G20 meetings in Australia during the latter half of the year.

Advocating women leaders in business

DTTL and member firm leaders work with multiple organizations to promote the business case for attracting, retaining, developing, and advancing women to leadership in organizations and society. Because measuring progress is critical to future advocacy efforts, DTTL and the Business and Industry Advisory Committee (BIAC) to the Organization for Economic Cooperation and Development (OECD) joined forces this past year to assess recent changes in company practices.

Their survey report released in June 2014, "[Putting All Our Minds to Work: An Assessment](#)," suggests while women are advancing in the workplace, their progress is slow and uneven. More than 66 percent of companies responding to the survey reported an increase in the percentage of women in executive leadership positions since 2010. However, fewer than half have introduced policy and practice changes aimed at retaining women at the manager level, and even fewer changes have been aimed at advancing women into executive leadership positions. So, despite some progress, more than half of surveyed companies have not introduced any new practices to encourage the advancement of women in their workplaces.

"Too many talented women are choosing to step off the corporate ladder, believing further advancement is not available to them. This has to change and change needs leadership," says Almond. "At Deloitte, we face the same challenges as other companies and are not satisfied with our progress. To confront these trends, I encourage our leaders—and all business leaders—to own the issue of gender diversity, create substantive engagement, and provide sponsors, coaches, and mentors to help talented women achieve their true potential."

Deloitte Germany and Deloitte Middle East are among the member firms following Almond's lead. The German firm's "Leader.In" networking initiative is aimed at promoting diversity and cultivating female leadership in business, politics, and society. Its 2014 launch event attracted potential and existing clients, political leaders, and other influential stakeholders. The Deloitte Retention and Advancement of Women in the Middle East (DRAW) initiative positions Deloitte Middle East as a champion of women's advancement across the region. In addition to their regular gender programs, the Middle East firm recently dedicated a full month to advocating career development for women through various on-the-ground and social media activities across 12 countries targeting both internal and external audiences.

Another group of leaders that continues to pursue advancing women in the workforce is the United Nations Women's Empowerment Principles (UN WEP), a partnership initiative that takes the concept of empowering women out of the realm of doing good and into the reality of doing business. DTTL has supported UN WEP since its launch in 2010. This past year, senior managers from Deloitte U.S.'s Ellen P. Gabriel fellows program hosted an "Innovation Café" for the UN WEP team. The day included breakout sessions on generating and prioritizing ideas, and small-group discussions on how to make top ideas successful. The Women's Empowerment Principles are a set of principles for business offering guidance on how to empower women in the workplace, marketplace, and community. More than 780 CEOs from around the world have signed the CEO Statement of Support, signaling their endorsement of gender equality and the guidance provided by the principles.



Deloitte named a global leader in Leadership Development Consulting by Kennedy

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Watch Sydney Booker, Associate – Forensic and Dispute Services, Deloitte Financial Advisory Services LLP (Deloitte U.S.), talk about how she makes a difference through her public policy work.



Deloitte named a global leader in Change Management Services by Kennedy

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Volunteering with impact



Through skills-based volunteering, strategic relationships with not-for-profits, and IMPACT Day initiatives, Deloitte professionals are making a positive difference in people's lives around the world. Our volunteers are living examples of the Deloitte network's commitment to drive societal progress in communities, applying their skills and knowledge to create change and deliver impact where it's needed most.

William Eggers, Director, Public Sector Research, Deloitte Services LP (Deloitte U.S.), and Paul Macmillan, Deloitte Global Public Sector Leader, call volunteers who contribute solutions to societal problems "citizen changemakers" in their book, *The Solution Revolution*, published in 2013 by Harvard Business Review Press. In *The Solution Revolution*, they explain how technology has enabled a "solution economy" in which social enterprises, foundations, governments, companies, and citizen changemakers can now collaborate towards common societal objectives and spark societal change.

Inspired by Eggers' and Macmillan's book, the Deloitte Changemakers campaign was created to engage and energize Deloitte's professionals and highlight extraordinary personal stories of commitment and passion for specific societal issues. Seventeen member firm professionals representing eight initiatives were recognized during the past year for leading their own solution revolutions by driving projects that expose human trafficking, teach disadvantaged children, develop adults' professional skills, bridge the digital divide in emerging countries, and efficiently connect not-for-profits with volunteers.

To encourage future generations of volunteers, Deloitte Canada launched a Changemakers Scholarship for students whose parents are employed by the member firm. To qualify, young leaders need to demonstrate outstanding commitment to solving community problems.

Deloitte Australia is also supporting changemakers. In 2013, the firm began collaborating with The Australian Centre for Social Innovation (TACSI), a groundbreaking not-for-profit organization that tackles Australia's toughest social challenges through problem-solving strategies and innovative, community-based programs. Deloitte Australia was the principal sponsor of TACSI's inaugural Changemakers Festival in November 2013 and hosted a number of "Social Innovation Pitch Night" events from its offices nationally.

Some examples of the impact our member firms have made this year

Deloitte Australia—Micro-volunteering platform
Not-for-profit organizations seeking volunteers can now find them with just a few clicks, thanks to a new online platform created by Deloitte Australia. [Micro-volunteering @ Deloitte](#) enables groups to connect with the Australia firm's talented and passionate network of employees. They volunteer their time, skills, and experience to solve challenges, and also crowdsource solutions. More than 40 skill sets are offered, from consulting on social media strategies and fund-raising ideas to helping with using spreadsheets.

Deloitte Chile—IMPACT Day
During IMPACT Day in Deloitte Chile in 2013, more than 120 employees donated one work day to benefit more than 1,100 people in low-income communities. Activities included improving the condition of a training center, a rural school, an assisted-living complex, a shelter for orphans, a day care center, and a social welfare building.

Deloitte Ireland—Nurture Africa
In 2013, Deloitte Ireland launched a new international skills-based volunteering program with Nurture Africa. Seventeen staff from the Deloitte Ireland's Dublin office traveled to Uganda for a two-week placement where they provided skills-based volunteering, including accounting, finance, and consultancy advice to local community-development projects. Nurture Africa supports children in Uganda who are affected by HIV by providing access to health care and education.

Deloitte Luxembourg—Red Cross partnership
Deloitte Luxembourg has built a diverse and multifaceted relationship with the Luxembourg Red Cross. The firm and its staff members raise funds for Red Cross through various events, including an annual charity concert, bake sales, the corporate Christmas market, and by running marathons and collecting money based on each kilometer they run. Firm professionals also provide their skills to assist Red Cross in addressing business-related challenges, and volunteer in other capacities, including answering the call for blood donations.



[Watch](#) Paul Macmillan, Deloitte Global Public Sector Leader, share his views on the role individuals can play in solving society's biggest challenges.

At the 9th annual Board of Boards CEO Roundtable of the Committee Encouraging Corporate Philanthropy (CECP), [Barry Salzberg, Global CEO, DTTL, was honored with 2014 Founders Award](#) for "leading a company defined by its values of embracing community needs as their own and for creating a culture of pro bono service."



[Watch](#) Eduardo Uriarte, Senior Associate – Strategy Consulting, Deloitte Spain, talk about how volunteering has helped him become a better leader.

Deloitte Portugal—Holiday season community campaign

Deloitte Portugal's 2013 holiday season community campaign included a variety of initiatives promoting giving and helping the country's underprivileged citizens. The firm supported 13 social organizations with in-kind and cash donations, and more than 120 Deloitte Portugal professionals volunteered with the homeless in Lisbon and Oporto.

Deloitte Spain—Get to Know My Project

Deloitte Spain's "Get to Know My Project" annual competition awards funding to two projects in which their professionals are personally involved—one national and one international. This year, the national recipient was "Run4Smiles," which raises funds to cover treatment costs for children with cerebral palsy. The international recipient was the "School Programme in Cambodia," which provides opportunities for underserved children to attend school rather than starting work at a young age.

Deloitte Southern Africa—Feeding Scheme

The African Children's Feeding Scheme (ACFS) has a long-term community investment relationship with Deloitte Southern Africa. It runs a malnutrition

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rehabilitation program and serves 31,000 primary school children daily who might otherwise attend school on an empty stomach. Deloitte Southern Africa's involvement spans from the firm's chief executive, who chairs the ACFS executive board, to the professionals who give their time and skills in governance, strategy, operations, and fund raising.

Deloitte UK—Micro-Tyco Student Challenge

Micro-Tyco is an entrepreneurial challenge established by Wildhearts, a [Deloitte UK Social Innovation Pioneers](#) alumnus. They are helping to develop young people's entrepreneurial skills, while raising money that is invested in micro-loans for women in developing countries. This year, Deloitte UK mentors were matched with student teams at universities. They were given £1 (approximately US\$1.70) to turn it into as much money as possible during the month of February 2014. Sixty-nine teams participated, generating £21,989 (approximately US\$38,000), and the winning teams were given work experience at Deloitte UK. The money has been used to support more than 3,300 entrepreneurs in Ghana to set up local businesses.

Deloitte U.S.—International volunteering

The [D2international](#) (D2i) is a social impact fellowship program of Deloitte Consulting LLP (Deloitte U.S.) that harnesses the business skills of its professionals for international community development and cultural exchange. This year, D2i had two cohorts. In Guatemala, the team worked with a not-for-profit focused on women's empowerment to monitor and track effectiveness of programming, improve its processes, and infuse business models to help preserve the indigenous culture. In one month, D2i's contribution helped raise the group's revenue by US\$30,000. In Bosnia and Herzegovina, the team developed a millennial engagement strategy for a social enterprise designed to lower local unemployment rates among youth. The project culminated with a collaborative innovation tournament, which included *The United States Agency for International Development* (USAID), Deloitte Consulting professionals, and local municipalities.

Deloitte U.S.—Make-A-Wish strategic plan

Deloitte Consulting LLP (Deloitte U.S.) provided pro bono support to develop a three-year strategic plan for Make-A-Wish America (MAW). MAW currently grants 14,000 wishes a year to children facing life-threatening medical conditions, bringing much needed joy, relief, and hope to families and

communities. Using the firm's recommendations, MAW created a new fundraising model—focused on increasing major gifts and corporate engagement—that could help MAW double the number of wishes it grants annually. Deloitte U.S. member firm professionals also participated in the annual Wishes in Flight® program, donating more than five million airline miles in 2013, providing more than 200 airline tickets. Travel is the biggest expense for MAW and a factor in 74 percent of wishes.



During the past year, 17 Deloitte member firm professionals representing eight initiatives were recognized for leading their own solution revolutions. Meet the Deloitte Changemakers:

- [Divya Hariharan](#) (New Zealand);
- [Russell Gong](#) (U.S.);
- [Lisa Monarski](#) (U.S.);
- [Roxana Rodriguez](#) (Peru);
- [Debbie Chou](#) (U.S.);
- [Oliver Vanden Eynde](#) (Belgium);
- [Sai Prasad Vishwanathan](#) (India); and
- [Will Cousino, Aurhur Gordon, Pete Hadjigeorgiou, Aysha Malik, Claire Niech, Erin Orlich, Caitlin Ryan, Jamie Schroeder, Cindy Shuck and Maura Welch](#) (U.S.).



Deloitte Chile volunteers in Santiago participating during Impact Day.

SOCIETY

FY2014 +6.6%

\$190M US\$

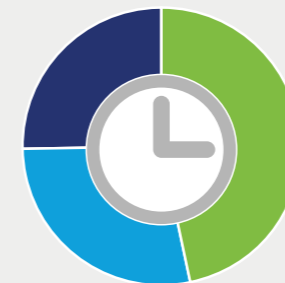
FY2013 +8.5%

\$179M US\$

FY2012 +4.85%

\$165M US\$

VALUE OF TIME



SKILLS-BASED VOLUNTEERING	TRADITIONAL VOLUNTEERING	PRO BONO
421,000 HOURS (\$30M)	283,000 HOURS (\$28M)	237,000 HOURS (\$48M)

DONATIONS

FIRM DONATIONS*	DELOITTE PEOPLE DONATIONS**
\$42M	\$30M

MANAGEMENT COSTS***

\$11M

All figures are aggregated across DTTL and its member firms. This data includes 34 member firms and DTTL representing 95% of the global workforce. These figures represent a lower bound for measures of societal contributions as not all types of donations can be tracked in our systems. Because of rounding, numbers may not tally with the total.

