



2026 Deloitte
Africa Report

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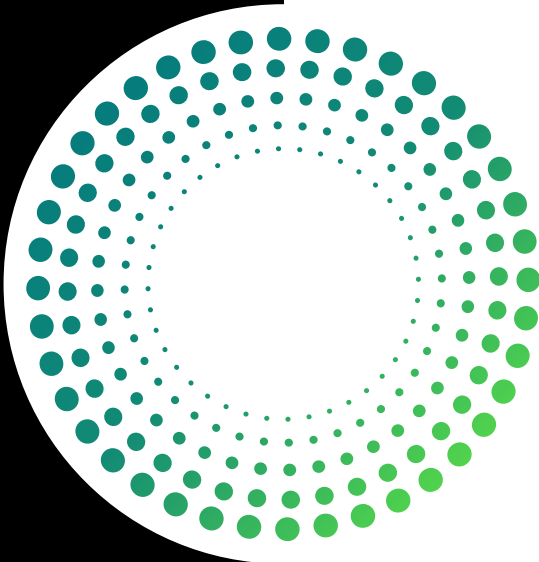
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About this report

Welcome to our 2026 Deloitte Africa Report

The scope of this report relates to Deloitte Africa, which operates across three major markets in East, Southern and West Africa. We aim to provide stakeholders with a transparent, balanced and holistic view of our firm’s business and governance practices, demonstrating how we build trust by creating value and delivering quality services to our clients, and defining our impact on our people and society. We also share the progress we have made and continue to make in advancing our firm’s strategic objectives. Financial information used for reporting purposes is based on the Deloitte Africa aggregated annual financial statements for the financial year ended 31 May 2026.

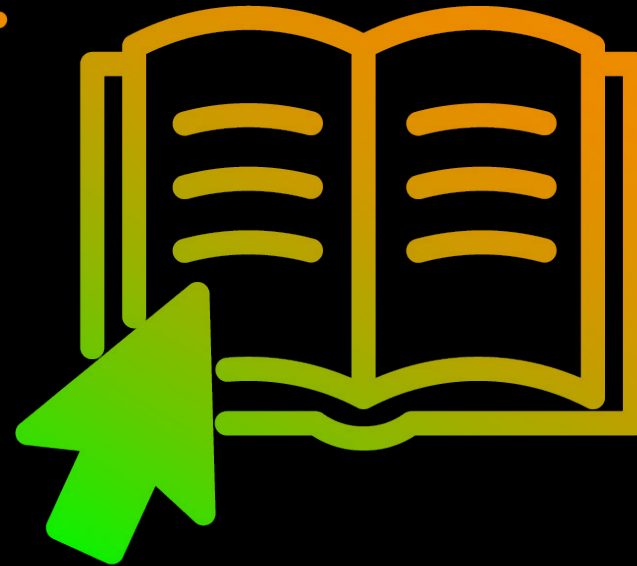
Annual external limited assurance of the Deloitte network’s emission and energy data, including those of the Deloitte Africa firm, is provided. Numbers and percentages in this report have been rounded and may not precisely reflect absolute amounts. We invite you to read our 2026 Deloitte Africa Report and hope that you will share in our confidence about Africa’s future while recognising our commitment to contributing to a sustainable and prosperous Africa for all.



