

# 2024 Deloitte Africa Report

# ATTENDERS

since 1845

# About this report

Thank you for your interest in our **2024 Deloitte Africa Report.**

This report highlights our journey towards making an impact that matters to our clients, people, society, and environment.



The scope of this report relates to Deloitte Africa, which operates as an integrated professional services firm across three major markets in East, Southern and West Africa. We provide industry-leading Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal services.

This year’s report is an abridged version that examines the progress made since the previous financial year.

We aim to provide stakeholders with a transparent, balanced and holistic view of our firm’s **business** and **governance** practices, how we build trust by creating value and delivering quality services to our clients, and our impact on **society** and the **planet**. We also share the progress we are making on achieving our firm’s strategic objectives.

Financial information used for reporting purposes is based on the Deloitte Africa annual financial statements for the financial year ended 31 May 2024 and is aggregated across the Deloitte Africa member firm. Deloitte Global receives external limited assurance of the organisation’s emission and energy data, including the emissions of our firm. Numbers and percentages in this report have been rounded and may not precisely reflect the absolute amounts.

We invite you to read our **2024 Deloitte Africa Report**, and hope that you will share the confidence we have in Africa’s future, and recognise our commitment to being part of building a sustainable and prosperous Africa for all.

We welcome your feedback and invite further dialogue on the contents of this report.

**Contact us**  
Deloitte Africa Growth Office  
[DeloitteAfricaReport@deloitte.co.za](mailto:DeloitteAfricaReport@deloitte.co.za)

## Simplifying matters

When we say	We mean
Across Africa / the continent	The Anglophone markets we serve in East, Southern and West Africa. <a href="#">Click here</a> to learn more.
Black	In line with the terminology used in Broad-based Black Economic Empowerment in South Africa, the term 'Black' refers to African, Coloured and Indian individuals, also referred to as 'ACI'.
Board	The Deloitte Africa Board. <a href="#">Click here</a> to learn more.
Deloitte Africa / our firm	Deloitte Africa is a member firm of the Deloitte global network and operates as an integrated firm across three major markets in East, Southern and West Africa. We have established offices in 12 African countries, and hold licences to operate across 16 African countries, through which we serve our clients on the continent. <a href="#">Click here</a> to learn more.
Deloitte Global	Deloitte refers to Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms, and their related entities (collectively, the 'Deloitte organisation'). DTTL (also referred to as 'Deloitte Global') and each of its member firms and related entities, are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. <a href="#">Click here</a> to learn more.
During the past year / 2024	Our financial year ended 31 May 2024.
ESG	Environmental, social and governance.
Exco	The Deloitte Africa Executive Committee. <a href="#">Click here</a> to learn more.
MDM	Multidisciplinary model. <a href="#">Click here</a> to learn more.
Science-based net-zero with 2030 goals	Deloitte's near-term (2030) greenhouse gas (GHG) reduction goals have been validated by the Science Based Targets initiative (SBTi) as 1.5°C - aligned, science-based targets. <a href="#">Click here</a> to learn more.
Our people / total headcount in Africa / total partners and employees in Africa	All partners, directors, employees, fixed term employees (hourly and monthly), learnerships (including trainee accountants), fixed term temporary employment services (hourly and monthly), JIT (In & Out), secondments (In & Out) and inactive employees. Independent contractors are excluded.
Partners	'Partners' refers to partners, partner equivalents and salaried partners, salaried partner equivalents, as well as directors.
People impacted / lives impacted / individuals reached	Total number of individuals and organisations external to Deloitte, impacted through skills-based support, such as mentoring, training or capacity building; provided by our Deloitte people towards our Deloitte goal of impacting 14 million Africans by 2030.
Purpose / purpose statement	The Purpose statement adopted by Deloitte globally, namely, to make an impact that matters. Deloitte Africa subscribes to this Purpose statement. <a href="#">Click here</a> to learn more.

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Click on this icon or on any **underlined** text in the report, to access additional information.



# Message from our CEO



# Message from our CEO



**Ruwayda Redfearn**  
Chief Executive Officer  
Deloitte Africa

## Progress through a year of change



Reflecting on the past financial year, we recognise that volatility and change continue to shape our business operating environment. At Deloitte Africa, we embrace change, knowing that success depends on our commitment to a clear purpose. Our Shared Values and Purpose of making an impact that matters drive us to build a sustainable business. This commitment energises us to continually reflect on our choices and adapt to evolving circumstances.

We publish this year's Deloitte Africa Report amidst global growth, which is reported to be steadier; however, global economic and political shocks continue to have an impact on fragmentation in investment and economic growth in developing countries.

Globally, more than two billion voters across 50 countries that include several African countries would have gone to the polls in 2024. The results of which, for many, will prove consequential for years to come. Specifically, the European Union and United States election results are likely to impact trade policies on the African continent.



It is clear that we must find an African solution to our problems, and that this can only be found in African unity. Divided we are weak; united, Africa could become one of the greatest forces for good in the world.

**Kwame Nkrumah**

As we look towards the future of Africa's growth, despite rapid technological change, climate change, economic uncertainty and geopolitical tensions, there remains a sense of hope and optimism. This is validated by macroeconomic data showing that Africa dominates the **20 fastest-growing economies** second to Asia. This signals the immense untapped opportunities for the future Africa we want, which is stable, inclusive, sustainable, and prosperous. If we look beyond the challenges, we as the visionaries and the change-makers of Africa can redefine, shape, and **lead the way for a more sustainable Africa**.

Our vision is to become a **trusted global partner in Africa**, focused on the development of our **markets**, creating fulfilling experiences for our **people**, and being a **socially accountable business**.



## Reporting on our impact

Our **2024 Deloitte Africa Report** describes our progress in achieving our **purpose-led** strategic ambitions for our people, clients, and the societies in which we operate.

We have set our sights high. And with good reason. We believe wholeheartedly that our role is to be a **purpose-led and a trusted global partner in Africa**, driving economic and social development on the continent. Although we made progress in the areas of our strategic outcomes—our re-entry into Ethiopia for instance—we acknowledge that progress is not only achieved through short-term sprints, but also with a long-term view to achieve sustainable growth.

In addition to the market headwinds we faced, we also made the decision to augment our business through a refreshed operating model to ensure that we manage the firm in the most efficient manner and without duplication of resources across all geographies. This was a difficult but necessary process. I would like to acknowledge the contributions made to the firm by all who left Deloitte Africa. The process was concluded at the end of March 2024.

## Our continued focus on quality as our number one priority

We invest in our business, people, audit processes and technology to drive continuous improvements in our audit quality. Deloitte subscribes to the highest standards of audit quality that we have set for ourselves at a global level. We do so because we want to provide services of the highest quality, as this is how we ensure a positive impact on capital markets and act in the public interest. Quality is the foundation of our profession and the bedrock of our strategy. Our relentless pursuit of quality and commitment to advance the profession defines not just what we do, but who we are.

## Embracing sustainable value creation for long-term success and impact



### Elevating our multidisciplinary model

The complexity of working for a global and highly complex organisation such as Deloitte is that we offer endless opportunities while also having to contend with constant change. By modernising our operations, which is our client experience, we can continue to create value from our multidisciplinary approach by delivering impact through innovative and creative solutions that address our clients most critical and emerging issues.

### Accelerating transformational change

We are leveraging our global investments in artificial intelligence (AI), data, cloud and cyber to deliver **innovative and advanced technology solutions**. Through these investments, we are providing our teams and our clients with access to the latest technologies.

## Leveraging our alliances by turning ideas into solutions

As businesses look for innovation that will drive impact, at Deloitte we continue to transform our approach by fostering a community where diverse talents converge to innovate and tackle challenges head-on. Our alliances with technology giants play a vital role in creating significant transformational value for our clients. We believe that by focusing on **strategic collaborations** and creating **ecosystems** for the long-term commitment to the growth of our continent, we can continue to transform and innovate solutions for the future.

## Trustworthy AI enhances client impact

Over the past year, awareness of Generative AI's possibilities has continued to expand. According to recent Deloitte analysis, this growth has instilled a belief among businesses and CEOs that **Generative AI** has the potential to significantly augment or even substitute intricate avenues of value creation.

Generative AI is revolutionising industries with its speed, scale, and diverse applications. The pressure on business leaders to act swiftly while implementing necessary governance and risk mitigation measures is immense. Integration of Generative AI is seen as a catalyst for accelerating business transformation, making processes faster, cheaper, and more efficient. Deloitte is working on a variety of projects exploring the opportunities and business value Generative AI can create for our clients. Our [Generative AI practice](#) for the Africa market launched in July 2023 and brings together an ecosystem of industry experience, skilled AI engineers and strategic alliances to build Generative AI solutions aimed at accelerating the pace of business innovation. Through this practice, our clients now have access to Artificial Intelligence Labs, accelerated use-case development and Large Language Model managed services - all within our **Trustworthy AI framework**.

Technology will continue to play a crucial role in shaping our future, influencing our daily lives in unprecedented ways. The ethical design and implementation of AI will be a defining factor in establishing trust and fostering positive social norms. To ensure technology benefits people and the planet, it must prioritise responsible design, inclusivity, and environmental sustainability. Collaboration among diverse stakeholders and the use of appropriate tools are essential in creating technologies that are both inclusive and equitable.

As Deloitte, we will continue to safeguard our role as enablers in bringing these technologies to our clients. Deloitte Africa is investing in the local deployment of Generative AI assets. These assets combine future pioneering AI with the expertise of our people to augment and maximise the impact of our work. This, together with focused training initiatives, will continue to increase the level of AI fluency, empowering our people and providing them with the forum to reimagine how our business—and that of our clients—will continue to evolve with the rapid adoption of AI.

## Commitment to our people



Our people are the most important element of our business. Guided by Shared Values, we are focused on creating a **dynamic culture of inclusion, collaboration, and high performance**. While change continues to be a constant, our commitment to providing opportunities and an inclusive culture to help our people thrive is unwavering. As addressed in our previous report, transformation is part of what we stand for. While we acknowledge that there is more work to be done, we are pleased to have maintained 50% Black representation at a partnership level in South Africa. We have also consistently maintained our Level 1 B-BBEE status, which is central to our transformation strategy.

In Africa our goal of achieving 40% female representation remains within reach, as 38% of our partners are female as at 1 June 2024.

## Tapping into Africa's talent potential



By 2050, Africa will have the second largest working-age population in the world and the largest by 2100. Through [Africa Talent](#), we tap into the continent's top skilled professionals and newly qualified graduates to service the talent needs in areas characterised by an ageing working population, like Western Europe. Through hybrid and remote working technologies, and new models of work, Africa Talent serves as a capability centre and offers global exposure at a local level. I am proud that the initiative employs over 120 professionals since launching in May 2022.