DTTL and its member firms observe standards from the Committee Encouraging Corporate Philanthropy and the London Benchmarking Group. The monetary value of community activities was estimated according to the type of service performed. The value of volunteer work was based on local member firms' staff costs. Pro bono work, defined as work that the member firms have delivered to not-for-profit organizations free-of-charge or at a significantly reduced rate, has been valued at fair market rates representative of the local member firms' client service rates for comparable services.

*Includes monetary and in-kind donations from member firms and foundations.

**Includes member firm partner and employee donations to member firm supported organizations.

***Includes member firm/foundation costs for managing societal impact programs.

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Accelerating access to education Committed to the next generation



Photo credit: Manja Dahl Vittrup, Deloitte Denmark

Equal access to education and skills development is imperative for communities, nations, and global economic growth. It is also key to addressing the threat of a looming, worldwide talent shortage. Around the globe, nearly 74 million young people are looking for work. But, throughout the developed world and especially in emerging markets, there is a mismatch between the skills young people offer and the abilities companies need.

Deloitte has made a long-term commitment to advancing educational and career-building opportunities. "Through Deloitte's global education and skills initiative, established in 2009, we are dedicated to providing opportunities for young people to fulfill their aspirations and potential as individuals, within their communities, and in today's global society," says Barry Salzberg, Global Chief Executive Officer, DTTL.

Salzberg is personally committed to education. He serves as Board Chairman for College Summit, a nonprofit based in Washington, D.C. that provides support, encouragement, and role models to low-income youth, connecting them to college and careers. This year, College Summit will help thousands of kids not only get to college, but stay in school to complete their degrees.

In 2012, Deloitte set a target to make a difference in the lives of one million young people by 2015. So far, 1,080,000 have been reached through national and local initiatives. Member firms are measuring the impact of these programs on the ground, allowing us to identify what is and is not working well so Deloitte can adapt its strategy and approach.

To achieve its objectives, Deloitte member firms currently are supporting more than 120 programs in collaboration with educators, not-for-profit organizations, governments, and businesses. Last year, member firms directed nearly US\$50 million in donations, traditional volunteering, skills-based volunteering, pro bono services, and management costs supporting the impact of these organizations. And Deloitte professionals contributed more than 400,000 hours with educational and skills programs.

Some examples of impact made by our member firms

Deloitte China—Contributing to education in rural areas

In 2009, Deloitte China launched the [Hubei Hope School Project](#) with a goal of building or renovating one school a year for five years in remote and underserved areas in Hubei Province. To date, four Deloitte Hope Schools have been completed; a fifth will open in November 2014. These schools, built with the support of Deloitte China and the local government, are providing more than 1,200 young people in rural areas with access to education and better learning facilities in a safer environment.

Deloitte Finland—Building skills through volunteering

Deloitte Finland launched the third year of the CoRe project, a program focused on developing employability skills of at-risk young people in Peru. More than 300 people in six schools and three shelter homes in Lima's Rimac and La Victoria communities have participated in the program. Close to 30 Deloitte Finland professionals have helped in its delivery through skills-based

volunteering. The program is supported by the Ministry for Foreign Affairs of Finland and The Finnish Children and Youth Foundation, and is implemented in collaboration with Fundacion Cedro in Peru.

Deloitte LATCO (Panama)—Providing a safe learning environment

"Transición a la Vida" (Transition to Life), a program created by the Friends of Malambo Association in collaboration with Deloitte LATCO's Panama office, helps children at the Hogar Malambo orphanage in Panama. Malambo houses about 130 children who have been abandoned or removed from their families. Deloitte LATCO professionals help them understand their strengths, establish goals, learn how to apply and interview for jobs, develop financial literacy, and strengthen their self-esteem.

Deloitte LATCO (Peru)—Collaborating to strengthen education

In Peru, around 790,000 young people aged 6 to 16 years old do not attend school. Through its Deloitte Foundation, the Peruvian firm is working with eight organizations that focus on cultural and education initiatives. Together, they are having an impact on 206,400 young people. The firm is also spurring collective action and advocacy. During its IMPACT Day in September 2013, 80 Deloitte LATCO professionals in Peru and 75 governmental and not-for-profit representatives participated in a one-day session to discuss solutions to the issue of education in the country.



[Watch Jia Li Mao, Audit Manager, Deloitte China, share her experiences mentoring young people.](#)



In FY2014, DTTL joined the Global Business Coalition #smartinvestment Network. Together, we are supporting progress in changing the lives of young people through education.



[Watch Claire Burton, Head of Corporate Responsibility, Deloitte UK, discuss how Deloitte's education initiatives are helping to develop the workforce of the future.](#)



Students from Lima invited to Deloitte LATCO's Peru office Impact Day.

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Deloitte Central Europe (Serbia)—Mentoring tomorrow's professionals

Through a recent cooperative agreement between Deloitte Central Europe's Serbia office and the Faculty of Economics, Finance, and Administration (FEFA), 10 Deloitte Central Europe practitioners have delivered presentations and workshops to FEFA students. The program offers opportunities for talented young people to strengthen their skills in entrepreneurship, leadership, finance, and consulting. The initiative will provide an opportunity for five students to access the internship program at Deloitte Central Europe's Serbia office.

Deloitte Southern Africa—Supporting the public education system

In Johannesburg, there is a lack of mathematics achievement in grades eight and nine. Since 2013, Deloitte Southern Africa has worked with the government to strengthen the nation's public education system. In collaboration with the Gauteng province's education department, the firm provides financial support to the department's Satellite Mathematics Project. More than 30 under-performing schools have been selected by the department. The project is the first in South African public schools to make use of digital technology to support classroom teaching and learning, and is having an impact on 12,650 young people.

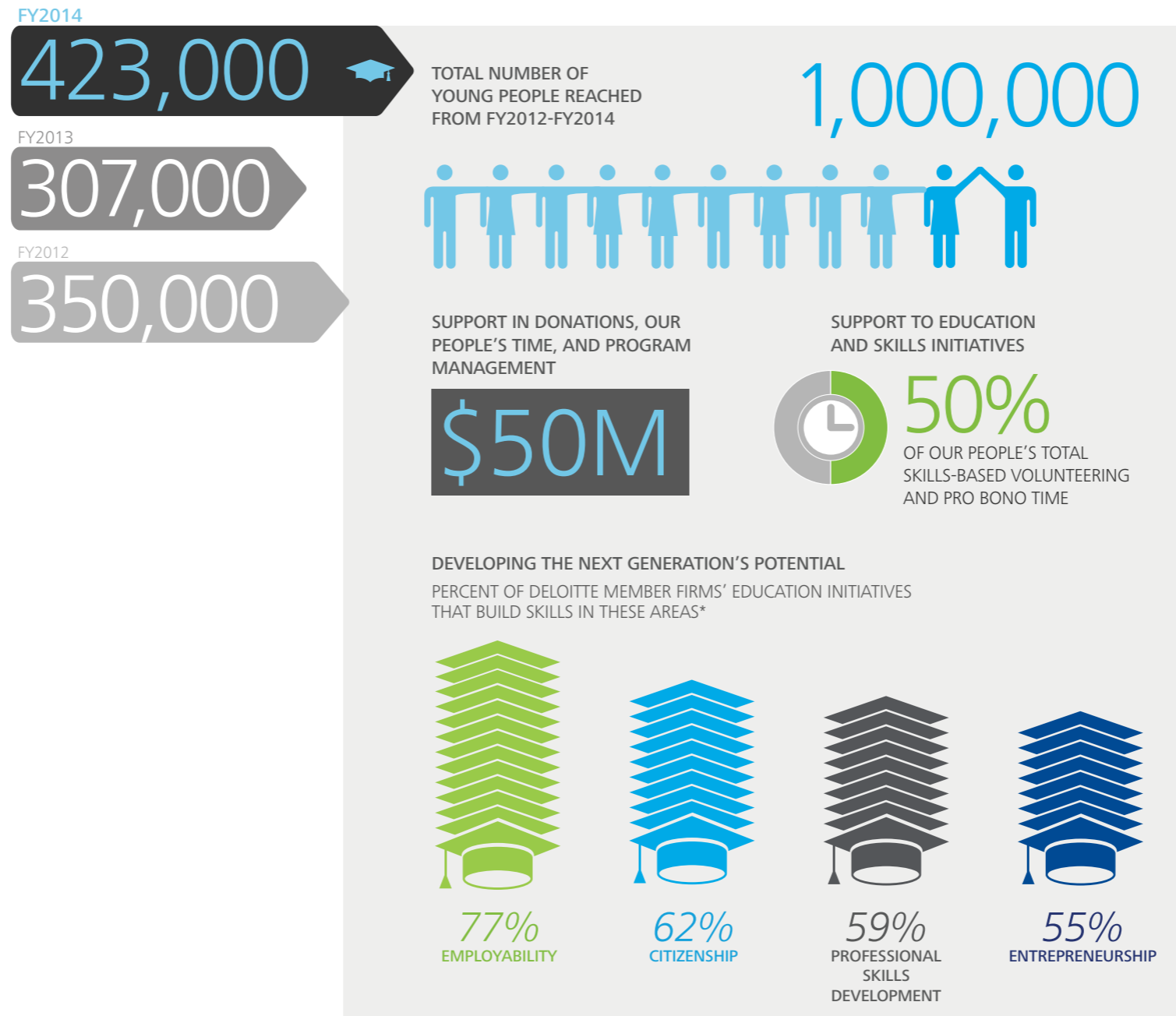
Deloitte UK—Raising young people's aspirations

In 2013, Deloitte UK established a strategic relationship with [Teach First](#) to help young people from disadvantaged backgrounds raise their aspirations and access opportunities in higher education and employment. Twelve schools were selected across the UK to receive a tailored package of support from Deloitte UK. To date, the program has had an impact on more than 2,000 young people, and engaged more than 500 Deloitte UK professionals who have provided mentoring programs, employability workshops, tutoring, aspirations workshops, and other support. In 2014, Deloitte UK aims to increase the number of schools it is supporting and make an impact on 4,000 young people.

Deloitte U.S.—Courageous Principals take the lead

Courageous Principals is a leadership-development program in the U.S. that aims to ignite systemic changes in education by equipping public school principals with relationship building, communication, and influencing skills. The objective of the program is to reach 1 million students by 2020, starting with 500 principals—who reach 8,000 teachers, who, in turn, reach 100,000 students per year. More than 250 principals have participated and are already leveraging what they learned.

EDUCATION AND SKILLS: YOUNG PEOPLE REACHED



Global figures are aggregated across DTTL and its member firms.

* Based on information from 115 education and skills initiatives reported in FY2014.

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Leading a green transformation



Deloitte's approach to sustainability is twofold: initiatives we champion across our global network to reduce the ecological impact of approximately 210,000 people; and work we do with clients to advance sustainability practices that will help deliver long-term financial growth.

Deloitte's environmental impact is largely through the travel and office needs of a global network of businesses. In FY2014, absolute greenhouse gas emissions remained essentially constant, even though headcount grew by almost 4 percent. This result corresponds to a 6 percent decrease in carbon intensity per fulltime equivalent (FTE) from FY2013. Demonstrating improved eco-efficiency for the services member firms deliver, carbon intensity per dollar of revenue, an indicator that had been relatively constant for the past three years, dropped by 7 percent in FY2014.

As part of our internal network-wide initiatives we have expanded engagement with Deloitte professionals in continual learning on sustainability priorities and practices through monthly newsletters, webinars and other communications tools, for example, our sustainability social media engagement grew by more than 200 percent in the last year.

Other examples of initiatives taken by Deloitte member firms include:

- Deloitte UK's Switzerland offices launched the "Our Green Journey" program focused on delivering environmental excellence. The Zurich office also collaborated with its landlord to develop one of the greenest buildings in

Switzerland, which recently gained a LEED Platinum award. The Switzerland offices have also been certified to ISO14001, the preeminent environmental management standard. During the coming year, the Swiss offices are planning a series of green initiatives, from improved recycling facilities and upgraded lighting systems, to rolling out secure printing that requires in-person activation.

- Two years into its second five-year plan to reduce greenhouse gasses by 25 percent, Deloitte China has combined infrastructure management, policy enhancement, and employee engagement to achieve a 9 percent intensity reduction. Initiatives include an LED lighting retrofit that has reduced both energy costs and air pollution from electricity generation. The firm introduced a vendor assessment survey to support its Green Procurement Standard, and a low-carbon challenge campaign using social media to engage employees.
- Deloitte Brazil created a sustainability program called "SIGA" (Integrated System of Management and Action), through which it can consistently address and discuss issues related to social responsibility, environment, health and safety, and quality of processes in order to disseminate principles and train its professionals.
- The Deloitte Commonwealth of Independent States (CIS) member firm, in order to reduce its carbon footprint, introduced its 'Green Bike program' this year, which allows its employees to borrow bicycles from the firm to travel to and from work instead of driving.