Simplifying matters

When we say	We mean
Across Africa / the continent	The Anglophone markets we serve in East, Southern and West Africa.
Black	In line with the terminology used in Broad-Based Black Economic Empowerment (B-BBEE) in South Africa, the term “Black” refers to African, Coloured and Indian individuals, also referred to as ACL.
Board	The Deloitte Africa Board. To learn more, click here .
Deloitte Africa / our firm	Deloitte Africa is a member firm of the Deloitte global network of member firms and operates across three major markets in East, Southern and West Africa. Deloitte Africa holds licences to operate in 16 African countries, serving clients from 11 countries and 16 offices. East Africa includes: Ethiopia, Kenya, Malawi, Tanzania, Uganda and Zambia Southern Africa includes: Botswana, Namibia and South Africa West Africa includes: Ghana and Nigeria
Deloitte Global	Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (DTTL), its global network of member firms and their related entities (collectively, the Deloitte organisation). DTTL and each of its member firms are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.
During the past year / 2026	Our financial year ended 31 May 2026.
Equity partners	Denotes a partner who, among other matters, contributes funding to and receives remuneration benefits (including profits) from their respective practice.
ESG	Environmental, social and governance.
Exco	The Deloitte Africa Executive Committee.
MDM	Multidisciplinary model.
Our people / total headcount in Africa / total partners and employees in Africa	All partners, directors, employees, fixed-term employees, employees in learnership programmes (including trainee accountants), temporary employees, secondments and inactive employees. Independent contractors are excluded.
Partners	Partners, partner equivalents, non-equity partners, non-equity partner equivalents and directors as at 1 June 2026.
Purpose / purpose statement	The Deloitte Purpose: to make an impact that matters. Deloitte Africa subscribes to this Purpose statement.

Message from our CEO



Message from our CEO

Over the past 12 months, I have been reminded that uncertainty remains a constant for business leaders and that meaningful progress rarely happens when conditions are perfect.

Despite moderate and uneven economic growth, continued geopolitical volatility and rapid technological change, we remained focused on putting our purpose of making an impact that matters into action. For us, Purpose is more than a statement of intent. It guides the decisions we make, the quality we uphold and the value we create for clients, markets and communities across Africa.

Our performance this year reflected stronger cross-service collaboration and a sharper focus on the areas where clients needed us most. We brought together multidisciplinary capabilities, sector insight and strategic alliances to address increasingly complex challenges while maintaining the high standards that underpin trust.

This was evident in the way our teams combined deep industry knowledge, technology capability and trusted relationships to help clients navigate transformation, strengthen resilience and unlock new opportunities for growth.

Another important milestone was the launch of The Nerve, our Operational Intelligence Centre, developed in collaboration with Amazon Web Services (AWS). The centre brings together AI, human expertise, advanced analytics and sector insight to help organisations strengthen operational resilience, anticipate and respond to risk in real time, and make faster, better-informed decisions.

Our commitment to inclusive leadership also translated into measurable outcomes. On 1 June 2026, we achieved our target of 40% female equity partner representation across Africa and maintained 50% Black equity partner representation in South Africa. This reflects our belief that stronger representation leads to better decisions, broader perspectives and better outcomes.

This year's report theme, Together makes progress, reflects a lesson reinforced time and again throughout the year: meaningful and lasting impact is rarely achieved alone. It is created through shared commitment to move forward, even when the path ahead is not clear.

Looking ahead, the operating environment is likely to remain complex. Economic uncertainty, geopolitical shifts and technological disruption will continue to test organisational resilience. Yet these same forces will also create new opportunities for organisations willing to invest in long-term growth.

I would like to thank our clients, our people, our partners and our stakeholders for their continued trust and support.

I am confident that Africa's greatest opportunities still lie ahead. This continent has never been defined by perfect conditions. It has been shaped by people and organisations willing to lead through change.

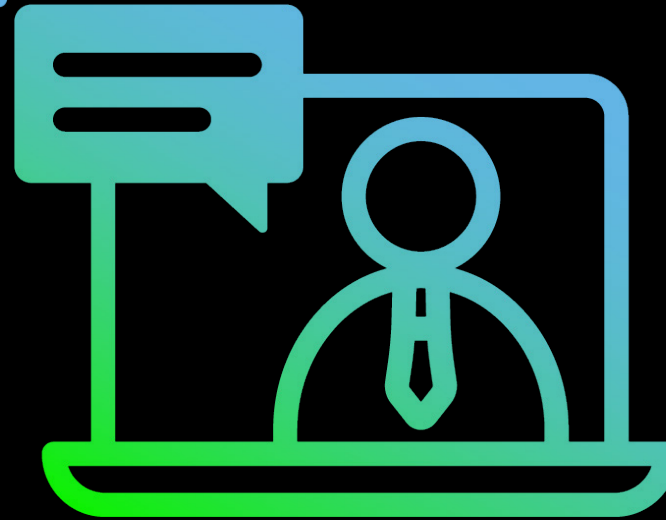
Together, we are helping organisations grow with confidence, strengthening trust in our markets and contributing to a more inclusive, competitive and resilient Africa.