## Looking beyond



The African Continental Free Trade Agreement (AfCFTA) is a monumental initiative that has the potential to transform trade dynamics in Africa. Established in 2018 and in effect since 2019, AfCFTA boasts 54 member countries as of January 2024, representing over 1.4 billion people and a combined GDP of about \$2.8 trillion annually. This agreement aims to diversify exports, spur economic growth, increase investment, create employment opportunities, and enhance economic inclusion across the continent.

Addressing challenges such as access to a larger market by removing trade barriers and harmonising regulations will be key to maximising the agreement's impact. By breaking down trade barriers and stimulating investment in cross-border infrastructure, AfCFTA aims to reduce transportation costs, improve regional connectivity, and boost intra-African trade, fostering economic development. It is imperative that the private sector continues to support private-public partnerships and advocate for the implementation of the AfCFTA and the benefits that it will bring.

For a firm like ours, with our deep technical skills, industry expertise, and market knowledge, we are strongly positioned to assist clients in times of volatility and change, despite the challenges posed by the macro-environment locally and globally. By welcoming change, we not only unlock and embrace innovation, but can also shape a future that goes beyond to achieve the possibilities that Africa brings.

We have an illustrious history of over 175 years built on the foundations of connection, collaboration, and innovation. These founding beliefs have driven our growth and keep us firmly focused on the future. Anchored in a purpose beyond profit, these foundations remain the bedrock of Deloitte and our goal of solving Africa's greatest challenges in business and society.



# Executive summary

# Executive summary

## A trusted global partner in Africa

At Deloitte Africa, we are dedicated to living our **Purpose** and creating meaningful **impact** for our **clients**, our **people**, and **society**.

### Our vision

To be a trusted global partner in Africa focused on the development of our markets, creating fulfilling experiences for our people and being a socially accountable business.



### Our Purpose

To make an impact that matters for our clients, our people, and society.



### Our 2026 strategic ambitions

Undisputed leader in professional services in our key African markets

First choice for clients and top talent

The leading professional services brand



### Our African footprint



Offices in  
**12**  
African countries

**16** Licenses to  
operate across  
Africa

[Click here](#) for our office locations in Africa.

### Financial performance\*

#### Revenue

**R2.3**  
billion

Audit & Assurance  
2023: R2.2 billion

**R4.7**  
billion

Advisory  
2023: R4.4 billion



**R7.0**  
billion

Total revenue  
2023: R6.6 billion

**6.2%**

Year-on-year revenue growth

**6.6%**

Non-audit related services as a percentage of audit fees at Top 200 clients  
2023: 6.9%

### Strategic alliances

**R484**  
million

Revenue growth  
2023: R196 million

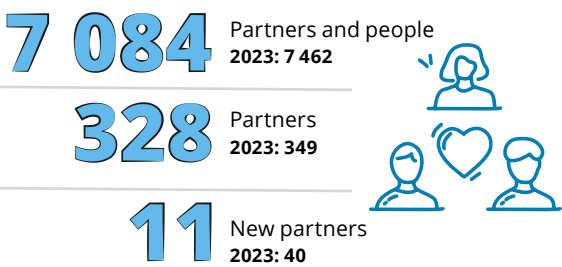
**148% Increase**

\* Revenue figures, including prior year comparatives, are at the foreign exchange rates as at 31 May 2024 and aggregated across the Deloitte Africa member firm.



People at the heart of our business

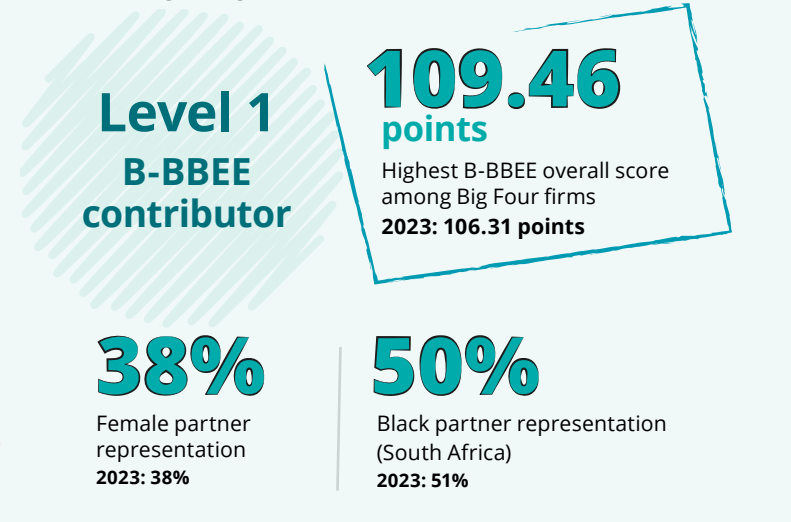
Our partners and our people



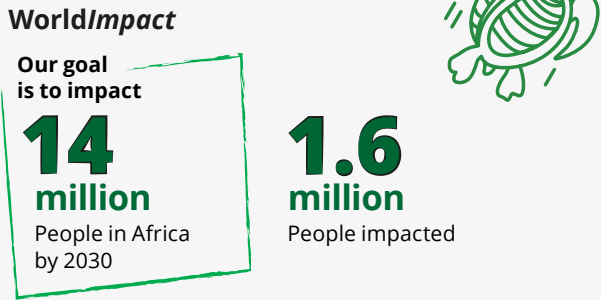
\*Headcount data as at 1 June 2024.



Transforming our profession



Our social and environmental impact



Investing in our talent



Holistic wellbeing

Focused efforts to promote the positive mental health and holistic wellbeing of our people.



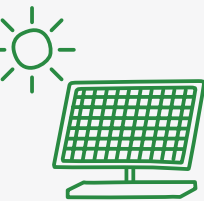
Partner pay gap



Market recognition as a leading employer

Gradstar Awards 2023:

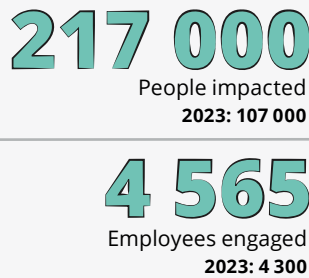
- Deloitte voted Top Employer of Choice for Consulting (InfinityX)
  - Deloitte voted Top Employer of Choice for Accounting
  - Deloitte voted 2nd Employer of Choice Overall



Deloitte Africa Climate Fund

Launched November 2023 to enable the reduction of our emissions and decarbonisation projects.

Africa Volunteer Day



[Click here](#) to read about our firm's legacy.



# Who *we* are

# Who we are

## A trusted global partner in Africa

Deloitte Global harnesses the talent of over 460 000 people across more than 150 countries through a network of member firms. Our firm's size and scale puts us in a unique position to help change the world for the better—by bringing together the services we provide, the societal investments we make, and the collaborations we advance through our ecosystems. We offer a wide range of services, including Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal solutions.

We have evolved our business over 175 years, ensuring we deliver impactful and innovative solutions. We are obsessed with maintaining the highest levels of quality and ethics in everything we do. Our **multidisciplinary model** (MDM) elevates our ability to operate effectively to create maximum value for clients. Through this approach, and by tapping into our diversity and strong global networks, we leverage our ability to connect, collaborate and innovate to solve some of Africa and the world's greatest challenges and help to shape the future.

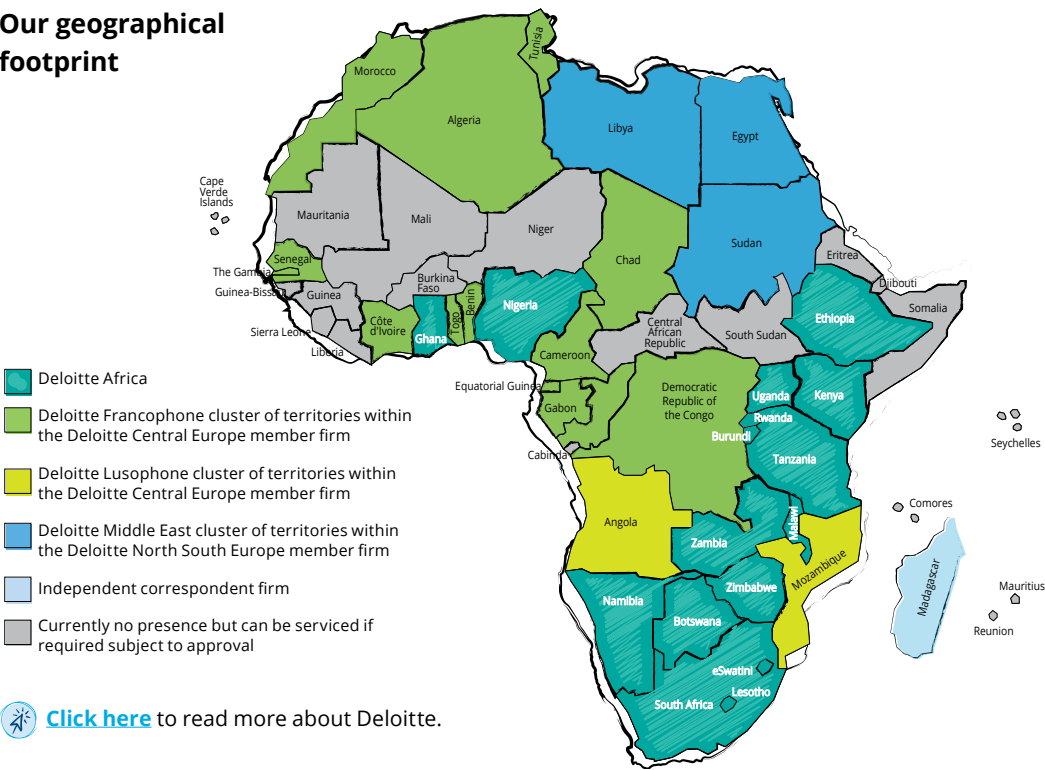


We operate across **three major markets in East, Southern and West Africa** through an integrated operating model. Through our network of multinational audit and advisory practices we are well-placed to serve clients in countries in Africa with consistent methodology, quality control, service delivery and accountability. Our offerings support private and listed entities, governments, government agencies, as well as non-profit organisations.

During the financial year ended 31 May 2024, we re-entered the Ethiopian market and initiated a change in the Zimbabwe practice that is expected to conclude by 2025. The current partners in Deloitte Zimbabwe will continue the Zimbabwe country practice and will exit Deloitte Africa and the Deloitte network.