Member firms also work vigorously to advance sustainability among their clients. Deloitte member firms have more than 800 sustainability specialists helping clients transition to sustainable business models and practices that will deliver top- and bottom-line financial growth for the long term.

Examples of their efforts include:

Deloitte United States—WaterCredit microfinance programs

Water.org is a not-for-profit organization that provides access to safe water and sanitation to hundreds of communities in Africa, South Asia, and Central America. Its WaterCredit program uses microfinance tools to connect financial institutions with communities and individuals in developing countries in need of safe water and toilets. To help make the case for WaterCredit expansion by providing solid evidence to external parties and microfinance institutions, Water.org selected Deloitte U.S. to help assess the profitability and viability of WaterCredit microfinance programs and tools in India. Demonstrating the long-term viability of WaterCredit is critical to the continued adoption and impact of the program to transform more lives with safe water.

Deloitte United States—Managing marble waste
Marble is one of the West Bank's leading exports, but the stone-cutting process creates slurry, a problematic mixture of water, stone fragments, dust, and metal particulates. For more than a decade, companies discarded the contaminant into municipal wastewater, creating what locals called "a milky river." The U.S. Agency for International Development (USAID) saw a need for urgent



Deloitte named a leader in Sustainability Consulting in the U.S. by Verdantix

Source: Green Quadrant® Sustainability Consulting (US) 2013, May 2013, Verdantix Ltd© 2007-2013. Reproduction Prohibited.



[Watch](#) Anna Nefedova, Senior Manager – Sustainability, Deloitte & Touche LLP (Deloitte U.S.), talk about the alignment between her values and Deloitte's Shared Values, and making a difference through her sustainability work with clients.



Deloitte named a global leader in Sustainable Technology Services by Verdantix

Source: Green Quadrant® Sustainable Technology Services (Global), March 2013, Verdantix Ltd © 2007-2013. Reproduction Prohibited.



[Watch](#) Dave Pearson, Deloitte Global Chief Sustainability Officer, share his views on why sustainability is good business.



Full details of Deloitte's energy use and greenhouse gas emissions can be found in the [Performance Table](#).

In-depth disclosure of our greenhouse gas emissions, as well as our risks and opportunities related to climate change, can be found in Deloitte's 2014 CDP (formerly Carbon Disclosure Project) Climate Change and Supply Chain submissions.

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action. Deloitte U.S. was engaged, with funding from USAID, to help create short- and long-term sustainable environmental solutions. Within a month, the team put a viable waste haulage and disposal program in place with plans for more permanent solutions to support waste reduction and reuse. As a result, more than 15,000 cubic meters of slurry is redirected every month to cover waste in municipal landfills, reducing odor; and to fill abandoned quarries, improving community safety.

Deloitte United States—Creating “smart communities”

The Tennessee Valley Authority (TVA), which provides electricity for nine million people in parts of seven states, needed help deciding how to efficiently use \$20 million to deliver low-income energy makeovers and smart energy technologies to consumers. The Deloitte U.S. firm performed a national study of best practices to identify the key components of successful programs and the different business models used to deliver programs. With this information, Deloitte U.S. helped the TVA develop an innovative project that promises to improve consumer’s lives, reduce greenhouse gas emissions, and serve as a model to other utilities, companies, and not-for-profits nationwide.

Deloitte United States—Water Leadership Group
DCTL was a founding member of the World Business Council for Sustainable Development (WBCSD) in 1995 and Deloitte professionals continue to participate in several council initiatives. Deloitte U.S. is particularly active in WBCSD’s Water Leadership Group, which sets strategic direction, provides quality assurance on content of outputs, approves publications, and supports advocacy. Deloitte U.S. was engaged recently by the council to develop the Guiding Principles and Self-Assessment Tool supporting the WBCSD Pledge for access to safe water, sanitation, and hygiene at the workplace.

Deloitte France—Driving European waste management policy

In 2014, BIO by Deloitte, Deloitte France’s Center for Innovation and Excellence in Sustainability Services, published a report on Extended Producer Responsibility (EPR) in the EU-28. The report—which includes a general overview of EPR policies in Europe, detailed case studies, and a set of guiding principles for the further development and implementation of EPR schemes—is expected to impact the development of resource efficiency

ENVIRONMENT: GREENHOUSE GAS EMISSIONS (METRIC TONNES CO₂e PER FULL-TIME EQUIVALENT (FTE))



Global figures are aggregated across DCTL and its member firms.

in Europe for years to come. BIO has been a key player in the development, implementation, and assessment of the European Union’s environmental policies through numerous service assignments with the European Commission during the past 20 years.

Deloitte France—Transitioning to a circular economy

BIO by Deloitte in France is currently participating in two key studies on circular economy for the European Commission and the French Environmental Agency which will help pave the way for this crucial paradigm shift. Deloitte France also organized “New business models for a Circular Economy,” a May 2014 Green Week event that provided constructive insights into how companies see the transition towards a circular economy and the reduction in resource consumption and waste. The conference, which attracted more than 110 participants, helped strengthen Deloitte France’s leading position in assisting public authorities and private companies in the transformation of current linear production and consumption models.

Deloitte Netherlands—GRI digital reporting

Deloitte Netherlands has been involved in the development of the GRI XBRL Taxonomy to promote digital sustainability reporting since 2012. Deloitte Netherlands and GRI currently are promoting the “GRI XBRL Reports Program”

to encourage GRI reporters to publish their sustainability reports digitally using the GRI Taxonomy. Publication of a digital GRI XBRL report provides stakeholders with easier and faster access to a company’s nonfinancial information. It also improves the accuracy of the data used by investors and analysts and improves the integrity and consistency between a company’s various reports to different stakeholders. The World Bank is among the first group of companies participating in this program. Deloitte Netherlands is supporting the World Bank in creating its FY2014 G4 XBRL Report using the GRI Taxonomy (including the Financial Services Sector Supplement).

Deloitte Belgium—BASF-Deloitte-Elia Chair on Sustainability

The BASF-Deloitte-Elia Chair on Sustainability, a joint project between Antwerp Management School and the University of Antwerp’s Faculty of Applied Economics, aims to inspire embedded corporate responsibility policies throughout the value chain and in every industry. Through awareness building, research activities, and teaching, this collaboration between academics and business, including Deloitte Belgium, has a mission to shape future leaders and achieve thought leadership on sustainability.

Deloitte Belgium—Educating a university

During the past two years, Deloitte Belgium sustainability professionals have been working with the Université Catholique de Louvain to offer an external perspective on sustainability methodologies and help the University structure its own approach. After collaborating to define a common sustainability vision and management framework, Deloitte Belgium’s practitioners benchmarked against a dozen universities’ sustainability programs. Using what they learned, the Deloitte Belgium team helped the University build a tool to support the development of its sustainability strategy and helped its leaders define their goals and objectives, roles and responsibilities, and key actions in terms of sustainability.

Deloitte Denmark—Developing CSO/business relationships

Earlier this year, Deloitte Denmark Sustainability was chosen to work with the Danish Red Cross on a publicly funded project to develop a new tool for how strengthen the alliances between Civil Society Organizations (CSO) and businesses. The tool will focus on CSOs’ need for local anchorage and long term sustainability while helping to ensure businesses’ need for direct engagement and short-term, quantifiable results. The goal is to generate value for the businesses, the CSOs, and the potential beneficiaries of the alliances.

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Leading with integrity

Trust—fostered through quality, integrity, and consistency in every interaction—has been at the heart of Deloitte for 169 years. It's more evident today than ever in our policies for risk management, data protection, independence, ethics, and how we engage in regulatory and public policy arenas.

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Quality and integrity

Leading governance



Photo credit: Deepal Jasantlal Madalani, Deloitte U.S.

Strong governance and leadership structures help Deloitte member firms maintain high levels of quality and integrity, allowing them to sustain the trust of their clients, their people, the capital markets, and the public.

As a global network comprising Deloitte Touche Tohmatsu Limited (DTTL), its member firms, and each of their affiliates in more than 150 countries and territories, Deloitte has governance and management structures in place at both the global and member firm levels.

The DTTL Executive

The Executive, composed of senior leaders from DTTL and certain member firms, is responsible for establishing DTTL's vision and strategy. These senior leaders have DTTL management responsibility in areas such as:

- Clients, services, and talent;
- Operations;
- Regulatory; and
- Legal | Office of General Counsel [an ex-officio position].

The Executive complement also includes 10 member firm CEOs from those countries which have the greatest revenue impact on the network. Additionally, there are three regional managing directors, covering EMEA, the Americas, and Asia-Pacific. The DTTL leaders of Risk & Reputation and Strategy, Growth & Brand join the Executive as participating nonmembers as the agenda is relevant. The Executive works in a collegial style and reaches decisions through consensus.

DTTL Chief Executive Officer Barry Salzberg leads and manages the Executive. Salzberg began his four-year term on 1 June 2011. His appointment was ratified by the partners of the individual member firms. Salzberg appoints the members of the Executive subject to approval by the Governance Committee of the DTTL Board of Directors.

During FY2014, the Executive was composed of 19 members. Two new members joined the committee, replacing members who retired or completed their terms as member firm leaders.

The DTTL Board

The Board of Directors is DTTL's highest governing body. The Board addresses DTTL's most important governance issues, such as global strategies, major transactions, and the election of the CEO. During FY2014, the Board's 32 members represented 15 member firms covering more than 50 countries. Among the Board's committees is a standing Governance Committee, which exercises oversight of DTTL's management.

Steve Almond is the current Chairman of the DTTL Board. Like Salzberg, he began his four-year term of office on 1 June 2011.

Board members are appointed by individual member firms that are themselves selected based on size, the number of significant clients they serve, and other factors. The Board also includes three regional seats, ensuring smaller member firms are represented. Members of the DTTL Board are senior member firm partners or principals and are usually on the executives or boards of their member firms.

Determinations regarding the allocation of DTTL Board seats are made by the Board Composition Committee every four years with an interim review after two years. Board composition is multicultural with proportionate representation of member firms.

Gender is considered by member firms as they elect individuals to these positions. There are currently three women board members. Moreover, the CEOs of the Canada, France, UK, and U.S. member firms, who hold board seats, have exercised their rights, under DTTL's constitutional documents, to designate alternates, all of whom are women in FY2015 (started 1 June 2014).

Members of the Governance Committee are drawn from the 12 member firms that are considered to have the greatest impact on the network based on a number of metrics including, but not restricted to, revenue. The Committee engages in open discussions of issues and matters within its purview and makes recommendations to the Board of Directors. Each committee member has one vote on matters considered by the committee, except for the CEO, who is ex-officio. To avoid conflicts of interest, no member of the Governance Committee may also serve on the Executive, except for the CEO.

The Board's other subcommittees are responsible for considering and recommending action on a wide range of issues falling within their remit. They include Board Composition, Succession, Risk, Audit & Finance, Membership Affairs, and Chairman and CEO Evaluation and CEO Compensation.

The Board performs an annual self-assessment to gather feedback on its collective performance from individual Board members and to identify



[Learn more about how the DTTL Global Center for Corporate](#)

Governance collaborates with member firms to promote dialogue and activity on critical topic of corporate governance and its impact on corporations and their boards, investors, and others.

potential areas for operational improvements. As its name suggests, the Chairman and CEO Evaluation and CEO Compensation Committee objectively evaluates the goals and objectives of the CEO and Chairman, and recommends appropriate compensation for the CEO.

Member firm leadership

To foster effective and responsive management within member firms, DTTL has adopted standards describing specific leadership and governance structures to be implemented by member firms, including:

- A formal management structure, including an elected chief executive officer or managing partner who is responsible for managing the member firm and working with the member firm's leaders to align its functional and client strategies with DTTL;
- A governing body, such as a board of directors, to facilitate sound governance of the individual practice, including, among other things, the establishment of a formal nominating committee process to select the chief executive officer or managing partner of the member firm; and
- A representative, typically the chief executive officer or managing partner, to represent the member firm at the DTTL World Meeting. The World Meeting is held annually to discuss strategy and initiatives proposed by DTTL management. Representatives vote on specific DTTL matters, such as approval of Board members, financial statements, voting entitlements of the member firms, and changes in the governing documents.