Photo credit: Theana Breugem

Ruwayda Redfearn

Chief Executive Officer
Deloitte Africa

Executive summary



Executive summary

A trusted global partner in Africa



Modernised global storefront

Audit & Assurance

Tax & Legal

Consulting Services

Strategy, Risk
& TransactionsTechnology &
Transformation

Our African footprint

11

African countries

16

Offices

16

Licences to operate across
African countries

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.



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



Transforming our profession

Level 1

B-BBEE contributor

In South Africa, we successfully maintained our **Level 1 Broad-Based Black Economic Empowerment (B-BBEE)** scorecard rating in 2026 for the ninth consecutive year.

104.9
pointsB-BBEE overall score
2025: 104.9 points

51%

Black equity partner
representation
(South Africa)
2025: 51%

41%

Female equity partner
representation (Africa)
2025: 39%

Our Purpose

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



Our 2027 strategic ambitions

- Undisputed leader in professional services in our key markets in Africa
- First choice for clients and top talent
- The leading professional services brand
- Leveraging our modernised business model and multidisciplinary approach



Financial performance*

R4.0
billionAudit & Assurance
2025: R3.8 billionR3.8
billionAdvisory
2025: R3.7 billionR7.8
billionTotal revenue
2025: R7.5 billion

3.39%

Year-on-year
revenue growth
2025: 10.17%

4.04%

Non-audit
related services
as a percentage
of fees at Top
200 audit clients
2025: 6.01%

*Revenue figures, including prior year comparatives, are at the foreign exchange rates as at 31 May 2026 and aggregated across the Deloitte Africa member firm.



Alliance partnerships

R1.3
billion

Total sales



Our people, our future

6,487

Partners
and people
2025: 6,603

306

Partners
2025: 303

25

New partners
2025: 22

Investing in our talent

R6.0
millionLearning spend
2025: R6.1 million292,613
hoursLearning hours
2025: 262,499

Our social and environmental impact

Our 2026 goal:
to impact1.6
million lives1.7
millionLives impacted in Africa*
2025: 3.1 million

Africa Volunteer Day

61,510

Lives impacted
2025: 262,106

3,134

Employees engaged
2025: 4,637

*Deloitte Africa achieved its FY26 WorldClass impact target of 1.6 million lives. The year-on-year reduction in lives impacted, societal investment and volunteer time reflects a shift towards more focused interventions aimed at delivering sustainable, long-term impact.

Who we are



Who we are

A trusted global partner in Africa

Globally, Deloitte provides leading professional services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our people deliver measurable and lasting results that help reinforce public trust in capital markets and enable clients to transform and thrive. Building on our 180+ year history, Deloitte Global spans more than 150 countries and territories, and harnesses the talent of nearly 500,000 people worldwide.

Our scale uniquely positions us to make a meaningful impact by integrating our services, societal investments, alliances and ecosystems. Across the continent, Deloitte Africa holds the licences to operate in 16 African countries, serving clients from 11 countries and 16 offices.

We operate across **three markets being East, Southern and West Africa** through an integrated multidisciplinary model (MDM). Our ability to leverage technology, bespoke solutions and talent from our network of multinational audit and advisory practices, positions us well to serve clients across the continent as a unified Deloitte.

This translates to delivering consistent quality, service delivery excellence and accountability based on our global methodologies. Our offerings support private and listed entities, governments, government agencies as well as non-profit organisations.