In addition, we identified the need to review our operating model to ensure that we are a truly integrated African firm. This specifically required a look at our support functions to ensure that we operate in the most efficient manner and without duplication of resource across all geographies. This process was concluded by the end of March 2024.

### Our geographical footprint



### Deloitte snapshot for the financial year ended 31 May 2024

Deloitte Africa maintains a significant footprint across Africa, holding the exclusive Deloitte territorial rights to operate in 16 African territories serviced out of 12 countries, with 17 office locations across the continent.

#### Global

Operating in over  
**150**  
countries globally

Approximately  
**460 000**  
People  
2023: 456 826

**USD67.2**  
billion  
Total revenue  
2023: USD64.9 billion

#### Africa

Operating in  
**16**  
countries in Africa

**7 084**  
People  
2023: 7 462

**R7.0**  
billion  
Total revenue  
2023: R6.6 billion

[Click here](#) to read more about Deloitte.

# How we govern our business

At Deloitte, our focus on quality, integrity, and professional excellence is the foundation of our client service. We recognise that our clients place their trust in Deloitte, relying on our expertise to help them navigate complex challenges and drive sustainable growth. As a trusted source of global expertise and best practice, we aim to create value and inspire trust with our clients and markets.

Joe Eshun  
Deloitte Africa Managing Director of Businesses

Deloitte Africa is an independently operated member firm of the Deloitte global network, and benefits from shared activities, investments and resources. Although the various practices that make up Deloitte Global are separately owned and independently operated, our **global co-operation** enhances our ability to provide core services to key local and global clients, as well as development opportunities for our people.

Our firm's leadership is responsible for driving our Purpose, vision and strategy. Through strong **governance and transparency**, our leaders set the tone for ethical and responsible decision-making, and accountability to external stakeholders and our people.

We operate as an integrated firm, managed by the **Deloitte Executive Committee** (Exco), and governed by the **Deloitte Africa Board**. We continuously draw on leading governance practices from global best practice and strong regulatory frameworks, to enhance our governance processes and strengthen trust with our stakeholders. Our firm's leadership is representative of all markets and businesses in Deloitte Africa.

As a purpose-driven firm, we are committed to responsible business practices. We manage our business by closely monitoring independence between audit and non-audit services, and remain committed to being an end-to-end service provider while operating in a cohesive manner to deliver with excellence.

We are modernising our operations to form an efficient and effective Deloitte Africa. This will enable us to seamlessly deliver our best multidisciplinary solutions and expertise to our chosen markets. This shift further underscores our commitment to providing highly integrated client solutions across geographies.

## Increased efficiencies and value to our people and clients

Greater collaboration, connectedness, and consistency across our global network.

Greater mobilisation of our MDM to offer cross-border solutions and deliver highly integrated solutions to our clients.

Richer career paths and mobility for our people.

## Upholding professional standards and ethics

At Deloitte, we share a common commitment to our Purpose – to make an impact that matters. Through our Purpose, we enable and facilitate value for clients, society and our people through the services we provide. At the core of our Purpose are our Shared Values, which define the unique Deloitte experience for our stakeholders and are central to our culture.

We strive to maintain the highest standards of professional conduct and ethics, which underpins our reputation and inspires trust in our firm.

At Deloitte, we place ethical culture and values at the heart of our agenda, and we understand the critical responsibility Deloitte has to build trust and serve the public interest. We drive a proactive approach to ethics through a dedicated ethics programme (including ethical leadership, ongoing training, awareness, and a dedicated whistle-blowing line) to embed ethics and integrity in all we do.

Our [Global Code of Business Conduct](#) and our [Africa Code of Professional Conduct](#) outline the commitment we have made and the standards we adhere to as a firm. Our supply chain agreements with suppliers and service providers also include a commitment to our code of conduct to clarify expectations. We take any breach of these commitments and standards seriously.

**More about us**

Click to learn more about:

[Purpose](#)

[Our Shared Values](#)

[What we do](#)

## Quality and independence

Quality, integrity, and purpose-driven processes, underpinned by our Shared Values, are at the core of our risk approach, allowing us to deliver maximum value for our clients. We remain committed to delivering reliable and uncompromising quality in everything we do. We continue to focus on quality practices and deeply embed them in our way of working.

All Deloitte people are required to follow the independence policies and procedures. These policies and procedures are designed to help our people understand and meet independence standards and regulatory requirements as an integral component of achieving excellence in service delivery.

We undertake independence in order to deliver an objective service to our clients and set a foundational level of confidence in their corporate reporting. Deloitte leaders emphasise the importance of compliance with independence and related quality management standards, setting the appropriate tone at the top and instilling its importance in the Shared Values and culture of Deloitte.

[Click here](#) to learn more about our approach to independence.



## Managing the risk landscape

Our risk management approach includes ongoing monitoring and sensing of the risk landscape to anticipate and mitigate risks, which assists our clients to navigate emerging risks and optimise opportunities. Our focus on risk management serves as a **key value driver for our clients**.

Each market within our Africa member firm has varying risks. From a monitoring and compliance perspective, our Africa member firm achieved the highest score attainable in the Deloitte Global internal assessments for Risk Management, Office of the General Counsel, and Financial Crime Risk.

**More about us**

[Click here](#) to learn more about our focus on risk management.

- Risk management priorities
- Risk enablers
- Client onboarding

## Operating and financial performance

Our firm's financial performance is based on Deloitte Africa's annual, aggregated financial statements for the year ended 31 May 2024.

Our revenue represents amounts recovered or recoverable from clients for statutory audits, audit-related services and advisory services, excluding VAT. Recoverable amounts reflect the fair value of the services provided, based on the stage of completion of each client engagement, including expenses and disbursements, as at the balance sheet date.

Annually a portion of the revenue is committed towards strengthening our risk and quality management processes. For example, 6.1% of the 2024 revenue for Audit & Assurance was reinvested into audit quality (2023: 6.3%).

Only 6.6% (2023: 6.9%) of revenue earned from audit clients is made up of non-audit services.

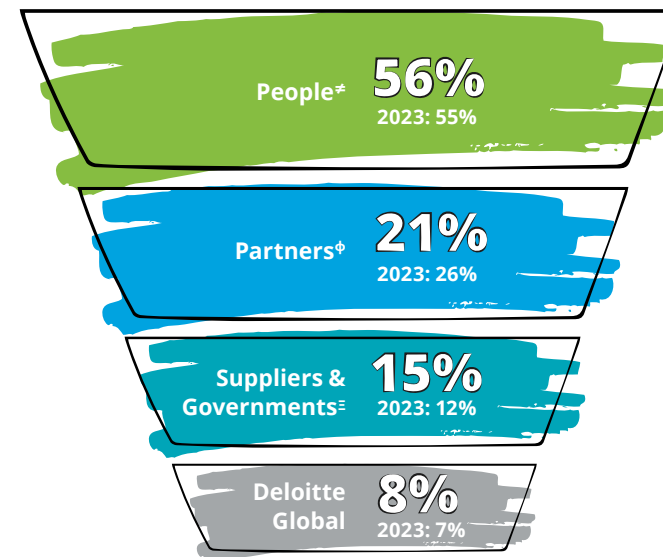
### Deloitte Africa revenue for the year ended 31 May 2024~

Deloitte Africa	R'm 2023	R'm 2024
Total revenue	6 596	7 006
Top 200 clients	4 060	4 396
Advisory clients*	2 370	2 411
Audit clients*	1 690	1 985
Non-audit related services as a percentage of audit fees at Top 200 audit clients	6.9%	6.6%

- \* The split between advisory clients and audit clients represented above is for the firm's Top 200 clients, who constitute the majority of the revenue.
- + Revenue figures, including prior year comparatives, are at the foreign exchange rates as at 31 May 2024.
- ~ Revenue figures are aggregated across the Deloitte Africa member firm.

### Deloitte Africa profit distribution for the year ended 31 May 2024

The majority of the profits distributed remains in Africa.



- <sup>≠</sup> Includes income taxes payable by our people to local tax authorities
- <sup>Φ</sup> Tax is payable by partners to local tax authorities
- <sup>Ξ</sup> Includes value-added tax and other commercial taxes



# How we *impact* our people

# How we impact our people

## People at the heart of our business

At Deloitte, our people are the heartbeat of our business, driving impact and growth for over 175 years. We recognise that the success of our clients and the positive influence we have on society stems from the dedication and wellbeing of our employees.

Our commitment to holistic wellbeing means we are focused on providing a platform for our people to excel. Additionally, our strategic focus on transformation, diversity, equity and inclusion underpins our efforts to build an inclusive and supportive workplace. We remain dedicated to creating a learning organisation, ensuring our people have the resources and opportunities to grow, innovate, and lead.

### Supporting holistic wellbeing

By enabling a psychologically safe environment, we empower our people to reach their full potential and address evolving needs in a rapidly changing world. Our approach to wellbeing is multifaceted, incorporating comprehensive wellness offerings that address mental health challenges, physical wellbeing, spiritual connection, neurodiversity, family dynamics, and work-related issues.

We strive to create a culture where seeking help is encouraged. We provide our people with confidential psychosocial support services and initiatives that promote mental wellbeing awareness and literacy, to help normalise conversations about mental health and reinforce a culture of holistic wellbeing.

Wellbeing is a strategic lever that has a significant impact on organisational effectiveness and performance. As a firm we must understand mental health and advocate for holistic wellbeing.

Lungile Mahluza  
Deloitte Africa Chief People Officer

In the past year we implemented leadership capacitation workshops to promote leading with empathy. These learning experiences model inclusive wellbeing behaviours, advocating for mental wellbeing, as well as provide guidance on how to address stigma and direct our people to the available support resources.

## Deloitte Africa talent footprint

We remain committed to being the first choice for top talent from our continent. We are focused on strengthening our capacity and capability within our operations.