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Relentless focus on risk management

Data privacy and security

Regulatory and public policy engagement

Ethics

Independence

Globally connected

Global security

Reporting process

Metrics

Relentless focus on risk management

Leading with vigilance and resiliency



Photo credit: Manuela Caballero, Deloitte LATCO

The global risk landscape is significantly more complex, dynamic, and rapidly evolving than ever before. Though beset with uncertainties and challenges, it also abounds with opportunities for the Deloitte network.

As part of Deloitte's relentless focus on risk management, we have developed and implemented an enterprise risk framework (Framework) designed to identify, manage, monitor, and respond to risks which, if materialized, could impact our ability to achieve our strategies and objectives—including the protection of our reputation and brand, and member firms' delivery of consistent, high-quality services. The Framework also includes processes to regularly monitor the environment for developments and changes that could impact our network's risk profile, and identify (and respond to) new and/or emerging trends that could impact its resiliency to those risks.

Deloitte continuously assesses the adequacy of its risk management processes and programs to proactively address matters that may arise from the internal and external environment, and promotes a lessons-learned culture where professionals can learn from each other's experiences. To this end, our network strives to ensure that its professionals—from senior leadership to staff—not only understand their collective and individual responsibilities for quality, integrity, and commitment to ethical principles, but also are held accountable for fulfilling these responsibilities and obligations.

Sustaining a risk-intelligent culture

Our strong risk-intelligent culture helps enable member firms to deliver excellence to clients and fulfill the expectations of key stakeholders. During

FY2014, DTTL took a number of actions to sustain the Deloitte network's commitment to quality and risk management, and enhance its ability to be "risk intelligent" and "risk resilient." They included:

- Continuing to enhance and support the Framework, both at the DTTL and member firm levels;
- Creating a member firm framework council to foster the framework community by sharing leading practices across our network;
- Establishing more formal protocols to sense the external environment so member firms may more proactively identify potential brand events and matters, as well as emerging risks and trends that have the potential to negatively impact our network;
- Establishing the role of a DTTL chief confidentiality officer (CCO) to provide strategic direction and a holistic approach to confidentiality across our network; and
- Continuing to foster and strengthen the Deloitte risk network through the dissemination of world-class risk workshops, tools, guidance, communication, and in-person meetings and networking activities.

Consistent, rigorous policies and processes

The DTTL Policies Manual (DPM) is the central repository for policies applicable to the Deloitte network. It provides the basis for member firms to establish and implement consistent and rigorous quality and risk management processes and procedures, and sets forth policies for which member firm compliance is mandatory. These

policies are applicable for all areas in a member firm's professional and practice management functions and are critical to providing consistent high-quality service to clients and protecting and enhancing the reputation of Deloitte member firms.

These policies are also designed to help member firms address unique considerations associated with the delivery of consistent, high-quality services, while also challenging professionals to do the right thing under any circumstance, even if that results in declining a prospective client, engagement, or terminating an existing client relationship.

The DPM includes a specific policy requirement for each member firm to appoint a senior and experienced "reputation and risk leader" (RRL) who is responsible for leading his or her member firm's practice protection and risk management program, with full support from senior risk leaders in each of the member firm's functions. The RRLs are members of member firm leadership and responsible for developing and implementing robust, comprehensive, and strategic risk management programs, including appropriate policies and procedures to address specific quality-control considerations. They also must implement consistent monitoring procedures to ascertain compliance with DPM policies and procedures, and promote and facilitate risk management learning. DPM policies can be supplemented by member firm policies that take into consideration local market practices, local laws, and regulations within their jurisdictions.

Practice reviews

Practice reviews serve as an inspection and monitoring mechanism and are a critical component of the Deloitte network's system of



Deloitte named a global leader in Business Consulting Services for Governance, Risk and Compliance by IDC MarketScape

Source: IDC MarketScape: Worldwide Business Consulting Services for Governance, Risk, and Compliance 2013 Vendor Assessment by Cushing Anderson, Kerry Smith, Vivian Tero, August 2013, IDC #242352

Deloitte named a leader in Global Risk Management Consulting Services by Gartner

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quality control and risk management. Each member firm is responsible for conducting its own practice reviews under the guidance and oversight of DTTL. Held at least once every three years, these reviews assess whether member firms comply, at a minimum, with DPM policies and are operating effectively in practice. Practice reviews also assess the quality of work performed and services delivered by the member firms.

Findings and recommendations arising from each practice review are presented in a report and management letter to DTTL and the member firm's leadership. In response to the report, the member firm is required to establish a detailed and corrective action plan that addresses the findings and recommendations, together with a mechanism for monitoring the resolution of the findings. Implementation of the action plan is proactively monitored by the member firm and DTTL.

Practice review processes are continuously enhanced to raise the bar on quality and risk management, and to promote and achieve greater consistency in the delivery of high-quality services across the network.

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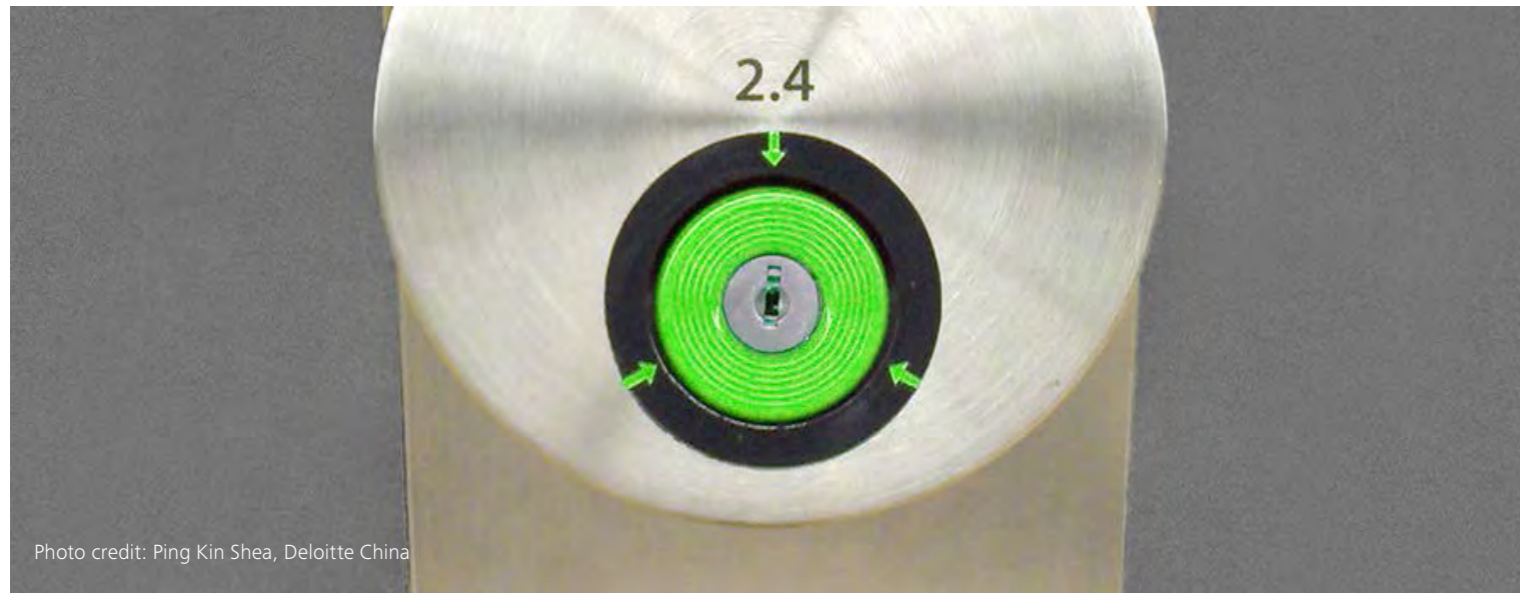


Photo credit: Ping Kin Shea, Deloitte China

Few organizations are as active as Deloitte in helping business and government institutions predict, prepare for, and fight online attacks and build cyber resilience. Our vigilance begins at home, where it's critical that we protect our own data and the information we hold on our people and member firm clients.

Like many organizations, Deloitte is aggressively assessing, testing, and adopting the best new technologies and services to understand how we can meet privacy and security standards.

The Deloitte network has moved rapidly to keep its privacy and security policies and practices up-to-date with global mandates and stakeholder expectations. DTTL's global policy on information security requires member firms to institute a wide range of security measures, covering areas such as virus protection, data backup and recovery, encryption, password authentication, access to systems, and network security.

Deloitte member firm compliance with security policies is tracked through an annual IT Standards, Risk, and Maturity Assessment. Compliance with security policies at the global hosting center level is monitored through the DTTL Global Technology Services (GTS) Security Forum.

Self-assessment and education

DTTL has a privacy self-assessment system to monitor privacy program maturity across the network using 20 different criteria. This is helping DTTL and its member firms understand which tools, if any, could further strengthen information protection and privacy within Deloitte. DTTL's

information security specialists provide guidance to member firms to strengthen their information security regimes when necessary.

A global application testing framework was adopted in FY2014, allowing greater capability in providing assurance that Deloitte's in-house applications are protecting client data.

Deloitte continually provides security education programs for member firm practitioners and security professionals. All GTS staff globally are required to fulfill 40 hours of annual learning, and several have obtained globally recognized security certifications. In addition, in FY2014, three regional workshops were conducted for in-house Deloitte security professionals, an e-learning program on social engineering rolled out, and Deloitte member firms participated in a global security week campaign to enhance practitioner information security awareness.

Emphasis on confidentiality

Deloitte continues to make major investments to protect client data and personally identifiable information. DTTL added a new Global Office of Confidentiality in 2014 to enhance the Deloitte network's approach to confidentiality and make its response to risk a strategic enabler.

Deloitte is committed to becoming the profession's leader in setting the standard for protecting confidential information. DTTL has created the position of chief confidentiality officer (CCO), reporting to both DTTL's chief risk officer and chief information officer. The CCO will lead the business imperative of working with member firms

to establish seamless confidentiality controls and processes across the Deloitte network. DTTL is one of the few organizations in the world that has a CCO. The group also is asking member firms to appoint individuals to fill local roles similar to that of the DTTL CCO.

Safe Harbor Certification

In November 2013, Deloitte Touche Tohmatsu Services, Inc. (DTTS) recertified its adherence to the Safe Harbor Framework, which bridges differences between U.S. and European Union privacy laws. Re-certification follows an extensive annual privacy-verification process. The Safe Harbor Framework was developed by the U.S. Department of Commerce in consultation with the European Commission, and provides a way for U.S. organizations to achieve an adequate level of protection of personal data as required by the European Union Data Protection Directive 95/46/EC.

The Safe Harbor Certification assists in meeting EU data protection requirements with respect to data held on global systems in the United States.

Because many member firm clients are multinational organizations that expect seamless, safe, and private data transfer as part of service delivery, Deloitte is continuously reviewing its compliance processes to facilitate the movement of internal and member firm client data in line with local legal requirements.



DTTL's comprehensive global privacy policy took effect in August 2011. This policy requires every member firm to put in place:

- A privacy policy that defines principles to be followed in all data handling processes and systems and that meets the requirements of local laws, customs, and regulations;
- A designated privacy leader;
- A process for responding to privacy incidents; and
- Regular privacy communications and training programs for member firm people.

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Collaborative leadership drives results



Photo credit: Diego Urrestarazú, Deloitte LATCO

Deloitte is an active participant in the dynamic regulatory and public-policy discussions around the world. Deloitte professionals engage with key stakeholders—government, political, business, and civil society—to contribute to policy development that promotes investor confidence, facilitates cross-border business growth, and supports economic success, growth, resilience, and sustainability.

Given our role in the capital markets, audit quality and auditor independence remains a key focus for Deloitte firms. We continue to collaborate with stakeholders, including regulators and other government groups, on the future role of auditors, improving audit quality and the future of audit reports. We also continue to be engaged in various financial market standard-setting and public-policy forums.

During FY2014, Deloitte member firms in Europe closely monitored and engaged with stakeholders as the EU developed its audit legislation, which will become applicable in June 2016. Many of the legislative changes will serve to strengthen corporate governance and enhance the transparency of audits to investors and audit committees, which include expanding the scope of reporting by the auditor. We also engaged in discussions on other long-term capital market sustainability issues. These include our work with the International Integrated Reporting Council, our professional associations, and others.