Operating in over
150 countries globally



≈ **500,000**

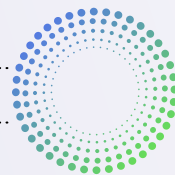
People
2025: 470,000



US\$74.5
billion

Total revenue
2025: US\$70.5 billion

Global



Africa

Licences to operate in
16 African countries



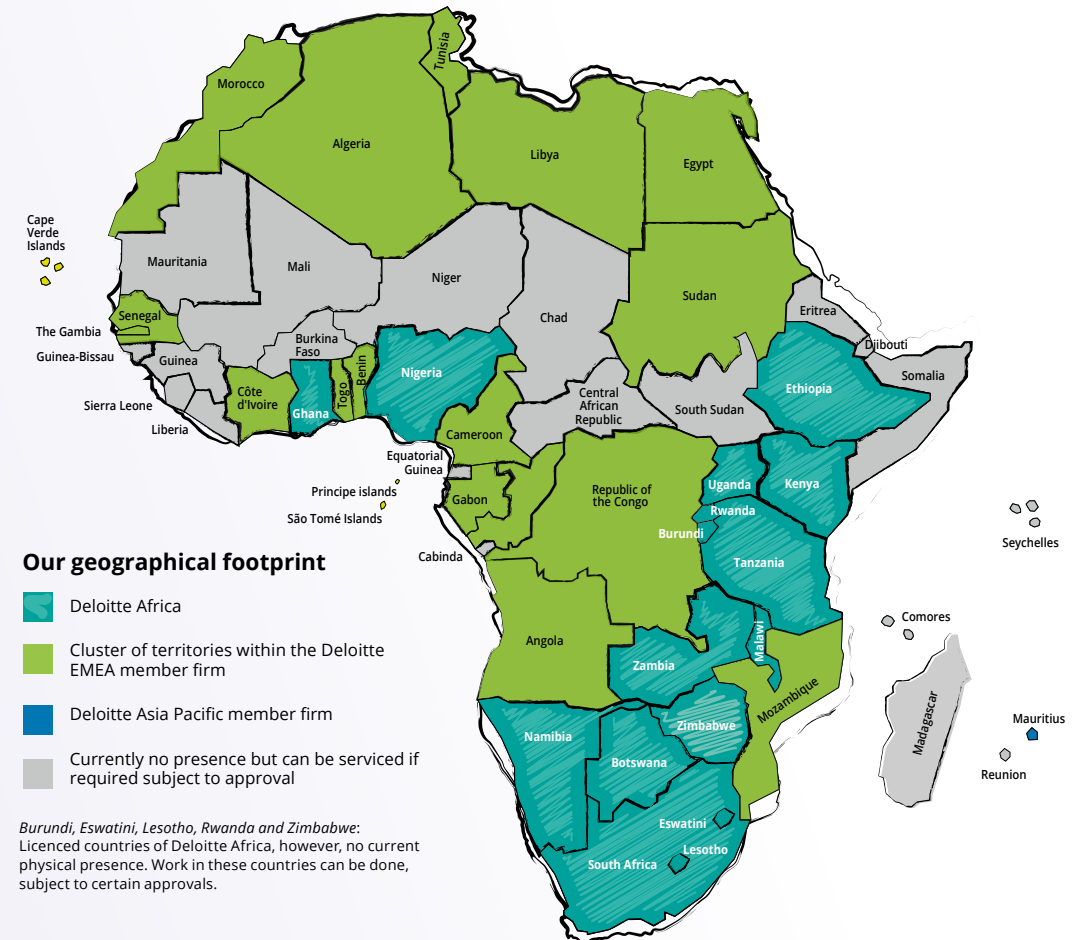
6,487

People
2025: 6,603



R7.8
billion

Total revenue
2025: R7.5 billion



How we govern our business



As a purpose-led business, we ensure adherence to the responsible business principles that are embedded in our processes. This guides our decisions that protect the public interest and help build trust and confidence in business.

Anneke Kruger

Chief Risk Officer
Deloitte Africa

Deloitte Africa is an independently operated member firm of the Deloitte Global Network, and benefits from shared activities, investments and resources. Although the various country practices that make up Deloitte Africa are separately regulated to meet local legal requirements, we function under an integrated operating model with a common governance structure managed by the **Deloitte Africa Executive Committee (Exco)**, and governed by the **Deloitte Africa Board**.

Our governance framework reflects our commitment to uphold quality and integrity. This framework complies with international best practices. Through strong governance and transparency, our leaders set the tone for ethical and responsible decision-making and accountability to external stakeholders and society in general. As a purpose-led business, our leaders ensure adherence to the responsible business principles that are embedded in our processes. This guides our decisions that protect the public interest and help build trust and confidence in business.