### Our physical presence in Africa\*

	Number of partners	Number of employees	Total partners and employees
East Africa			
Ethiopia <sup>◇</sup> Tanzania	44	1 219	1 263
Kenya      Uganda			
Malawi      Zambia			
Southern Africa			
Botswana      South Africa	228	4 213	4 441
Namibia      Zimbabwe			
West Africa			
Ghana      Nigeria	56	1 324	1 380
Total	328 2023: 349	6 756 2023: 7 113	7 084 2023: 7 462

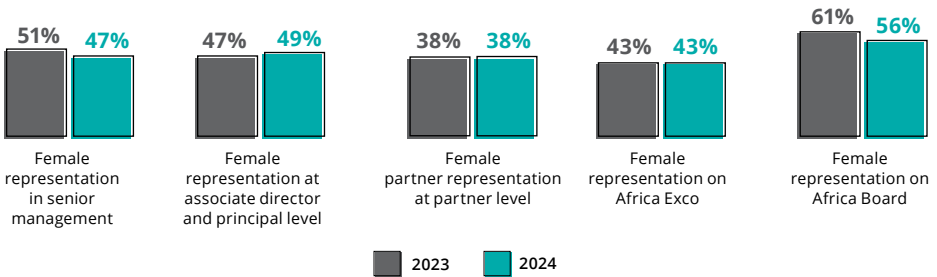
\* Headcount data as at 1 June 2024  
◇ Re-entered the Ethiopian market on 18 May 2023

# Fostering an inclusive culture

Our Africa diversity, equity and inclusion strategy contributes to building an inclusive culture of acceptance and community, and is focused on respect and inclusion, women’s equity and wellbeing. In South Africa, this strategy includes transformation. We remain committed to transformation and investing in our people, as evidenced by these key indicators:

## Female leaders (Africa)

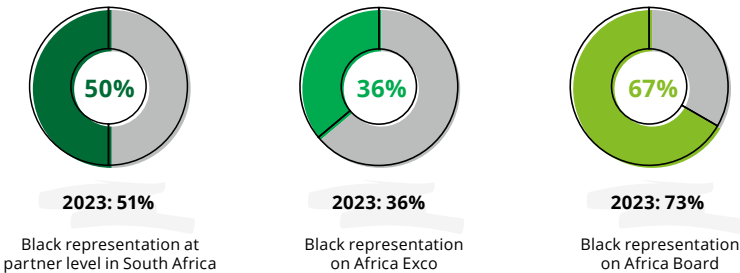
Gender transformation remains a priority for our firm. At 38% female partner representation in 2024, we are on track to achieve our goal of 40% female partners by 31 May 2025.



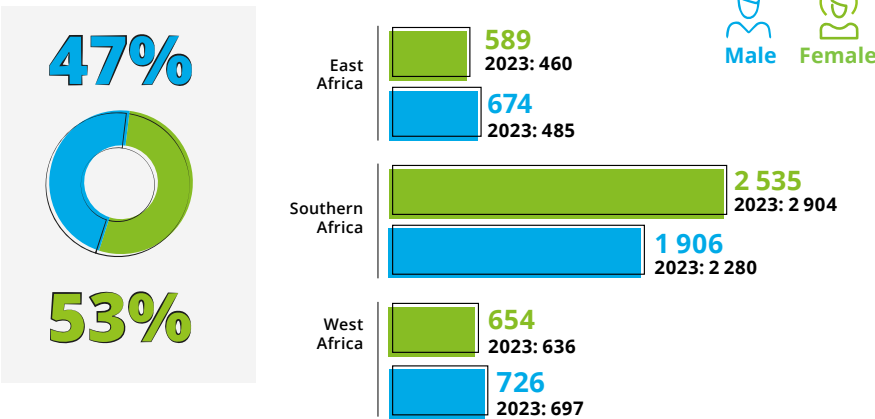
## B-BBEE transformation (South Africa)

We successfully maintained our Level 1 B-BBEE scorecard rating for the seventh consecutive year, as at 31 May 2024. We achieved the highest overall score among Big Four firms with 109.46 points (2023: 106.31 points).

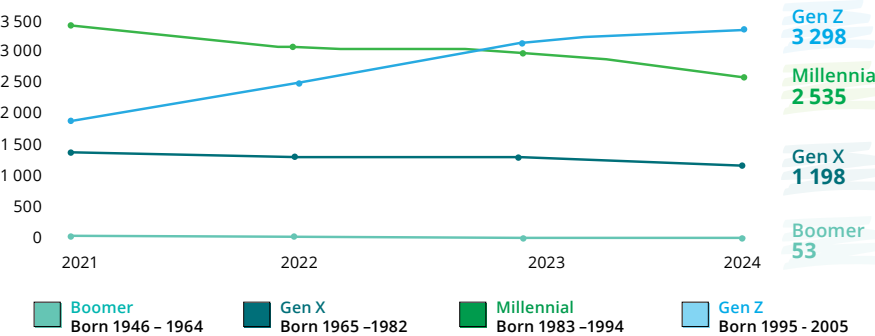
Our firm is on track to achieve our 51% Black partner representation target by 31 May 2025.



## Total partners and people by gender



## Total partners and people by age



## Total headcount to partner ratio

16:1  
2023: 21:1





## Attracting top talent

We remain committed to being the first choice for talent and creating opportunities for graduates and experienced professionals in our vibrant and diverse firm. We are continuing to diversify our efforts, including ongoing investments in recruitment and bursary programmes, to realise this goal.

Our recruitment approach is centred around people and purpose, aiming to attract the best talent to serve our clients. We are pleased to have received a high level of interest from individuals seeking employment at Deloitte. In 2024, we received 103 999 applications (2023: 170 295). Our appointment rate decreased to 22% (2023: 39%), while our turnover rate improved by 4% from the previous year. This reflects positively on our efforts to create a desirable workplace environment to attract and retain top talent.

### Job applications

(Excluding graduate recruitment programmes)



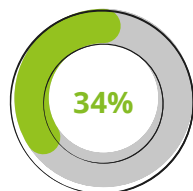
**103 999**  
Total job applications  
2023: 170 295

East Africa  
**20 755**  
2023: 20 509

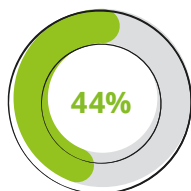
Southern Africa  
**47 647**  
2023: 139 471

West Africa  
**35 597**  
2023: 10 315

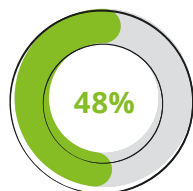
### Black female percentage of total intake relative to total Black intake (South Africa)



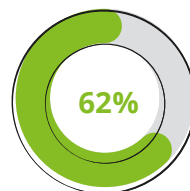
African Black female relative to total intake  
2023: 32%



African, Coloured and Indian female relative to total intake  
2023: 42%

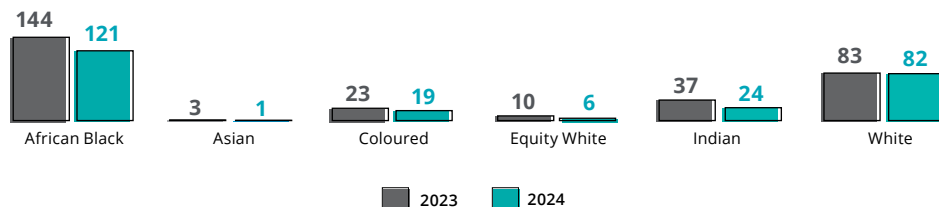


African Black female relative to total African Black intake  
2023: 67%



African, Coloured and Indian female relative to total African, Coloured and Indian intake  
2023: 62%

### Intake of trainee accountants and unemployed graduates (South Africa)



## Audit vacation programmes

We engaged 794 students during 2024 (2023: 852), providing experiential learning for high school and university students during the mid-year and year-end vacation seasons. This is an important talent strategy as we introduce young people to Deloitte, [an employer of choice](#), at the onset of their careers.



Almost  
**800**  
students engaged in  
2024

### School students

**209**  
South Africa  
**16**  
Namibia



### University students

**460**  
South Africa  
**37**  
Namibia



### Vacation work students

**61**  
South Africa  
**11**  
Namibia



## Vacation Interactive Business Experience programme

The Vacation Interactive Business Experience (VIBE) programme is one of our key talent initiatives that helps build our graduate talent pipeline for Assurance, Consulting, Financial Advisory, Risk Advisory and Tax & Legal. VIBE activities are designed to provide university students with a comprehensive view of career paths available in Deloitte and a glimpse into the world of professional services.

**98**  
Students  
2023: 106

## Bursaries and grants

Based on a Memorandum of Understanding with Finance, Accounting, Management Consulting and Other Financial Services (FASSET), we are no longer limited to 100 discretionary grant applications for audit trainees. As a result, we qualified for R33.5 million in grants in 2024 (2023: R22.5 million), which we re-invested into our learning and professional development programmes.



### Thuthuka Bursary Fund

**R1.6**  
million

15 students  
2023: R1.5 million, 15 students

### Audit Graduate Bursary programme (South Africa)

**R8.5**  
million

137 students  
2023: R10 million, 149 students

## Building leaders for the future

We invest in an environment that prioritises learning and development each day. Our goal is to tailor our approach to learning and development within the Africa member firm to increase accessibility for all our people at every level, across different service lines, and markets.

### Deloitte University EMEA

We have developed a multi-faceted approach to improve the accessibility of our learning delivery. This approach relied on an increase in virtual learning due to the geographical spread of our people. We implemented this technology-led approach through a local Deloitte University EMEA (DUE) curriculum. As a result, there was an increase in overall and virtual learning hours as the reliance on classroom-based learning decreased.

**R2.0**  
million

Learning spend  
2023: R3.9 million



**261 560**  
hours

Learning hours  
2023: 245 557 hours

### High Performance Leadership Programme

The High Performance Leadership Programme (HPLP), is a succession programme designed to contribute to our transformation and equity goals at our firm's leadership level. The programme continues to show success in creating a leadership pipeline. In 2024, three promotions to associate director and three partner admissions came from participants of this programme, including the first female partner appointment in Tanzania.

### Africa Talent

Africa Talent is our response to youth unemployment in Africa. Since launching in May 2022, Africa Talent employs 123 professionals. The client-facing teams have supported **180 client engagements** and their delivery excellence has led to the expansion of Africa Talent, which now supports engagements in Ireland, Denmark and the Netherlands. We anticipate greater opportunities for collaboration across service lines in countries across northern, southern and eastern Europe in 2025.

## Partner remuneration and grading

All partners are subject to partner grading, which is reviewed annually. Each grade describes the skills, attributes and broad performance expected of a partner and reflects a wide band of total remuneration units so that relative contributions can be recognised. Quality and independence compliance are key performance indicators that influence grading.

Partner performance is evaluated by the Deloitte Africa Exco, and remuneration oversight is provided by the Remuneration Committee of the Deloitte Africa Board. These outcomes are disclosed in full to all partners. The average total compensation per partner in the year ended 31 May 2024 amounted to R4.3 million before tax (2023: R5 million before tax).