“Continuing to work with government and investors to improve audit quality and strengthen company reporting is one of the greatest contributions we can make to the capital markets, and remains a key priority for Deloitte,” says Jeff Potts, Deloitte Global Regulatory and Public Policy Leader. “However during the past year, we have also strengthened our efforts toward helping solve broader societal challenges through the sharing of the broad insights and experiences of our 210,000 plus member firm professionals. We bring the real, live impact of government policy to the table; contributing to practical outcomes that we believe will build a more sustainable society.”

Examples of issues where Deloitte contributes its capabilities include: responsible taxation; corporate governance; immigration and the mobility of people; anti-corruption; technology and security; jobs and skills, including youth employment; trade and investment; and women in the economy.

Deloitte has also greatly enhanced its contribution to trade in services liberalization discussions, including communicating obstacles companies—and professional services firms—face in doing business across borders. We follow and engage in specific trade expansion negotiations—including Trade in Services Agreement (TiSA), Trans-Pacific Partnership (TPP), and Transatlantic-Trade and Investment Partnership (TTIP)—through contributions to international business associations, international inter-governmental organizations, and direct discussions with trade representatives and other key trade policy participants.

Coordinated initiatives

The DTTL Global Regulatory and Public Policy Group and member firms continue to strengthen relationships with external policy makers—including the G20/B20, the Asia-Pacific Economic Cooperation (APEC), and local government and political leaders—who share our concerns on issues impacting sustainable economic growth and development.

During FY2014, we strengthened our collaboration with key policy-influencers such as the Organisation for Economic Co-operation and Development (OECD) through its Business and Industry Advisory Committee (BIAC); the World Economic Forum; and the German Marshall Fund of the United States, just to name a few.

Member firm participation

In FY2014, member firms built deeper and stronger local engagement programs in order to provide more valuable contributions to myriad socio-economic policy challenges. Issues member firms focused on this year included skills and mobility, diversity, education, productivity, regional economic integration, and technology and connectivity.

Through the combined activities of our member firms, Deloitte is contributing to shared public-interest goals within the marketplace and contributing to a better and stronger society.

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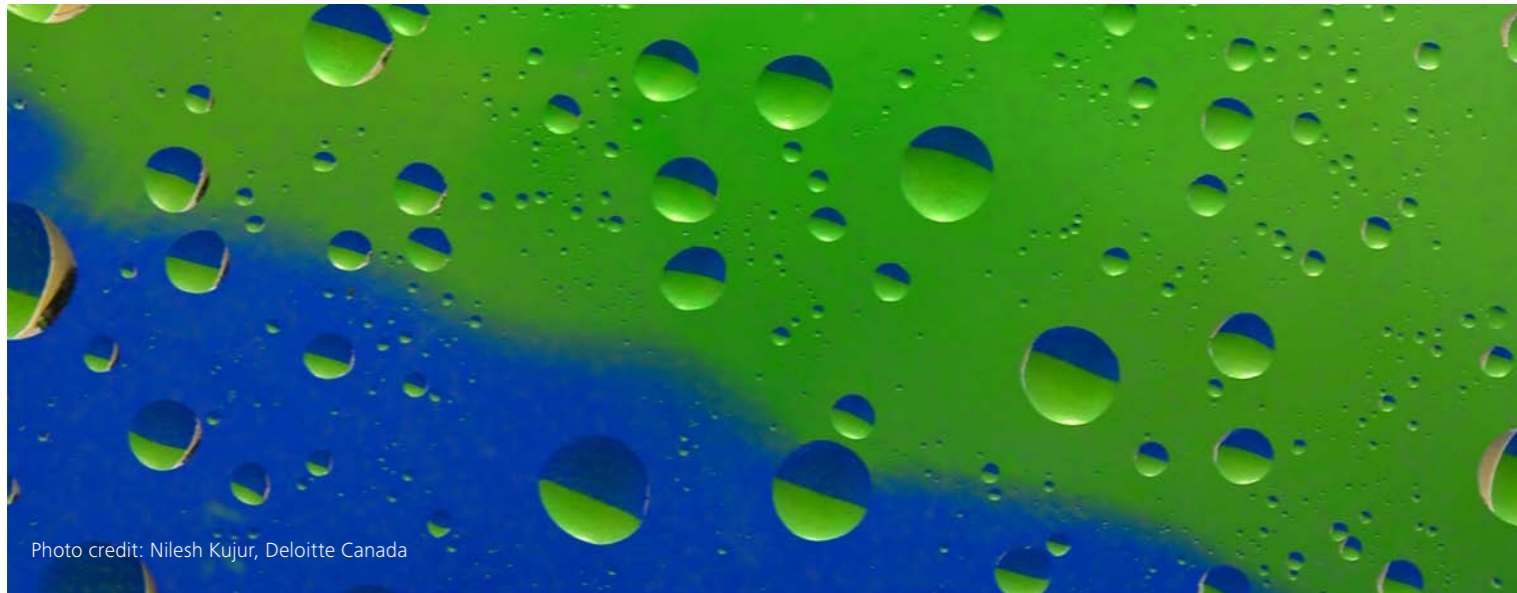


Photo credit: Nilesh Kujur, Deloitte Canada

Ethics go to the heart of our work, people, and role in society. That's why DTTL's Global Ethics team continues to aggressively integrate ethics into key initiatives and processes, stressing quality and consistency of approach across our network. In particular, we have heightened our focus on anti-corruption, creating new guidelines for corruption risk assessment and third-party due diligence.

When it comes to ethics, setting the tone at the top is essential to creating a culture of integrity throughout the Deloitte organization. "Our Global Ethics team works with member firm leaders across the Deloitte network to gather examples of ethical behavior that demonstrate our values and principles in action," says Gianmario Crescentino, Deloitte Global Chief Ethics Officer, Chief Risk Officer and Managing Director, Risk and Reputation. "We then share those examples, because nothing is more powerful than a personal story to make ethics real for our people, and to continue to educate them and encourage the right behaviors."

The Global Ethics team and the member firm ethics officers work together to design and implement policies and programs to promote and sustain ethical conduct by Deloitte professionals. Ethics training is required for all Deloitte professionals every two years.

During FY2014, Global Ethics introduced two new classroom learning programs designed to build ethical sensitivity and decision-making skills among new Deloitte managers and new hires, two critically important member firm employee groups. These programs, which provide opportunities for engagement and discussion on tough ethical

issues, supplement "Ethics in Action—The Power of One," a course that builds ethical radar and allows Deloitte personnel to analyze and explore myriad dilemmas.

Deloitte has embedded ethical issues and dilemmas into the business simulations experienced by all incoming member firm partners at the Global New Partner Seminar, an annual three-day leadership conference for this group of new leaders. DTTL Ethics continues to work with learning teams throughout Deloitte to incorporate similar exercises into new-hire orientation, manager training, and other programs.

Global Ethics also works to integrate ethics across the Deloitte University curriculum so that ethics is not treated as a standalone topic, but instead, is part of the conversation across many disciplines.

Measuring impact

DTTL's ethics practice review program is conducted on a rotational basis to measure member firm compliance with global policy and support continuous improvement in ethics program management. In FY2014, 14 Deloitte member firms were visited by the DTTL Global Ethics team and other ethics leaders from the member firm network. Reviews conducted this past year have been further enhanced, including discussions with learning, talent, and functional risk leaders to help ensure ethics is embedded into key risk and people processes.

Deloitte's annual member firm ethics survey, which measures awareness and effectiveness of member firm ethics programs, continues to be enhanced to better capture information about perceptions of ethical culture and tone at the top. Member firms use the results of the survey to create action plans for continuous improvement of their ethics programs.

Global Ethics continues to seek opportunities to raise awareness of ethical conduct, compliance with policies and standards, and available resources to support ethical decision making. To that end, we will expand efforts related to anti-corruption in FY2015 with a focus on developing new guidelines and e-learning to address this important business risk.

Deloitte member firms strive to uphold the trust placed in them by clients and the capital markets and to build a similar sense of trust among their professionals. One of the most important responsibilities of DTTL and member firm senior leaders is to emphasize our commitment to ethical behavior and reinforce the responsibility of everyone in the organization to act with integrity.

The DTTL Ethics team and the member firm ethics officers work closely with senior Deloitte leaders to carry out the organization's ethics programs. These programs are designed to help member firm people understand expectations for ethical behavior, develop skills for ethical decision making, and gain the confidence to speak up about challenging ethical situations.

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DTTL's formal ethics program is composed of the following elements:

- The nine Ethical Principles and four Shared Values of the Deloitte member firms;
- A global ethics policy that sets out the requirements for member firms' own ethics programs;
- A global anti-corruption policy that addresses matters such as bribery, facilitation payments, political and charitable contributions, and gifts and entertainment;
- Ethics training programs, including an introductory online course, classroom programs, facilitator-led interactive case discussions and online training course;
- Support activities, including communications, workshops, and webinars to facilitate best practice sharing among member firms;
- Provision of a survey and self-assessment questionnaire to allow member firms to measure their program's effectiveness; and
- A practice review program to measure compliance with global ethics policies and encourage collaborative discussions and continuous improvement over time.

In addition, Deloitte plays a role in various multilateral efforts to promote ethical conduct in the business world. The efforts in which Deloitte participates include:

- **World Economic Forum's Partnering Against Corruption Initiative (PACI)**
 - James Cottrell, Partner, Deloitte Financial Advisory Services LLP (Deloitte U.S.), is a senior advisor to the PACI Vanguard, a community of 20 global CEOs committed to zero tolerance against corruption;
 - DTTL Global Deputy Chief Ethics Officer Jennifer Quartana Guethoff was a member of a PACI working group to revise the PACI Principles and their supporting implementation guidelines; and
 - Deloitte member firms do pro bono work for PACI related to aviation industry anti-corruption efforts.
- **UN Global Compact.** Cottrell and Mohammed Ahmed, Senior Manager, Deloitte Financial Advisory Services (Deloitte U.S), co-chair a subcommittee on anti-corruption.
- **Business 20 (B20) Business Summit.** DTTL is a member of the B20 working group on anti-corruption and transparency. Deloitte representatives include Chairman of the DTTL Board Steve Almond and Futhi Mtoba, former chairman, Deloitte Southern Africa.
- **University of Notre Dame Deloitte Center for Ethical Leadership.** Michael Zychinski, Chief Ethics and Compliance Officer, Deloitte LLP (Deloitte U.S.), sits on the advisory board.
- **Conference Board.** Guethoff served as executive committee chair of the Conference Board's Global Council on Business Conduct in FY2014.

Ethical Principles of the member firms of DTTL

All of the Deloitte member firms have adopted the following Ethical Principles, which provide the foundation for their ethics programs:

- **Honesty and Integrity.** We act with honesty and integrity.
- **Professional Behavior.** We operate within the letter and the spirit of applicable laws.
- **Competence.** We bring appropriate skills and capabilities to every client assignment.
- **Objectivity.** We are objective in forming our professional opinions and the advice we give.
- **Confidentiality.** We respect the confidentiality of information.
- **Fair Business Practices.** We are committed to fair business practices.
- **Responsibility to Society.** We recognize and respect the impact we have on the world around us.
- **Respect and Fair Treatment.** We treat all our colleagues with respect, courtesy, and fairness.
- **Accountability and Decision-making.** We lead by example, using our Shared Values as our foundation:
 - Integrity;
 - Outstanding value to markets and clients;
 - Commitment to each other; and
 - Strength from cultural diversity.

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Leading with objectivity



Photo credit: Eric Chun Wang, Deloitte China

Independence and quality are the foundations upon which Deloitte is built. They are essential to our integrity, our impartiality, our obligation to serve the investing public, and Deloitte member firms' ability to retain and attract clients.

Standards for independence are shaped by legislation, regulations, professional guidance, and public expectations. Maintaining independence, therefore, is both a matter of compliance with rules and regulations and a matter of appearance.

Protecting the public interest

Deloitte member firms comply with well-established policies and implement appropriate procedures to help safeguard their objectivity and independence. These policies and procedures help ensure member firms act in the interests of both the public and their clients, as well as protect our brand and reputation.

The DTTL Board of Directors has adopted robust independence policies and processes to help DTTL and its member firms, and their people, safeguard their objectivity. DTTL requires all of its member firms to follow DTTL's independence policies and procedures, which address potential conflicts, within or among member firms, arising from the proposed acceptance of client engagements or proposed business or financial relationships.

DTTL's independence policies and procedures are designed to allow member firms to comply with independence standards and regulatory requirements to achieve excellence in professional performance. These policies and procedures are based, for the most part, on the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants. When the national professional requirements that apply are more restrictive than the requirements in the DTTL policies, member firms must follow those requirements, as well.