Upholding professional standards and ethics

Deloitte Africa actively participates in the regulatory developments impacting the accountancy profession through public consultation processes. We work with

governments and regulators across our markets on new legislation and regulation considerations. Our collaboration with professional bodies contributes to ensuring continuous improvement in audit quality and upholding the integrity of the profession in the public interest.

At Deloitte Africa, integrity is foundational to everything we do. Our reputation is one of our most valued assets, enabling us to attract and retain world-class talent and earn the trust of clients, regulators and society.

Our ethics programme is led by a dedicated Ethics Officer and is designed to build trust in our profession and among our professionals. It is premised on our **Global Code of Business Conduct**, our **Africa Code of Professional Conduct** and a set of ethics policies.

These standards set clear expectations for behaviour and accountability. The programme is underscored by a clear tone at the top from leadership, and supported by mandatory learning, regular workshops, online training, a dedicated whistleblowing line, and open dialogue on how ethical issues are addressed. These initiatives aim to ensure all our people are empowered to make responsible and informed choices.

Our ethics programme and standards reaffirm our Purpose – to make an impact that matters – across all dimensions: environmental, social, governance and financial.



Get to know us

[Click here](#) to learn more about our Purpose and Shared Values.

Learning hours dedicated to ethics, risk and independence



34,099
Total hours

of Quality, Independence, Risk, and Reputation (QIRR) learning

QIRR learning includes ethics, data privacy, independence, compliance, risk and quality.

7,979*
Hours

spent on Ethics Learning (e-learning, workshops and conversations)

**Ethics learning hours form part of the 34,099 total hours of QIRR learning above.*

Ethical use of artificial intelligence and digital technology

Deloitte Africa recognises that the ethical use of AI and digital technology is critical to maintaining trust. As AI technologies become more embedded in business and society, we apply rigorous standards to ensure these systems operate ethically, transparently, securely and responsibly. Our commitment to data protection and privacy underpins every AI deployment, ensuring that client information is handled in line with both regulatory requirements and Deloitte's global ethical standards. The strong collaboration between our compliance and IT teams ensures that we are comfortable with the technical aspects of AI and regularly review its ethical implications.

AI Policy

Technology enables results, but accountability remains with us. Our AI Policy, supported by the AI Framework, ensures responsible, compliant and ethical technology utilisation. It serves as the prescribed procedure for AI requests across our jurisdictions, detailing the process from evaluation to ultimate approval for AI use in Deloitte's business and client deliverables.

AI requests are assessed in terms of purpose, the nature of services, data in scope, confidentiality, copyrights, and regulatory compliance, which also considers relevant legislation. By integrating these sound principles, Deloitte Africa can assure clients of our commitment to responsible and ethical AI practices across our jurisdictions.

Data protection across Africa

Data protection laws across Africa have become more robust in recent years, and Deloitte Africa has seen the need to register as a controller and processor of information with various in-country regulators in the jurisdictions in which we operate. Our policies and contractual terms reflect the changing landscape relating to data protection, ensuring compliance and upholding data integrity across operations.

Our approach to independence

Our commitment remains steadfast in being a multidisciplinary service provider, working seamlessly to achieve excellence. We recognise that independence is foundational to ensuring integrity and we meticulously oversee the independence between audit and non-audit services. We continue to monitor the percentage of non-audit related services as a percentage of audit fees at our Top 200 audit clients.

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

Managing risk in a time of volatility

Like our clients, we navigate a dynamic and increasingly complex environment that constantly introduces new and emerging risks. Our risk management approach is centred on proactively monitoring and sensing the risk landscape to anticipate and mitigate threats. This approach not only empowers us to effectively manage risks in our environment but also assists our clients in overcoming challenges and optimising opportunities. Comprehensive compliance frameworks and technology-led systems are used to proactively manage risk and support clients across our diverse markets.

We comply with Anti-Money Laundering (AML) statutory and regulatory requirements in the countries where we operate, and we are registered with the relevant national AML regulators.