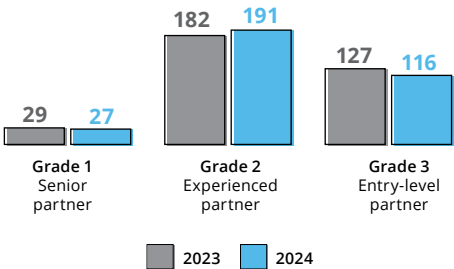
### Audit partner remuneration

In the case of audit partners, we have designed the appraisal and promotion processes to establish a solid link between audit quality and partner remuneration. Partners who provide audit services are not evaluated or remunerated for selling non-audit services to audit clients. This approach aims to preclude financial considerations from driving actions and decisions, which would create a negative effect on audit quality, objectivity and independence.

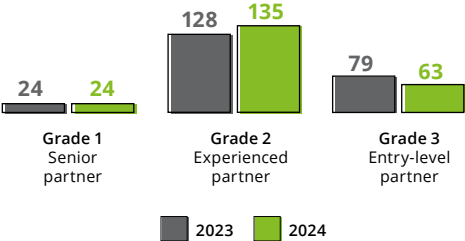
Partner grading and headcount

(as at 31 May 2023 and 31 May 2024)

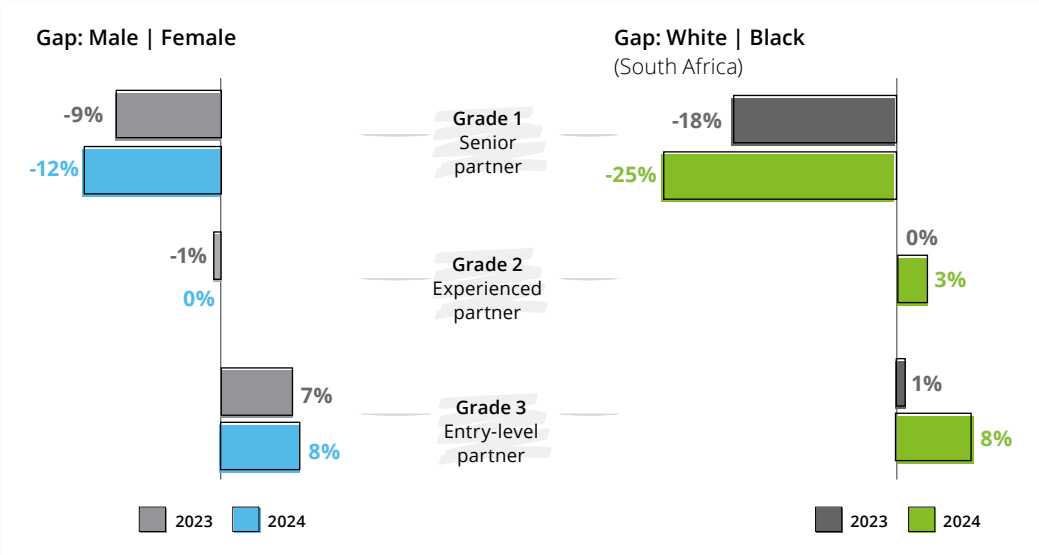
Africa headcount



South Africa headcount



Average partner pay gap by grade

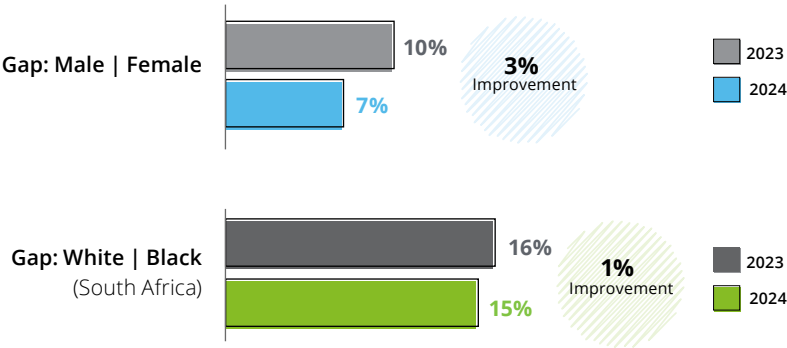


Partner pay gap

Close attention is given to closing the partner pay gap, both between male and female partners across Africa, and White and Black partners in South Africa. The partner pay gap is based on the average remuneration per partner and indicates the percentage difference in remuneration across demographic groupings for each grade. A negative pay gap indicates that, on average, Black or female partners earn more than White or male partners, respectively.

Improvements were made to pay gaps in 2024, but further improvements are required, and this will continue to be a focus area for the firm.

Average partner pay gap (mean per level)





How we  
*impact*  
our clients



# How we impact our clients


## Long-term **value creation** for clients

At Deloitte we see every challenge as an opportunity for growth. Our people combine innovation with business knowledge and industry experience to help organisations solve complex problems and uncover new opportunities. Our strategy to create long-term value for our clients remains unchanged. We are clear about the contribution our firm makes in key markets and industries, creating lasting impact that drives Africa forward.

Our **MDM** is in the DNA of our ways of work at Deloitte. The benefits of our MDM are evident in the quality and value delivered to our clients. We remain committed to providing end-to-end solutions to our clients, offering Audit & Assurance, Consulting, Financial Advisory, Risk Advisory, and Tax & Legal services with a commitment to deliver with excellence.

Deloitte is a champion of integrating the unique strengths of our people with technology-enabled solutions to solve our clients' complex problems. We value the combination of innovation, strategic insight and industry knowledge to manage risk and compliance, and to unlock growth. Our strength in offering an integrated approach enhances our value proposition. It super-scales our ability to serve as a trusted advisor.

As a trusted global partner in Africa, we leverage our global firm's continued investment in transformative technologies and innovations to deliver distinctive value to our clients in Africa.

 [Read more](#) about our services and industries.

Our **greatest impact** in society comes from the services we provide to clients every day. Our firm is built on the intellectual curiosity and **creative problem-solving** of our people—our most valuable asset. Our people work alongside our clients, helping them to navigate some of the **biggest breakthroughs in history**, from the rise of globalisation, to the rapid expansion of digital technologies, to the **emerging demands** of a lower-carbon economy.



## Audit & Assurance services that **go beyond the expected**

Deloitte Africa Audit & Assurance is committed to a culture of excellence, aimed at making a meaningful impact on our clients, capital markets, our workforce, and the communities we serve.

### Consistent high-quality audits

As leaders in audit and assurance quality, we continually deliver on this commitment through the expertise of our people, innovative processes, and world-class technology. Each of these elements contribute to our effort to instil trust in financial and non-financial reporting ecosystems—creating an impact that goes beyond the expected.

Recognising that capital and private market clients have distinct needs, our extensive expertise in both segments enables us to provide tailored technology solutions that are responsive and fit for purpose. This approach ensures we deliver the best possible client experience that is centred on quality, operate sustainably and efficiently, and enhance a positive talent experience.

We have structured our audit offerings to optimise the service we deliver to meet the evolving needs of our clients. Our approach is tailored to meet the needs of distinct market segments, such as listed and private entities.

We have taken pivotal strategic decisions in recent years, embedding a purpose-driven and quality-centric approach across all facets of our operations. This commitment involves substantial investment in developing capacity, technology, expertise and capability across the continent.

Our industry expertise and commitment to delivery excellence and sustainable growth enables us to adapt to market shifts and deliver high-quality audits, while driving efficiency in cost and time.

We tailor our services to meet the unique needs of our stakeholders by leveraging the strengths and insights of the Deloitte global network.

## Consistent audit quality outcomes

At Deloitte, our commitment to quality is central to everything we do. We consistently deliver on this commitment by instilling a culture of quality, integrity, and excellence across the network, establishing business and financial priorities, and developing effective processes, tools, and technologies applied in the execution of engagements.

The firm is subject to audit quality reviews by various regulators across the region. The most recent reviews include:

- The Independent Regulatory Board for Auditors (IRBA) performs a review on our South African firm on an annual basis. The 2024 review took place from April to July 2024, following which the IRBA issued their Inspection Report. We have noted the IRBA's findings, and in line with the IRBA inspection process<sup>1</sup>, we have submitted a request for reconsideration on certain matters included in the Inspection Report, as noted below. The IRBA's review consisted of:
  - An inspection of six engagement files, three of which received good/acceptable quality outcomes. Of the remaining three files, one requires significant improvement and two were referred to investigation. We have submitted a request for reconsideration of the outcome on one engagement file that has been referred to investigation.
  - A themes-based inspection of ten audit engagements on the assessment of threats and safeguards of non-assurance services. No reportable findings were noted in respect of the themes-based inspection.
  - A full ISQM inspection over the design, implementation, and operation of responses across the eight components of ISQM <sup>12</sup> and the requirements of ISQM <sup>23</sup>. The IRBA raised reportable findings in certain areas and as a consequence referred the firm to investigation. We have submitted a request for reconsideration on some of the findings and the decision to refer to the firm, and have implemented remedial actions to address the findings where we are not requesting reconsideration.
- The Public Company Accounting Oversight Board (PCAOB) in the United States reviewed a selection of engagement files in South Africa in 2022 and all files reviewed received good quality outcomes.
- Deloitte Africa was subjected to regulatory reviews of selected engagement files during 2022 in Ghana, Malawi, Namibia, and Uganda.

The outcomes of the reviews prior to 2024 are included in the [2023 Deloitte Africa Report](#).

## Assurance beyond the audit

Our assurance services offer more than financial statement validation. We proactively explore clients' organisational ecosystems, providing valuable insights and enabling confident decision making as markets evolve. Alongside audit and assurance, we offer a range of additional services including actuarial, controls, sustainability and climate reporting, and audit analytics services.

Our assurance business has been transformed by the strategic investments made since 2023. The business has grown to over 530 practitioners and our investments in data assets, artificial intelligence, and sustainability are contributing to ensuring trust in corporate reporting. Our highly skilled talent and advanced technology positions us as a trusted business advisor, offering comprehensive assurance services. Outside of the main insurers, Deloitte has the largest actuarial practice in Africa. Our scale enables us to provide services across the pan-African and global insurance client networks through an extended delivery model that leverages our talent in Africa.

## Driving transparency and accountability

Our practitioners are committed to shaping sustainability and climate-related reporting standards across Africa, collaborating with regulatory bodies and contributing to the development of the International Financial Reporting Standards Sustainability Disclosure Standards on the continent. We are proud to have contributed to the development and release of the first adoption roadmap for Africa.