Maintaining internal compliance

Deloitte member firms frequently serve the same clients in multiple jurisdictions. Each member firm considering whether to accept a new client or engagement must consider the independence needs of other member firms. For existing audit clients, a member firm must evaluate the independence implications of other member firms' relationships with that client, including the provision of non-audit services.

Each member firm has a partner assigned with responsibility for the independence quality controls in the member firm, including monitoring compliance with those controls. On an annual basis, all member firms report to DTTL that they have conducted procedures for determining that each firm and its professionals are in compliance with DTTL's independence policies.

Leading through change

Deloitte member firms face a dynamic regulatory environment. DTTL has independence resources that provide member firms with information and guidance on independence issues, as well as enabling technologies to help member firms comply with rapidly changing requirements. These DTTL resources continually engage with member firm leaders, and external professional and regulatory bodies, to advance objectivity and independence concepts.

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The Deloitte network is made up of firms that are members of Deloitte Touche Tohmatsu Limited (DTTL), a UK private company limited by guarantee. This structure allows the member firm network to be a leader at all levels—locally, nationally, and globally—because its central governance policies are sensitive to the professional environments and cultures of individual countries. Individual member firms have access to the skills and knowledge of other member firms, the ability to consult with the entire Deloitte network, and the benefit of the network’s market recognition and reputation. DTTL itself does not provide services to clients.

Member firm structure

The partners of Deloitte member firms are generally the sole owners of their respective member firms. Their member firms are organized on an individual country or regional basis, and each operates within the legal and regulatory framework of its particular jurisdiction. They are separate and independent firms that are owned and managed locally. These firms have come together to practice under a common brand, methodologies, client service standards, and other professional standards and guidelines.

The member firm structure fosters compliance with rules of local ownership and management governing the accountancy profession in many countries. It also reflects the fact that the member firms are not subsidiaries or branch offices of a global parent. Rather, they are separate and distinct locally formed legal entities that have voluntarily joined the network to coordinate their approach to client service.

This structure confers significant strengths: a deep understanding of local markets and a sense of responsibility among member firms professionals, who have a direct stake in the integrity and growth of their local practices.

Global cooperation

Deloitte member firms support and adhere to the purposes and policies of DTTL by:

- Conducting themselves in a manner that sustains the reputation of the Deloitte member firm network;
- Aligning national plans, strategies, and operations with those of DTTL, as appropriate, in consultation with DTTL’s executive management;
- Adhering to DTTL’s requirements regarding professional standards, shared values, methodologies, governance, and systems of quality control and risk; and
- Advising DTTL of all proposed joint ventures, joint practices, mergers, and other cooperation arrangements and combinations of any type with other member firms, as well as practice activity in jurisdictions other than those assigned to the member firm.

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Leading talent safety



The primary focus of the DTTL Global Security Office (GSO) is to keep Deloitte's people safe, particularly during times of emergency or when they are called upon by clients to work in higher-risk areas. A comprehensive program has been put in place to address ever-present threats around the globe. "Clearly, our people are Deloitte's number one asset, and we take our obligation to protect them very seriously," says Ted Almay, DTTL Global Security Officer.

During FY2014, the GSO implemented several new approaches to better serve Deloitte professionals and member firms. Principal among these programs was the hiring of three DTTL regional security managers based in Brazil, the Netherlands, and Singapore. "Having security leaders in the regions puts us closer to our member firms and helps us to be better prepared to deal with crises where they are happening," Almay explains.

The GSO team leverages the infrastructure and best practices of its largest member firms through the formation of a new steering committee. Security professionals from GSO and DTTL's three largest member firms comprise the group, which serves in an advisory role to help build out the organization's global security strategy. This committee supplements the existing Global Security Council, which is a network of Deloitte security and risk professionals, and other leaders from the majority of Deloitte member firms.

Watching world events

The GSO team also tracks world events on a daily basis for potential impacts on Deloitte's people and member firms. Whenever a crisis occurs, GSO, in conjunction with DTTL's Global Crisis Management Team, responds swiftly to help member firms account for the safety of their people, provide necessary relief, and resume normal business operations as soon as possible.

Threats come in many sizes and forms, including geopolitical instability, crime, and natural disasters. "For example, GSO assisted in evacuating 88 Deloitte practitioners from several member firms following an attempted coup in South Sudan in mid-December 2013," Almay says. "This required close coordination with the United Nations, and we were able to secure the only available aircraft to get our people safely out of the country." A month earlier, Typhoon Haiyan devastated the Philippines. Almay notes, "Although our local member firm professionals were not directly impacted, DTTL and the South East Asia member firm's Philippine office took extra measures to help move stranded family members to safety."

Risk awareness for travelers

Deloitte member firms may have more than 20,000 people traveling to serve clients on any given day. GSO provided guidance and security planning support in FY2014 for more than 880 member firm engagement teams that were considering work in potentially troublesome areas of the world. As part of DTTL's global travel security protocols, member firms are encouraged to incorporate security into their travel programs and consult with the GSO before undertaking travel to high-risk locations.

When member firm engagement teams cannot avoid traveling to high-risk locations, the GSO can assist them with designing comprehensive security plans, including location-specific security briefings, hotel and transportation recommendations, on-the-ground project logistics, and direct security support, as needed. In doing so, GSO leverages a network of specialized security providers who are based in many high-risk locations.

DTTL maintains a global relationship with a leading emergency medical and security provider to quickly mobilize resources to assist Deloitte travelers and immediate family members whether they are on business or personal travel. The GSO team responded to 144 medical-assistance cases in FY2014.

The GSO continues to focus on raising the awareness of Deloitte people to ensure they are aware of particular risks before they travel. GSO offers a "Know Before You Go" series of general-travel and country-specific e-learning courses and videos. In cooperation with Deloitte Brazil, GSO launched one such program prior to the FIFA World Cup. GSO also introduced an online presentation titled, "[Staying Safe: Maintaining a Low Profile While Traveling Abroad.](#)"

Deloitte professionals have access to a comprehensive travel security website containing the latest security bulletins, assessments, country risk ratings and other resources for travelers. DTTL also uses a mobile application from its emergency services provider that allows Deloitte practitioners to receive the latest security and health alerts and to access other resources.

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Keeping you informed and answering your questions



Photo credit: Deepal Jasvantlal Madalani, Deloitte U.S.



A full list of the stakeholders with whom Deloitte engages and the issues they value is available in the [stakeholder engagement summary](#).

Our ongoing engagement helps us report on the right issues, in addition to keeping stakeholders informed of our business strategy. Our materiality matrix classifies these issues into three categories according to their relative rankings.



A detailed description of this report's boundaries and the performance measurement methods used is available in the [basis of reporting section](#).

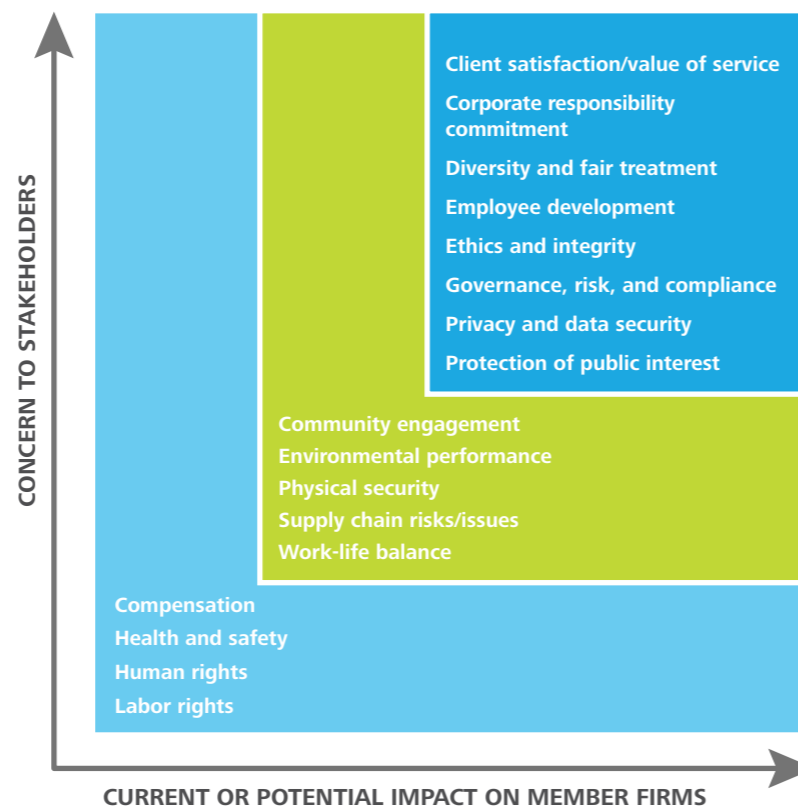
One of the chief objectives for the Global Report is to provide all of Deloitte stakeholders with a truly global and balanced picture of our network's impact on society and commitment to remaining a leader in our professions. We strive to address their interests and questions, while explaining our motivation, priorities, and approaches. We identify key stakeholders as those who:

- Help influence Deloitte's success;
- Are highly affected by what we do;
- Effect the markets, regulations, and industries in which we operate; or
- Affect the supply of resources that we need to serve our clients, talent, and society.

Stakeholders likely to read the Global Report include current and prospective Deloitte employees, member firms' clients and suppliers, media, market analysts, and civil society organizations, among many others.

In addition to this report, Deloitte engages continuously with its key stakeholders, both internally and externally. In the last year, as part of stakeholder engagement activities specific to preparing this report, we asked our talent for their views on which corporate responsibility issues mattered most to them, and we also studied the leading issues about which major clients inquired to ensure Deloitte was addressing their needs.

MATERIALITY MATRIX



- Issue is of critical strategic interest to Deloitte member firms and stakeholders
Issue is actively managed
Frequent interaction with key stakeholders occurs
- Issue is actively managed by Deloitte and discussed with constituents that have a direct stake
- Issue of concern to select member firms and stakeholders
Generally managed through member firm programs

CATEGORY	AREAS INCLUDED
Ethics	Anti-corruption
Protection of public interest	Transparency, public policy positions, professional standards, professional performance
Community engagement	Includes range of community engagement activities, for example, youth education
Environmental performance	Includes greenhouse gas emissions, energy usage, water, material usage, and waste

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Member firm clients	Ongoing <ul style="list-style-type: none"> Client interaction during engagements Client satisfaction process Business development activities Conferences Proposal responses and follow up on losses Client questionnaires 	<ul style="list-style-type: none"> Publicly traded company clients, including their audit committees and boards of directors Closely held company clients Government clients Nonprofit clients Past and potential clients 	<ul style="list-style-type: none"> Service needs of clients Independence Ethics Security and privacy concerns Value of trusted advisor relationship Need for industry understanding Sustainability reporting Supply chain risks and standards 	<ul style="list-style-type: none"> New service offerings Organizing client service around industries Lead client service roles and responsibility Adoption of anti-corruption policy Adoption of policy regarding privacy programs and leadership IT security policies Voluntary sustainability reporting Supply chain policies and codes of conduct Chief Confidentiality Officer 	<ul style="list-style-type: none"> Ethics and integrity Client satisfaction Governance, risk, and compliance Protection of public interest Anti-corruption Corporate responsibility commitment Privacy and data security Environmental performance Supply chain risks/issues Value of service
Deloitte people, their families, and future talent	Ongoing <ul style="list-style-type: none"> 24/7 support and emergency hotlines Internal discussions Alumni network Social media, external and internal Recruiting events Exit interviews Confidential ethics hotline Training sessions Community involvement and volunteering opportunities Multiple times a year <ul style="list-style-type: none"> Performance reviews Employee councils Advisory councils Town-hall meetings Affinity groups Annual basis <ul style="list-style-type: none"> People survey Partner meetings 	<ul style="list-style-type: none"> Current, former, retired, and prospective employees Spouses/partners, children, and family members of Deloitte employees 	<ul style="list-style-type: none"> Job satisfaction elements Work-life balance Career advancement Fair treatment Privacy Security Contributions to society Environmentally sustainable operations Access to technology Diversity Ethics Travel and mobility 	<ul style="list-style-type: none"> Flexible work arrangements Benefits package changes Extension of certain services to family members Mentoring programs Coaching programs Opportunities for global deployments Industry training Wellness programs Updates to software and hardware Education, safety, and support mobile applications Volunteering programs Ensuring safety of engagement teams 	<ul style="list-style-type: none"> Employee development Diversity and fair treatment Ethics and integrity Client satisfaction Privacy and data security Governance, risk, and compliance Corporate responsibility commitment from leadership Protection of public interest Public policy positions Environmental performance Health and safety Community engagement Labor rights Compensation Work/life balance Professional standards Professional performance
Governments and regulators	Ongoing and/or ad hoc <ul style="list-style-type: none"> Contribution to shaping of new regulation Collaboration on policy Participation in development of standards Website and current event monitoring Responsiveness to inquiries Annual or regular recurring basis <ul style="list-style-type: none"> Quality/performance reviews 	<ul style="list-style-type: none"> National financial market regulators Audit oversight bodies Finance ministers and central bank governors 	<ul style="list-style-type: none"> Auditor independence Transparency Quality Competitiveness of markets Diversity Corporate governance Confidentiality and data privacy 	<ul style="list-style-type: none"> Participation in advisory and advocacy groups Independence policies and monitoring Audit standards Responses to reviews Employee diversity programs Supplier diversity programs Issuance of transparency reports 	<ul style="list-style-type: none"> Protection of public interest Anti-corruption Public-policy positions Ethics and integrity Diversity and fair treatment Governance, risk, and compliance Privacy and data security Health and safety Transparency Environmental performance