Client onboarding in a dynamic environment

Client onboarding is a critical process that requires comprehensive due diligence and assessments to mitigate risks in the complex regulatory environment. We have implemented enhanced due diligence requirements in our policies, processes and systems, to enable and support these assessments.

10,395

Risk-based assessments
2025: 8,280

18,726

Relationship and conflict of interest checks
2025: 18,919



Risk landscape

Click to learn more about
our focus on risk management:



Risk management priorities



Risk enablers



Client onboarding



Operating and financial performance

Our financial performance is reflected in Deloitte Africa's aggregated annual financial statements for the year ended 31 May 2026.

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, 5.0% of the 2026 revenue for Audit & Assurance was reinvested into audit quality (2025: 5.3%). Only 4.04% (2025: 6.01%) of revenue earned from the Top 200 audit clients is made up of non-audit services.

Deloitte Africa revenue for the year ended 31 May 2026~

Deloitte Africa	R'm 2026	R'm 2025
Total revenue	7 804	7 548
Top 200 clients	4 804	4 517
Advisory clients*	2 689	2 729
Audit clients*	2 115	1 788
Non-audit related services as a percentage of audit fees at Top 200 audit clients	4.04%	6.01%

* 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 2026.
~ Revenue figures are aggregated across the Deloitte Africa member firm.

Deloitte Africa profit distribution for the year ended 31 May 2026

The vast majority of the profits distributed remains in Africa.

≠ Includes income taxes payable by our people to local tax authorities

* This year the profit distribution included a sizeable discretionary bonus.

Φ Tax is payable by partners to local tax authorities

≡ Includes value-added tax and other commercial taxes



People≠
2025: 55%

54%



PartnersΦ
2025: 22%

22%



Suppliers & Governments≡
2025: 17%

17%



Deloitte Global
2025: 6%

7%

How we impact our people



How we impact our people



Talent is a key driver of performance. By investing in our people, we are building a future-ready, inclusive firm that combines AI-enabled capability with human qualities. This strengthens our ability to deliver long-term impact for clients, communities and one another.

Lungile Mahluza

Chief People & Purpose Officer
Deloitte Africa

Our people, our future

Our people strategy is focused on building the capability, leadership and culture required for a future-ready firm. As clients' needs, market conditions and technology continue to shift, we are modernising talent models, strengthening performance, and preparing our people for AI-enabled work. We are doing this with a clear purpose: to create an environment where our people can perform, grow and contribute meaningful impact for clients, communities and one another. During the year, we invested in leadership and professional development, expanded access to AI tools and learning, and enhanced performance and career practices to provide clearer expectations, progression and growth opportunities.

Employee experience

Employee feedback is a key measure of whether we are creating the conditions for our people to perform, grow and thrive. In the 2025 Global Talent Experience (GTE) survey, overall favourability increased to **70% from 67%**, with positive movement in employee net promoter score and intent to stay. The results point to a strong culture, particularly the respect our people experience and the opportunity to contribute to meaningful client work. They also reinforce our intent to focus on clearer career pathways, more sustainable workloads and stronger mental well-being support.

In response, we strengthened coaching capability, refined performance practices, improved development planning and expanded well-being support. We will continue to use our GTE insights to focus on leadership action, track progress and ensure the employee experience remains aligned to what our people need in order to do their best work.

Market recognition

Gradstar Awards:

- 1st place Employer of Choice for Consulting
- 1st place Employer of Choice for Accounting/Auditing
- 2nd place Overall Employer of Choice



Our physical presence in Africa

Deloitte Africa's talent footprint includes **6,487 people across Africa**, **55%** of whom are female. This reflects both the scale of our presence and our continued focus on building an inclusive firm.