Our assurance specialists aim to drive greater transparency and accountability through the consistent application of reporting standards. They contribute their professional expertise to industry bodies such as:

- Actuarial Society of South Africa
- Financial Reporting Council of Nigeria
- Independent Regulatory Board for Auditors' Sustainability Standing Committee
- Integrated Reporting Committee of South Africa Working Group
- Institute of Chartered Accountants of Ghana
- International Sustainability Standards Board
- National Sustainability Reporting and Climate Change Steering Committee of Kenya

<sup>1</sup> In terms of the IRBA Information Handbook - Inspections Strategy and Process: 9th Inspections Cycle of April 2024

<sup>2</sup> International Standard on Quality Management 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements

<sup>3</sup> International Standard on Quality Management 2 Engagement Quality Reviews

## Advisory services that drive progress for clients

Our advisory teams thrive on combining their insight, experience and innovation to solve our clients' toughest problems and help them succeed in the market. Our advisory business includes Consulting, Financial Advisory, Risk Advisory, and Tax & Legal service offerings. We draw on the depth and breadth of our advisory experience and capabilities to create and deliver unique, end-to-end solutions for clients. Our MDM is integral to creating value for clients. We have an agile, responsive and client-centric approach, encouraging collaboration across service lines and borders, and driving innovation and transformation to clients and our chosen markets.

### A trustworthy framework for Generative AI

In July 2023, we introduced the **Deloitte Africa Generative AI practice**, to build solutions to accelerate business innovation. This practice helps clients reshape their business processes for increased efficiency and productivity while managing regulatory risks through our [Trustworthy AI framework](#). Through this initiative we harness AI to transform business operations, elevate decision-making processes, and open new possibilities for our clients.

With the adoption of Generative AI technology there is an increased risk that unidentified flaws or inadequate data could result in potential ethical and financial risks. Our Generative AI practice leverages use-case development and Large Language Model managed services within an ecosystem of industry experience, skilled AI engineers and strategic alliances. Through the application of our Trustworthy AI framework, we address potential flaws and data quality issues, which gives our clients confidence of reliable and ethical data. This supports their ability to create Generative AI solutions that are effective and scalable with strong infrastructure and high-quality data.

In Africa, the appetite from businesses of all sizes to adopt cloud and AI is huge. If nurtured, its impact on the African economy will be transformative. We are proud of initiatives like the AWS Skills Center, which helps build a cloud-enabled workforce. Our partnership with Deloitte is another way to underscore our long-term commitment and support for businesses in the region.

**Tanuja Randery**

Managing Director for Europe, Middle East & Africa at AWS

### Strategic alliances that supercharge value creation

As part of our alliance strategy we build strong, strategic collaborations with world-leading technology companies to help clients build capabilities to meet new market needs. Through this effort, we have been able to grow our alliance business from R196 million in 2023 to R484 million in 2024. These strategic alliances are exponentially enhancing the value we can create for clients and society.

Our close collaboration with these technology leaders has accelerated the pace of developing large-scale transformations and bespoke solutions, leveraging cloud to enable scalability, manage risk and drive real business change.

#### Shaping successful technology modernisation

Deloitte collaborated with AWS to digitise the operations of a global mining company with operations in Australia, Ghana, South Africa, and South America. Together, we successfully helped modernise the client's technology systems using the AWS platform.



As we looked for a strategic partner to work with us in unlocking innovation through the cloud, Deloitte demonstrated both their AWS knowledge and understanding of our highly regulated industry. Through their collaborative approach using the AWS rich portfolio of services, we were able to modernise key systems and data platforms quickly while maintaining the highest security and compliance standards.

**Strini Mudaly**

Vice President ICT at Gold Fields

## Deloitte and Google drive collaboration through machine learning

Deloitte collaborated with Google to design and build a machine learning platform for one of Africa's largest telecommunication providers. The platform is live in six African markets and has been used to train 26 machine learning models. It enables the client to **improve customer experience**, network utilisation, and reduce fraud. The solution is unique in the way it uses technology to drive collaboration of data scientists across Africa and enables continuous improvement by **training machine learning models using African data**.



Deloitte Africa's expertise in African business challenges and cloud solutions makes them a driving force for organisations seeking to thrive in the digital age. Their cloud specialists can empower businesses to harness the full potential of Google Cloud's advanced tools, driving innovation and unlocking new opportunities for growth.

**Abdul Rahman Al Thehaiban**  
Google Cloud, Managing Director: Middle East, Turkey, and Africa

## Deloitte and Salesforce build digital skills across Africa

Deloitte Digital collaborated with Salesforce to offer new employment opportunities to talented individuals.

The **Deloitte Digital Salesforce Academy**, designed to equip new entrants into the Salesforce ecosystem with benchmark consulting learning, globally recognised Salesforce boot camps, and access to mentorship, coaching, and on-the-job project exposure. Since launching in 2022, we have invested over 1 000 hours in the academy and trained 30 participants.

Deloitte Digital helped a large financial services client to use Salesforce as a main vehicle to create a **best-in-class onboarding experience** for their clients, by automating and personalising the customer journey.

Additionally, Deloitte Digital helped a large manufacturing client **digitise their complaint management process**, resulting in faster complaint resolution which unblocked invoice payments and unlocked significant amounts of capital for the organisation.

## Deloitte and SAP uplift local skills with cloud technology

Deloitte, in a strategic alliance with SAP, **enabled a large regional sugar producer to replace dated legacy systems with a modern SAP S4 Hana ERP system**. The implementation involved building a template model and roll out to five countries in Africa. A broad scope from farming, sugar production and distribution, to global reporting were included catering for more than 30 000 growers and 50 grower associations, in multiple currencies. Local skills upliftment was prioritised matching the ancient art of harnessing fire with the power of modern cloud technology.

## Market recognition

We are proud to have been recognised for our market achievements and commitment to excellence.



- **Winner of 'Frontrunner' Partner in Salesforce Partner Awards** - Deloitte Digital was awarded the 2024 Salesforce Innovation Award in South Africa for leading thinking in combining predictive analytics with client white space analysis to identify new revenue opportunities.
- **MuleSoft 2024 Partner of the Year** - Deloitte Digital was awarded Global Partner of the Year at the MuleSoft 2024 Partner Awards for consistently delivering exceptional results.





# Social and environmental impact

# Social and environmental impact

## Amplifying our WorldImpact

Deloitte Africa collaborates closely with stakeholders in our ecosystem to exponentially amplify our impact to address societal and environmental challenges.

**Ashleigh Theophanides**  
Deloitte Africa Chief Sustainability Officer

At Deloitte, we believe we have a responsibility to be a force for good. We collaborate and innovate with government, business and civil society, to contribute towards solving increasingly complex societal challenges. Our firm’s commitment to social and environmental responsibility is at the core of our strategy and reflects our dedication to making a positive impact on the continent.

We take a comprehensive approach to assessing our social and environmental footprint. The extent of our global and local networks allows us to harness the commitment of our partners, employees, clients, strategic alliances, suppliers and other entities to amplify our impact.

Our approach to social and environmental sustainability is directly linked to our Purpose and our strategic ambition to be a sustainable and responsible business. We are deeply committed to ethical governance and sustainable development, which are key tenets of our sustainability strategy. Our efforts in climate transition, community engagement and public policy not only address immediate challenges but also lay the groundwork for enduring prosperity and resilience in Africa.

Through **WorldImpact** we leverage our portfolio of initiatives focused on making a tangible impact on society's biggest challenges and creating a more sustainable and equitable world. Deloitte Africa aims to impact 14 million people in Africa by 2030 through education, entrepreneurship and agriculture.

### Public policy advocates for greater stakeholder collaboration

Our public policy team participates in policy discussions focused on some of today's most important issues facing business, government and society, helping to inform the policy debate and bring clarity to the interconnected challenges facing the world. Through our policy agenda we engage purposefully across our stakeholder ecosystem—advocating that business, government, and society work together to make a positive impact on people and the planet.

To tackle critical economic, geopolitical, social and environmental issues, we collaborate with diverse stakeholders including business and trade organisations, educational institutions, regulators, NGOs and government bodies. Our collaboration encompasses challenges such as education, energy security, financial inclusion, job creation, trade, poverty and health equity. We are confident that our initiatives in these areas contribute to bolstering investor confidence and promoting overall economic stability of the continent.

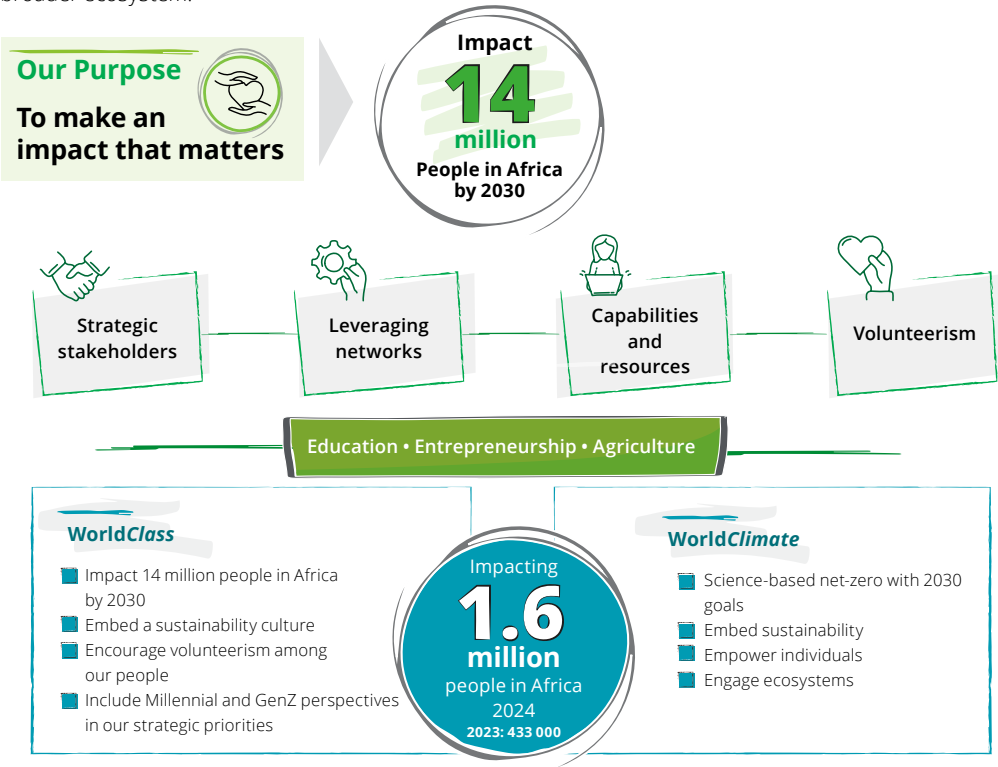
### Human rights and dignity

At Deloitte, we believe all people are born free and equal in dignity and rights. Our commitment to human rights is inherent in our Purpose, to make an impact that matters, and is underpinned by our Shared Values that set the expectations we have for our people. Our Human Rights Statement affirms our commitments and approach to respecting human rights within the Deloitte organisation. In jurisdictions where national law and our human rights commitments conflict, we will comply with national law and use our influence to respect and promote international human rights.