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Key stakeholder groups	Engagement approach and typical frequency of interaction	Sample of representative members	Sample topics	Type of response (may vary across Deloitte)	Areas of high stakeholder concern
Professional associations	<p>Ongoing</p> <ul style="list-style-type: none"> • Involvement in committees and working groups • Representation on leadership councils • Attendance at conferences <p>Ad hoc</p> <ul style="list-style-type: none"> • Collaboration on industry white papers • Speaking engagements • Participation in development of standards 	<ul style="list-style-type: none"> • Associations of certified/chartered accountants • Associations of tax professionals • Management consulting professional associations • Financial advisory professional associations 	<ul style="list-style-type: none"> • Governance • Barrier-free trade • Sustainable development • Adherence to professional performance standards • Standards for auditing of non-financial information 	<ul style="list-style-type: none"> • Standards for engagement acceptance and performance • Peer reviews • Commentaries on proposed standards • Training • Thoughtware • Strategy formulation 	<ul style="list-style-type: none"> • Professional standards • Professional performance • Employee development • Public-policy positions • Ethics and integrity • Governance, risk, and compliance • Protection of public interest
Nonprofit organizations and local communities	<p>Ongoing</p> <ul style="list-style-type: none"> • Board representation • Pro bono engagements • Collaborations • Volunteering • Social media • Electronic mail • Meetings and conferences • Speaking engagements 	<ul style="list-style-type: none"> • Global Business Coalition-Education • Junior Achievement Worldwide • Teach For All • CDP (formerly Carbon Disclosure Project) • International Organization for Migration • Local business and community organizations 	<ul style="list-style-type: none"> • Training • Performance improvement • Funding • Marketing • Specific agendas germane to their cause (e.g., sustainability, education, humanitarian action, diversity, etc.) • Local business promotion • Transparency in reporting • Cross-sector collaboration 	<ul style="list-style-type: none"> • Skills-based volunteering • Community volunteering • IMPACT day • Pro bono engagements • Foundation and firm monetary and in-kind gifts • Voluntary sustainability reporting 	<ul style="list-style-type: none"> • Youth education and unemployment • Diversity and fair treatment • Ethics and integrity • Anti-corruption • Human rights • Transparency • Corporate responsibility commitment • Public-policy positions • Privacy and data security • Environmental performance • Community involvement • Protection of public interest • Social progress and equality
International multi-stakeholder organizations	<p>Ongoing</p> <ul style="list-style-type: none"> • Steering committee memberships • Organizational stakeholder meetings 	<ul style="list-style-type: none"> • United Nations • World Economic Forum • World Business Council for Sustainable Development • International Integrated Reporting Committee • Global Reporting Initiative • International Business Leaders Forum • Cross-industry business alliances 	<ul style="list-style-type: none"> • Establishment of and adherence to international norms • Understanding of frameworks and initiatives • Economic, social, and humanitarian development 	<ul style="list-style-type: none"> • Pro bono engagements • Internal and external training • Thoughtware • Working towards integrated reporting for Deloitte • Voluntary reporting on sustainability • GHG reduction targets in place or in development (varies across member firms) 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Public policy • Protection of public • Diversity and fair treatment • Education • Youth unemployment • Governance, risk, and compliance • Corporate responsibility commitment • Privacy and data security • Environmental performance • Human rights • Health and safety • Community engagement • Physical security • Social progress and equality

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Suppliers	Ongoing <ul style="list-style-type: none"> • Negotiations • Meetings • Proposals • Industry meetings 	<ul style="list-style-type: none"> • Software suppliers • Hardware suppliers • Travel service suppliers • Consultants 	<ul style="list-style-type: none"> • Contract terms including pricing and payment • Features and functionality • Issue resolution • Confidentiality • Sales projections • Opportunities for (mutual) sustainable solutions • Opportunities for collaboration 	<ul style="list-style-type: none"> • Establishment of alliances • Establishment of preferred vendors • Establishment of green purchasing practices • Contracts • Supply chain audits 	<ul style="list-style-type: none"> • Ethics and integrity • Anti-corruption • Diversity and fair treatment • Privacy and data security
Industry and market analysts	Ongoing <ul style="list-style-type: none"> • Global and member firm-specific program-based engagement strategy involving Deloitte executive leadership, subject-matter specialist, and priority analyst stakeholders 	<ul style="list-style-type: none"> • Forrester • Gartner • IDC MarketScape • Kennedy • Verdantix 	<ul style="list-style-type: none"> • Client and market trends • Competitive landscape • Capabilities • Growth strategies • Leadership • Innovation • Priority markets 	<ul style="list-style-type: none"> • Ongoing executive/ subject matter specialist relationships • Dialogue and shared insights • Best practice exchanges • Market trends analysis • Participation in signature evaluative research 	<ul style="list-style-type: none"> • Competitive landscape • Client value delivered • Client satisfaction • Ethics and integrity • Governance, risk, and compliance • Anti-corruption • Corporate responsibility commitment
Educational institutions/academia	Ongoing <ul style="list-style-type: none"> • Participation in programs • Collaborations • Recruiting • Guest lecturing and speaking engagements 	<ul style="list-style-type: none"> • Students of high potential that receive scholarships from Deloitte 	<ul style="list-style-type: none"> • Subject-matter knowledge • New perspectives • Leading research • Career placement 	<ul style="list-style-type: none"> • Volunteering • Pro bono engagements • Matching gifts • Guest lecturers • Funding of chairs and scholarships at universities 	<ul style="list-style-type: none"> • Education • Ethics and integrity • Diversity and fair treatment • Employee development • Anti-corruption • Human rights

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FY2014 Basis of reporting

Scope and methods for performance measurements

Deloitte Touche Tohmatsu Limited (DTTL) adhered to widely accepted standards in developing this report. These standards define a systematic approach to understanding the issues that the report should cover and measuring and documenting performance with regard to those issues. Performance measures for societal impact and environmental sustainability are based on widely recognized guidelines. For reporting on societal impact, Deloitte observed standards from the Committee Encouraging Corporate Philanthropy (CECP) and the London Benchmarking Group (LBG). The monetary value of community activities by member firm people was estimated according to the type of service performed. The value of volunteer work was based on local member firms' staff costs. Pro bono work, defined as work that the member firms have delivered to nonprofit organizations free of charge or at a significantly reduced rate, has been valued at fair market rates representative of the local member firms' client service rates for comparable services. Estimates of carbon emissions were prepared according to the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard created by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) with emissions accounted for on the basis of operational control. Deloitte has applied recent, authoritative, and locally specific GHG emissions factors as available and as appropriate for the countries in the report's scope. While the reporting for FY2014 includes a significant number of Scope 3 sources, it does not consider full upstream and downstream emissions across all sources. FY2014 environmental performance data in this report was directly collected from 28 member firms and from DTTL. These entities represent 91 percent of aggregate Deloitte people and 94 percent of aggregate member firm revenues. Extrapolations were used to account for the emissions of the remainder of the organization that did not directly report data. FY2014 societal impact data was reported by 34 member firms and by DTTL, which represent 95 percent of aggregate Deloitte people and 97 percent of aggregate member firm revenues. Estimates of societal impact contributions were not made for the member firms that did not report this data due to the variations in societal impact activities across member firms. It should be recognized that this limits the year-to-year comparability of the data. Comparability is expected to improve over time as the number of nonreporting member firms decrease. Data that formed the basis of the reporting was obtained

from financial reporting systems, other internal records, and outside sources such as travel agencies, utilities, and property managers. In addition to adhering to the [UN Global Compact](#) and [Global Reporting Initiative](#) (GRI) 3.1 frameworks for reporting, this report was prepared according to the principles of inclusivity, materiality, and responsiveness from the AA1000 AccountAbility Principles Standard (AA1000APS).

Emission factors

DTTL and its member firms are encouraged to select the most accurate, source-specific, localized, and recently published GHG emission factor available for each emission source, such as specific emission factors for a local electric utility. Firms are also provided with default emission factors from the following sources:

- The GHG Protocol published by the WRI and WBCSD
- The International Energy Agency (IEA)
- The UK's Department for Environment, Food and Rural Affairs (DEFRA)
- The U.S. Department of Energy (US DOE)

A compilation of emission factors used to calculate the data in the Report is included at the end of this section.

Changes from FY2013

In FY2014 DTTL made a number of changes to the environmental reporting.

After reviewing several years of data, we have chosen to remove several sources of emissions from the global footprint. We eliminated tracking of refrigerants, district heating, and district cooling at an aggregate network level. In FY2013 these sources individually accounted for less than 3 percent of aggregate global emissions. Additionally these sources often required many assumptions, were frequently time-consuming to obtain and in the case of district heating and cooling used emission factors with very high levels of uncertainties.

We also eliminated paper from the carbon footprint while still tracking overall paper consumption. The paper emission factors we historically relied upon included life-cycle analysis emissions and as such did not align with the concept of annual emissions inherent in the other footprint calculations. We believe the goal of reducing paper consumption can be tracked and managed by paper usage alone, without the addition of carbon calculations.

In the infographics and performance table included in this report, the previous year's data has been revised using the above approach to maintain comparability.

Another change made in FY2014 was the elimination of the calculation of methane (CH₄) and nitrous oxide (N₂O) where published sources did not incorporate these into a carbon-dioxide equivalent (CO₂e) factor. We also eliminated reconciling emission factors to a consistent set of global warming potentials (GWP). Reporting these greenhouse gases and using a consistent GWP source required a significant increase in emission factor tracking and complexity of calculations without a material impact on the overall reporting given the emission sources in the Deloitte footprint.

Our philosophy behind making these changes was that the additional burden of reporting on these sources was not adding value to our reporting commiserate with the resources required to track and report. The goal in adopting this streamlined approach to reporting is to allow those working in these areas to spend more of their time focused on advancing sustainable actions.

Building-related emission sources

Building-related emission sources included in the GHG emissions data of the Report were those associated with the use of electricity, heating oil and natural gas in the office buildings and data centers that DTTL member firms either own or over which they have operational control. Upstream building-related emission sources, such as those associated with electric transmission and distribution line losses, were not included in the GHG emissions inventory.

Some of the activity data associated with building-related emission sources was available directly to the DTTL member firms. For example, some facilities have direct utility meters or sub-meters from which DTTL member firms obtain readings. For facilities that have no available meter data, activity data for the entire building was typically allocated on the basis of the percentage of total building floor space used (based on rentable square meters) by the DTTL member firm. Where building-specific data was unavailable, DTTL member firms estimated electricity and fuel usage using actual data from a similar building or an average from a recognized source.

A simplifying assumption is used for calculating the volume of diesel fuel used for backup power generation. It is assumed that diesel fuel purchased during the fiscal year is used that year. This method likely overestimates actual emissions in some years and underestimates them in others, but over time captures the related emissions.

Business travel — Air

Reported GHG emissions are those resulting from air travel by professionals flying for business reasons in accordance with DTTL and member firm policies. GHG emissions from flights taken by nonemployees are also reported in instances where flight activity data is captured in DTTL or member firm travel systems and reimbursed or paid for by DTTL or a

member firm (such as travel by family members in accordance with policies or travel by prospective DTTL and member firm professionals). The majority of business air travel data was obtained from DTTL and member firm travel systems. Much of the rest was obtained from travel expense records.

The default GHG emission factors used to calculate emissions from air travel were based on information published by DEFRA. Flight segments were identified by distance, and emission factors were applied according to whether the flight segment was categorized as long haul (more than 1108 km), medium haul (463 to 1108 km) or short haul (less than 463 km). Where data on seat class was available class-specific emission factors were also applied (e.g., First, Business, Premium Economy, Economy). An uplift factor of 1.08 is now included in the DEFRA emission factor to account for nondirect routes, delays, and circling. The emission factors used did not include radiative forcing or indirect emissions.

During calculation of Deloitte U.S. air emissions it was determined that there was significantly more uncertainty associated with identifying seat class for the U.S.-sourced data than was initially assumed when this practice started in FY2012. After discussions with the travel agency and travel professionals internal to Deloitte U.S., differentiation of activity data by seat class was removed and Deloitte U.S. FY2014 emissions were based solely on the length of the flight. FY2012 and FY2013 data included in the performance table was revised to reflect this recalculation and the overall change for each of these prior years was around a 2 percent reduction in emissions.

Business travel — Road

Reported GHG emissions from business travel by automobiles includes travel in Deloitte-owned vehicle fleets (personnel driving in vehicles owned by DTTL and/ or the member firm), reimbursed driving (personnel driving in personal cars for which they are reimbursed), rental cars (personnel driving in rented/hired cars, for which the member firm pays); buses and taxis (reimbursed personnel trips in buses, taxis, car-service vehicles, and limousines).

For road travel, activity data was gathered from expense reports, rental agency records, travel agency records, company accounting systems, fuel receipts, odometer logs, and receipts or other records indicating distance and location of trip segments. When fuel information was available, GHG emissions are calculated on the basis of mobile combustion factors for the given fuel type. When only distance information was available, GHG emissions were calculated on the basis of average emissions factors (emissions per kilometer traveled) for vehicles according to vehicle type (bus or car), fuel type (diesel, petrol, hybrid, or unknown), and location.

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A very limited amount of employee commuting activity data was available from member firms. Where available, this information was added to the emissions total. As more member firms collect this data, reporting is expected to grow in future years.

Business travel — Rail

Rail travel accounts for GHG emissions from employee trips on subways, railways, and trams, with different GHG emission factors used for each type of rail system. Activity data sources included travel agency reports, employee expense reports, company accounting systems, receipts, and other records indicating the distance and location of trip segments. In cases where actual distance was unavailable, estimates were made using travel expense data and average travel costs per unit of distance traveled.

Accommodations

The GHG emissions inventory in the report includes emissions from accommodations at hotels, guest houses, and apartments for business reasons and in accordance with DTTL and member firm policies. Data was collected from corporate travel agency records, employee travel expense reports, and internal records. In FY2014 an updated emission factor was identified and used. This factor was approximately 15 percent lower per night's stay than the emissions factor used in previous years.

Estimations

In calculating emissions, various estimations and extrapolations were made to account for known data gaps.

For many travel activities, activity information and cost data were available both from travel providers (reservation systems, travel agencies,

or travel vendors) and from DTTL or member firm expense systems. Travel expenses recorded in DTTL or member firm expense systems often exceeded the corresponding expenses recorded by travel providers because of travel arrangements made outside of reservation systems or without travel agencies. In cases where such differences were identified, the travel activity data associated with the incremental cost was estimated based on the same proportion of cost to activity that was reflected in the original travel system reservation.

Not every member firm has the capacity to report activity data for GHG emissions, and some member firms report on some, but not all, of the activities within the report boundaries. Ratios of emissions per full time equivalent (FTE) by emission source were calculated for the member firms that reported, and averages of these ratios were calculated based on clusters of geographic location

and size. Using the appropriate cluster ratio, missing data was extrapolated based on the known FTE data.

Consistent with other GRI indicators, emissions intensity per FTE was calculated using the FTE total at the reporting year-end (31 May 2014).

While the above description is intended to be as accurate as possible, invariably the inventory will contain some exceptions to this reporting basis. None of the known exceptions are considered to materially change the total emissions reported.

Emission factors

The table below shows emission factors that were used in the inventory.

Where factors are used in specific countries only, these are listed after the emission source.

Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Air Travel – Various lengths and seat classes	0.087-0.350	Passenger km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1); various factors used depending on class and distance
Air Travel – Various lengths (Belgium)	0.22-0.66	Passenger km	Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME)
Air Travel – Various lengths (Finland, Germany)	0.131-0.190	Passenger km	Travel agency records
Air Travel – Various lengths (Japan)	1.04	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2012
Bus (Europe)	0.112	Passenger km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Bus (Japan)	0.060	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2012
Bus (Outside Europe)	0.066	Passenger km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Electricity (Australia)	200-1170	MWh	Australian Government – National Greenhouse & Energy Reporting Act
Electricity (Belgium)	0	MWh	Electrabel Alp Energy – Hydro energy
Electricity (Canada)	2-856	MWh	Environment Canada National Inventory Report 1990-2011
Electricity (Chile)	430-810	MWh	Ministry of Energy, Chilean Government 2013 data for Central Interconnected System (SIC)
Electricity (China)	871	MWh	China regional average – WRI Calculation Spreadsheet of China Regional Grid Emission Factors for Purchased Electricity
Electricity (Finland)	250	MWh	Finnish Electricity Company
Electricity (France)	78	MWh	Base carbone – Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME)
Electricity (Germany)	559	MWh	Umweltbundesamt, Strommix Deutschland, UBA
Electricity (India)	760-958	MWh	India Environmental Portal CO ₂ Baseline Database for the Indian Power Sector – User Guides – 2013-2014
Electricity (Japan)	514-903	MWh	Various Japanese Power Companies
Electricity (New Zealand)	90-190	MWh	New Zealand Ministry of Economic Development – Quarterly Energy Update
Electricity (Norway)	500	MWh	Norwegian Water Resources and Energy Directorate (NVE) Residual Mix (nve.no)
Electricity (South Africa)	1010	MWh	Eskom's 2014 data
Electricity (UK)	494.2	MWh	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Electricity (U.S.)	248-860	MWh	USEPA eGRID 2013 Version 1.0 Subregion Data (Year 2010)
Electricity (Various countries)	17-856	MWh	IEA Statistics, "CO ₂ Emissions from Fuel Combustion Highlights." 2013 Edition
Hotel Stays	34.59	Nights	Based on select information from Green Hotels Globals™ Q3 2013
Hotel Stays (Australia)	40.91	Nights	Emission factor provided by National Finance 6 Jan 2010
Hotel Stays (France)	33.38	Nights	Carbonfund.com
Hotel Stays (New Zealand)	2.56-7.97	Nights	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting, 2011 Calendar Year
Mobile Combustion – Black Car/Limo	0.153	Vehicle km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)

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Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Mobile Combustion – Car (Average) (Various Fuels) (Finland)	0.143-0144	km	Actual information from the fleet company
Mobile Combustion – Car (Average) (Diesel) (Europe)	0.183	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Car (Diesel)	2.601	Liter	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Car (Various Fuels) (Belgium)	2.834-2.947	Liter	Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME)
Mobile Combustion – Car (Hybrid)	0.131	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Car (Petrol) (Japan)	2.322	Liter	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Mobile Combustion – Car (Various fuels) (New Zealand)	2.31-2.69	Liter	Landcare – CarboNZero emissions factor database
Mobile Combustion – Car (Petrol/Gasoline)	2.214	Liter	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Car (unknown fuel)	0.248	km	D TTL estimated using data from WRI (2013) GHG Protocol Tool for Mobile Combustion v 2.5
Mobile Combustion – Car (unknown fuel) (Australia)	0.340	km	Australian Government Department of Climate Change (July 2011) National Greenhouse Accounts (NGA) Factors. Division 4.2
Mobile Combustion – Car (unknown fuel) (New Zealand)	0.237	km	Ministry for the Environment, Guidance for voluntary, corporate greenhouse gas reporting, 2012 Calendar Year
Mobile Combustion – Car or Van (Various fuels) (Netherlands)	3.14	Liter	Stichting Klimaatvriendelijk Aanbesteden en Ondernemen
Mobile Combustion – Car or Van (Various fuels) (France)	2.37-2.70	Liter	Specific fuel providers
Mobile Combustion – Car or Van (Various fuels) (France)	0.167-0.312	km	Base carbone – Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME)
Mobile Combustion – Car or Van (various fuels) (Europe)	0.12 – 0.1470	km	Specific fleet and rental car information
Mobile Combustion – Europe Car (Average) (Petrol)	0.198	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Europe/Car (Average) (unknown fuel)	0.190	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Motorcycle	0.119	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Outside Europe Car (Average) (Diesel)	0.280	km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Mobile Combustion – Outside Europe/Car (Average) (Petrol)	0.237	km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Mobile Combustion – Outside Europe/Car-Average (Unknown fuel) (Japan)	0.163-0.204	km	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Mobile Combustion – Outside Europe/Car-Average (Various fuels) (South Africa)	0.183-0.198	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting
Mobile Combustion – Taxi	0.143	Vehicle km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Mobile Combustion – Taxi (Australia)	0.250	Vehicle km	Calculation based on Australian Government Department of Climate Change (July 2012) National Greenhouse Accounts (NGA) Factors. Schedule 1
Mobile Combustion – Taxi (France)	2.40-2.41	Passenger km	Base carbone – Agence de l'Environnement et de la Maîtrise de l'Energie (ADEME)
Mobile Combustion – Taxi (Japan)	0.168	Vehicle km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2012
Mobile Combustion – Taxi (New Zealand)	0.308	Vehicle km	Landcare – CarboNZero emissions factor database. June 2013
Mobile Combustion – Taxi / Car service (U.S.)	0.252	Passenger km	Specific information from service providers
Mobile Combustion – Taxi/Car service (UK)	0.177-0.328	Vehicle km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Van (Diesel)	0.227	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Van (Petrol)	0.212	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Mobile Combustion – Van (UK)	0.269	km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Rail – Average (Light Rail or Tram)	0.101	Passenger km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Rail – National Rail	0.115	Passenger km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Rail – Subway	0.101	Passenger km	WRI GHG Protocol Tool for mobile sources v2.5 (June 2013)
Rail – Subway (U.S.)	0.164	Passenger mile	The Greenhouse Gas Protocol Emission Factors from Cross-sector tools. Version 1.1 (June 2011).
Rail (Eurostar)	0.012	Passenger km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Rail (Japan)	0.022	Passenger km	Ministry of Land, Infrastructure, Transport and Tourism (MLTI) 2012
Rail (Netherlands)	0.03	Passenger km	National Rail
Rail (UK)	0.012-0.047	Passenger km	Defra's 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)

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Emission source	Emission factor	Unit kg CO ₂ e/unit	Reference
Stationary Combustion – Diesel	2.676	Liter	WRI Emission Factors from Cross Sector Tools (August 2012)
Stationary Combustion – Diesel (France)	0.319	kWh	Base carbone – Agence de l’Environnement et de la Maîtrise de l’Energie (ADEME)
Stationary Combustion – Diesel or Heating Oil (Low Heating Value)	74.10	GJ	WRI Emission Factors from Cross Sector Tools (August 2012)
Stationary Combustion – Heating Oil (Japan)	2.71	Liter	Ministry of the Environment, Government of Japan, Law Concerning the Promotion of the Measures to Cope with Global Warming
Stationary Combustion – Liquefied Petroleum Gas (LPG)	1.61	Liter	WRI Emission Factors from Cross Sector Tools (August 2012)
Stationary Combustion – Natural Gas (Japan)	2.149-3.132	Cubic meters	HV-gas company
Stationary Combustion – Natural Gas (Low Heating Value)	56.10	GJ	WRI Emission Factors from Cross Sector Tools (August 2012)
Stationary Combustion – Natural Gas (Switzerland)	0.182	kWh	Defra’s 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Stationary Combustion – Natural Gas (UK)	0.185	kWh	Defra’s 2014 Government Greenhouse Gas (GHG) Conversion Factors for Company Reporting (version 1.1)
Stationary Combustion – Natural Gas (France)	0.235	kWh	Base carbone – Agence de l’Environnement et de la Maîtrise de l’Energie (ADEME)

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FY14 Performance table

	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%
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

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	FY2014	FY2013	FY2012
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
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%

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	FY2014	FY2013	FY2012
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%
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%

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	FY2014	FY2013	FY2012
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
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.

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