[Click here](#) to read more about our Human Rights Statement.

### WorldImpact

During the year under review, we aligned our *WorldClass* and *WorldClimate* strategic priorities to enable greater impact. This focus has led to significant progress, with our firm impacting 1.6 million people in Africa 2024 (2023: 433 000), well above our goal of 750 000 for the year. This was made possible thanks to the collaborative effort by our partners and employees who enthusiastically engaged with clients, strategic alliances and our broader ecosystem.



# Living our Purpose through WorldClass

Deloitte WorldClass is a global initiative that aims to advance education and skills development throughout the world. By collaborating with businesses, governments, and educators, we hope to offer proactive change.

## Creating WorldClass partnerships for greater impact

A key enabler of Deloitte WorldClass is our ability to connect our people and their skills with organisations that share a common purpose. Through strategic stakeholder engagement with government bodies, non-profit organisations, educational institutions and other stakeholders, we create greater impact.

During the year under review, we collaborated with civil society and social impact groups on several strategic initiatives that were initiated during 2024 to amplify our impact. We also embraced a digital-first approach to maximise our social impact. We empowered our people across the continent to make a tangible difference enabled by a unified online volunteer platform, which streamlined collaboration and resource allocation for our volunteering activities. Data analytics were implemented to monitor progress and these advancements extended our reach, fostered wider engagement, and amplified the positive impact of our WorldClass initiatives.

## Volunteerism and community engagement

Our annual Africa Volunteer Day is a highlight for our people. It is an opportunity for employees to collaborate with colleagues and engage in skills-based volunteering in our local communities. Held in May 2024, our firm increased the number of lives impacted from 107 000 in the prior year, to 217 000 this year. The initiative engaged 4 565 (2023: 4 300) Deloitte people from across the continent. We reconnected with 25% of the organisations we supported in the prior year, deepening long-term community collaborations.

This year, we initiated a ‘back to your school’ theme to encourage our people to volunteer at the schools they had attended. This was a powerful motivator to strengthen personal connections between our people and their communities while providing educational support.

### More about our initiatives

[Click here](#) find out more about some of our social and environmental impact initiatives in 2024.

- Africa Purpose Festival
- Africa Volunteer Day
- Enhancing financial journalism in South Africa
- Partnership with purpose with the International Olympic Committee
- SME Business Interaction Series in Ghana
- Supporting SMMEs through enterprise and supplier development in Africa
- Sustainable farming practices in Malawi

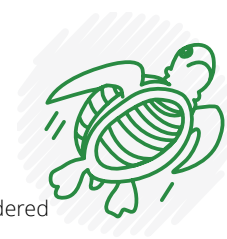
# WorldClimate encourages collective climate action

We recognise that mitigating the impacts of climate change requires collective action. We further recognise that change begins from within. Our WorldClimate strategy drives the realisation of our environmental goals through our commitment to science-based net-zero with 2030 goals and engaging our people and ecosystems to work together to achieve those targets.

[Click here](#) to learn more about our commitment to WorldClimate.

## Climate fund enables greater ecosystem impact

We launched the Deloitte Africa Climate Fund in November 2023, a key enabler towards investing in reducing our emissions and decarbonisation projects. The fund creates flexibility for the types of projects we can invest in, to ensure we take a considered and balanced approach to investing in societal and environmental impact. This initiative is a deliberate shift from the traditional approach of purchasing carbon offset certificates. It allows for closer engagement with our strategic alliances, clients and ecosystem stakeholders, enabling us to amplify our sustainability impact.



## Environmental and energy policy

We launched our Environmental and Energy Policy Statement in April 2024, which outlines Deloitte Africa’s commitment to reducing our environmental footprint. This policy statement covers areas such as electricity use, emissions management, water conservation, waste and recycling.

## Climate change score tracks progress

The Deloitte global organisation maintained its 2023 CDP Climate Change Score, ranking our firm at A- for the second consecutive year. The CDP score benchmarks organisations for their leadership in environmental transparency and performance on climate change, deforestation and water security. Our ranking is the result of our validated science-based targets, active board oversight, thorough financial analysis and high-quality, externally assured environmental data.

Reasons for our firm’s high score include our near-term science-based targets validated by the Science Based Targets initiative (SBTi), board and executive management’s active involvement in overseeing and managing climate-related risks and opportunities, the thorough financial analysis done to quantify climate-related risks and opportunities, and the quality of our environmental data which is assured by an external party.

## Business travel carbon emissions\*

Although there has been a normalisation of business travel to pre-pandemic levels, we are tracking in line with our 2030 travel reduction goal.

In the past year the Deloitte Africa Exco collectively flew 963 116 km (2023: 949 434 km) with an estimated 351 tonnes of CO2 emitted\* (2023: 315 tonnes of CO2 emitted\*). This equates to an average of 5 732 km (2023: 5 651 km) per Exco member each month.

\*Based on DEFRA carbon emissions factors and methodology



# ESG highlights

# ESG highlights

We measure and report on Deloitte Africa's ESG data to hold ourselves accountable and enable our people, clients and society to evaluate our impact.



## Social impact

### Societal investment

**R46**  
million

Total societal investment  
(Donations, value of volunteer/  
pro bono time and programme costs)  
2023: R44 million<sup>^</sup>



**44 904**  
hours

Volunteer time  
2023: 55 147 hours



### Enterprise and supplier development<sup>∞</sup> (South Africa)

**R1.7**  
million

Total financial investment  
2023: R1.8 million

**51 704**  
hours

Total employee hours  
2023: 39 939 hours  
(Includes 336 hours of volunteer time)



<sup>^</sup>Restated post verification.

<sup>∞</sup>Pending independent verification.

## Governance

### Profit distribution

**92%**

Economic activity  
generated remains  
in Africa  
2023: 93%

### Leadership composition

**18**

Africa Board  
members  
2023: 18

**14**

Africa Exco  
members  
2023: 14

**56%**

Female  
representation  
on Africa Board  
2023: 61%

**43%**

Female  
representation  
on Africa Exco  
2023: 43%

**16:1**

Total headcount to partner ratio  
2023: 21:1

## Environmental impact

### Greenhouse gas emissions\*

Percentage reduction of MT CO<sub>2</sub>e\*\*

**40%**

Gross emissions  
reduction  
2019 Baseline:  
39 834 MT CO<sub>2</sub>e  
2023: 33%

**42%**

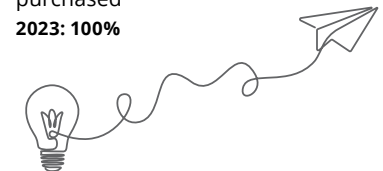
Emissions per  
FTE\*\*\* reduction  
2019 Baseline:  
6 MT CO<sub>2</sub>e per FTE  
2023: 35%

**53%**

Business travel  
emissions per FTE\*\*\*  
reduction  
2019 Baseline:  
2 MT CO<sub>2</sub>e per FTE  
2023: 55%

**100%**

Renewable electricity  
purchased<sup>°</sup>  
2023: 100%



\*Pending independent verification \*\*Metric tonnes of carbon dioxide equivalent \*\*\*Full-time equivalent

<sup>°</sup>Where possible, Deloitte firms procure and claim renewable energy in accordance with the Climate Group's RE100 Technical Criteria and Global Reporting Initiative (GRI) topic standard GRI 302: Energy 2016. In certain markets where procuring renewable electricity is challenging or is not possible, Deloitte firms may procure renewable electricity from a neighbouring country. This allows Deloitte to demonstrate commitment to our renewable electricity target and signal market demand.

As this approach meets only one out of three market boundary conditions included in the RE100 Technical Criteria, there may be variances between renewable electricity amounts reported in the Global Impact Report and within RE100 reports. Deloitte anticipates increasing the alignment with RE100 Technical Criteria over time as market availability of renewable energy increases.

The methodology for environmental reporting can be accessed in the Deloitte Global Impact Report.





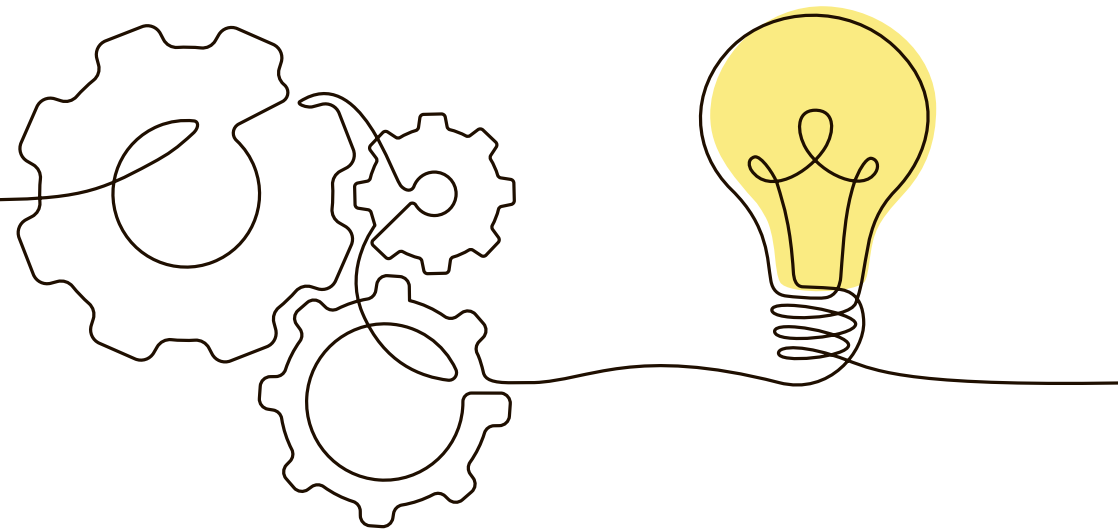
# Looking ahead

Thank you for taking the time to find out more about Deloitte Africa. We hope that our **2024 Deloitte Africa Report** achieved its purpose, which was to offer you an authentic view of our business operations and strategic intentions, as well as offer you insights into how our firm's purpose-driven commitment is helping to build better futures for Africa and its people.

We would like to thank our clients, people, communities and ecosystem stakeholders for their support and collaboration in our quest to realise more resilient, equitable, and sustainable outcomes for Africa. We stand by our belief that business can only thrive if society thrives. As Deloitte Africa, we are committed to continue working in partnership with all our stakeholders, and to being part of Africa's solutions.

For more information, please contact the Deloitte Africa Growth Office:

[DeloitteAfricaReport@deloitte.co.za](mailto:DeloitteAfricaReport@deloitte.co.za)

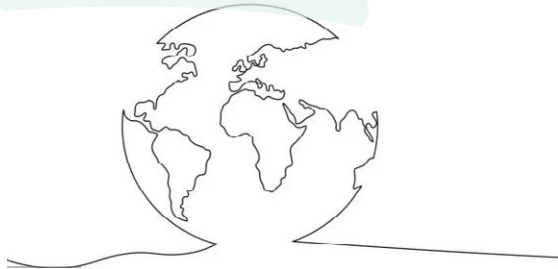




More about  
Deloitte

# More about Deloitte

## The history of Deloitte



### Deloitte Global

Our firm's origins go back to when an adventurer, William Welch Deloitte, began working as an assistant to the Official Assignee of the Bankruptcy Court in London. In 1845, he opened his office in the city, and four years later, he became the first independent auditor ever appointed. He built his reputation through exposing fraud in the railway industry. In 1893, he opened an office in the United States of America called 'Deloitte.'

A second important player in our history was the Edinburgh accountant George Touch. The continual mispronunciation of his name (which sounded like 'loch') caused him to add an 'e' to the end of it, and the name Touche was born. Touch had a flair for saving doomed businesses from disaster, and in 1900 he formed the firm 'Touch, Niven & Co.' in New York. He later became a Member of Parliament, was knighted in 1917, and died in 1935.

The third founder of the global Deloitte firm is Admiral Nobuzo Tohmatsu, a Japanese Naval Attaché in London. In 1952, at the age of 57, he became a public accountant and was promoted to become a director in a private corporation. In 1967, he became president of the Japanese Institute of Certified Public Accountants. Being a visionary who realised the worth of sending his staff overseas to gain experience, it was Tohmatsu who gave the firm the international focus it enjoys today.

Today the firm Deloitte Touche Tohmatsu Limited (DTTL), known as Deloitte, spans more than 150 countries and territories, with approximately 460 000 people worldwide.

### Deloitte Africa

#### Deloitte East Africa

Deloitte in East Africa has a long history across Kenya, Tanzania and Uganda. The Kenyan firm is the longest established professional firm of accountants in Kenya, established in 1907 with the formation of 'Ramsay & Gill'. In 1915, this firm became Gill & Johnson and for several decades served many successful clients under this name before the eventual transition to Deloitte. The Tanzanian firm was started before the First World War with branches in Dar es Salaam, Iringa and Mbeya. The firm later closed its branches and was re-established in the 1990s. The Deloitte relationship with Uganda goes back to the early 1960s with an office in Kampala, which was re-established in 1996. We re-entered Ethiopia in May 2023.

#### Deloitte Southern Africa

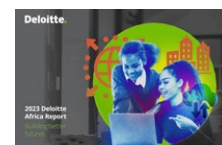
The origin of Deloitte Southern Africa dates back to the 19th century, when Howard Pim, Murray Smith, Harry Hands and Gurney Close started their own operations. In 1990 'Deloitte Haskins & Sells' merged with 'Pim Goldby' to form 'Deloitte Pim Goldby.' In 1992, the legal name was changed to Deloitte & Touche to conform to the international name.

#### Deloitte West Africa

Deloitte Nigeria was established in 1952 by Akintola Williams. Named after its founder, Akintola Williams is the oldest indigenous firm of chartered accountants in Nigeria. Deloitte Ghana was formerly operating as 'J.D. Barnes and Co.' and has been in operation since 1947.

[Watch](#) our Journey in Africa, for more on the history of Deloitte in Africa.

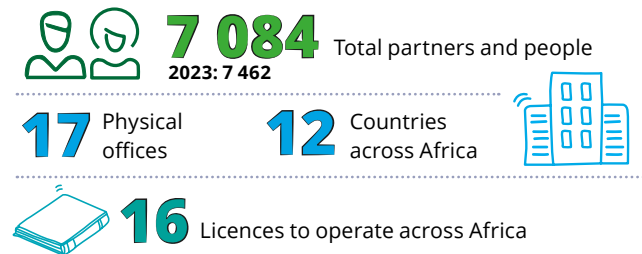
[Click here](#) to access our prior year reports.



## Our African footprint

**Making an impact since 1893**, Deloitte Africa remains committed to the growth and prosperity of the continent.

[Click here](#) for a map showing our presence in Africa.



### Deloitte Africa funding

Deloitte Africa is funded and managed by the firm's partners, through personal loan funding, based on a percentage of his or her annual earnings. There is no global dividend. The firm also uses lending facilities offered by financial institutions.

### Deloitte core services

#### Audit & Assurance

- Audit Services
- Assurance Services

#### Risk Advisory

- Accounting & Internal Controls
- Cyber & Strategic Risk
- Regulatory & Legal Support

#### Tax & Legal

- Tax Service for Business
- Global Employer Services
- High Net Worth Tax Services

#### Consulting


- Strategy, Analytics, and M&A
- Customer & Marketing
- Core Business Operations
- Human Capital
- Enterprise Technology & Performance


#### Financial Advisory

- Corporate Finance
- M&A, Restructuring & Performance improvement
- Valuation Modeling and Economic Advisory
- Real Estate and Climate & Sustainability
- Forensic, Financial Crime and Discovery & Data Management

# Office locations\*

## East Africa

 **Ethiopia**  
**Addis Ababa**  
**Physical address:**  
D and T Ethiopia  
Management Consulting PLC  
Addis Ababa Kirkos Sub-City  
Woreda 9  
House No.: 501/004/498  
**Telephone:** +254 719 039 411

 **Kenya**  
**Nairobi**  
**Physical address:**  
Deloitte Place Waiyaki  
Way Muthangari  
**Postal address:**  
PO Box 40092, GPO 00100  
Nairobi, Kenya  
**Telephone:** +254 20 423 0000

 **Malawi**  
**Blantyre**  
**Physical address:**  
1st Floor, PCL House  
Kaohsiung Road  
Top Mandala, Blantyre  
**Postal address:**  
PO Box 187  
Blantyre, Malawi  
**Telephone:** +265 1 82 2277


**Lilongwe**  
**Physical address:**  
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(Next to National Library)  
Area 13, Lilongwe Capital  
City, Lilongwe 8  
**Postal address:**  
PO Box 30364  
Capital City, Lilongwe 3, Malawi  
**Telephone:** +265 1 772 276

 **Tanzania**  
**Dar es Salaam**  
**Physical address:**  
Aris House, 153 Haile  
Selassie Road  
Oyster Bay  
Dar es Salaam  
**Postal address:**  
PO Box 1559  
Dar es Salaam, Tanzania  
**Telephone:** +255 22 216 9000

 **Uganda**  
**Kampala**  
**Physical address:**  
1st Floor, Rwenzori House  
1 Lumumba Avenue  
Kampala  
**Postal address:**  
PO Box 10314  
Kampala, Uganda  
**Telephone:** +256 41 770 1000

 **Zambia**  
**Lusaka**  
**Physical address:**  
Abacus Square, Stand  
2374/B Thabo Mbeki Road  
Lusaka  
**Postal address:**  
Abacus Square, Stand 2374/B  
Thabo Mbeki Rd  
Lusaka, Zambia  
**Telephone:** +260 21 122 8677

## Southern Africa

 **Botswana**  
**Gaborone**  
**Physical address:**  
Plot 64518  
Fairgrounds Office Park  
**Postal address:**  
PO Box 778  
Gaborone, Botswana  
**Telephone:** +267 395 1611


 **Namibia**  
**Windhoek**  
**Physical address:**  
Deloitte Building  
Maerua Mall Complex  
Jan Jonker Road  
Windhoek  
**Postal address:**  
PO Box 47  
Windhoek, Namibia  
**Telephone:** +264 61 285 5000

 **South Africa**  
**Cape Town**  
**Physical address:**  
The Ridge Building 6 Marina  
Road, Portwood District  
V&A Waterfront, Cape Town,  
Western Cape, 8000  
**Postal address:**  
PO Box 578  
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8000, South Africa  
**Telephone:** +27 21 427 5300

**Durban**  
**Physical address:**  
First Floor, The Skye 2 Vuna  
Close, Umhlanga Ridge,  
KwaZulu-Natal, 4319  
**Postal address:**  
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4000, South Africa  
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**Johannesburg**  
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5 Magwa Crescent  
Waterfall City Waterfall,  
Gauteng 2090  
**Postal address:**  
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Sandton, Gauteng, 2052,  
South Africa  
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 **South Africa**  
**Stellenbosch**  
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La Gratitude 96 Dorp Street  
Stellenbosch, Western Cape,  
7600  
**Postal address:**  
PO Box 7416  
Stellenbosch, Western Cape,  
7599, South Africa  
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 **Zimbabwe**  
**Harare**  
**Physical address:**  
West Block, Borrowdale  
Office Park  
Borrowdale Road  
Borrowdale Harare  
**Postal address:**  
PO Box 267  
Harare, Zimbabwe  
**Telephone:** +263 8677 000 261

## West Africa

 **Ghana**  
**Accra**  
**Physical address:**  
Plot No. 71  
Off George Walker Bush  
Highway, North Dzorwulu  
**Postal address:**  
PO Box GP 453  
Accra, Ghana  
**Telephone:** +233 30 277 5355

 **Nigeria**  
**Abuja**  
**Physical address:**  
4th Floor, Bank of Industry  
Building  
Plot 256 Zone A0 Cadastral  
off Herbert Macaulay Way  
Central Business District,  
Abuja  
**Postal address:**  
4th Floor, Bank of Industry Building  
Plot 256 Zone A0 Cadastral  
off Herbert Macaulay Way Central  
Business District  
Abuja, Nigeria  
**Telephone:** +234 9 278 0200

**Lagos**  
**Physical address:**  
Deloitte and Touche  
Civic Towers  
Plot GA 1, Ozumba Mbadiwe  
Avenue, Victoria Island, Lagos  
**Postal address:**  
PO Box 965  
Marina Lagos, Nigeria  
**Telephone:** +234 1 271 7800

\* Office locations are correct as at 31 May 2024





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