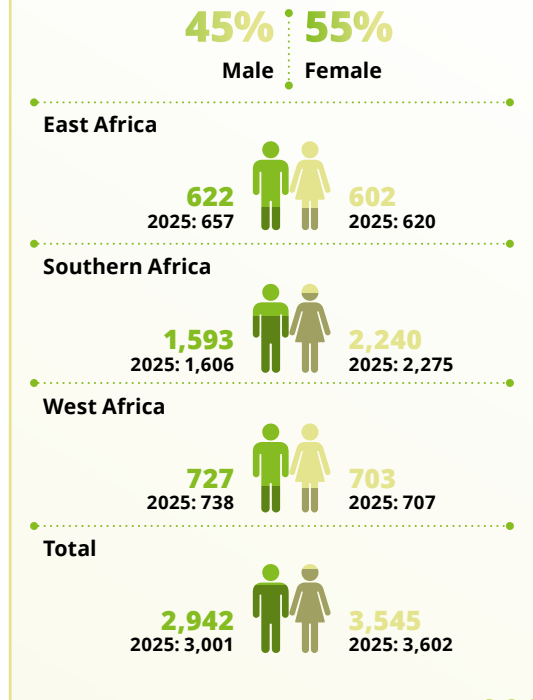


Our physical presence in Africa

	Number of partners*	Number of employees	Total partners and employees
East Africa	41	1,183	1,224
Southern Africa	206	3,627	3,833
West Africa	59	1,371	1,430
Total	306	6,181	6,487

*Partner headcount data as at 1 June 2026.

Total partners and employees by gender

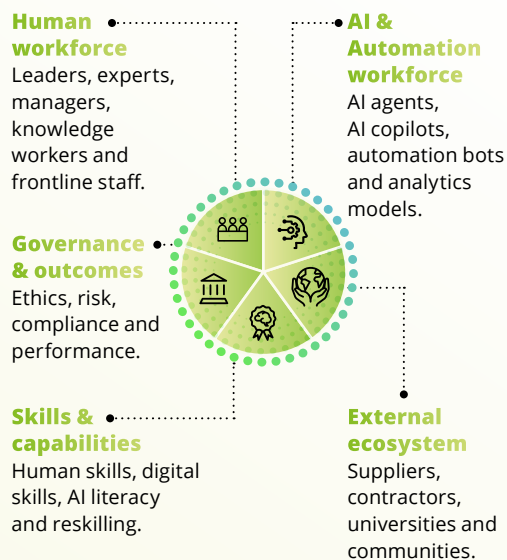


AI-powered, human-led future of work

We accelerated our AI-enabled workforce agenda by expanding access to AI tools across the firm, strengthening role-relevant AI learning, and exploring agentic AI in internal operations and client delivery. Our focus going forward will be accelerating adoption and deepening integration by building the confidence, judgement and discipline to use AI well, while embedding it into the workflows where it can genuinely improve the way work is done.

Our approach remains firmly human-led, combining technology with professional expertise to deliver greater client impact.

AI-enabled workforce model



Source: Deloitte Africa adaptation of the Human Agentic AI Workforce framework, integrating workforce, skills, governance and business outcome concepts.

Learning throughout the career journey

We delivered 292,613 learning hours across technical, leadership and career-stage programmes, maintaining a strong investment in the skills our people need to grow and perform. Participation in formal development programmes also expanded, strengthening the leadership pipeline across the firm.

We also deepened AI learning through targeted programmes such as the **Agentic Engineering Fast Track Programme**, a 12-week accelerator for 30 participants across Africa. The programme builds practical capability to design and deliver AI-enabled solutions for real business challenges.

Learning hours and investment



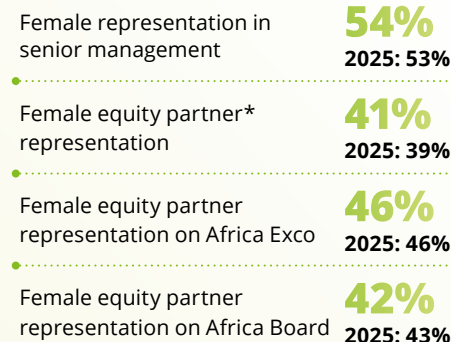
*Learning spend includes both internal learning and Deloitte University EMEA (Paris, France)

Diversity, equity and inclusion

We made meaningful progress on gender inclusion this year, with female equity partner representation increasing to **41%** and exceeding our 40% ambition. This reflects sustained investment in leadership development, sponsorship and clearer progression pathways for women across the firm.

Our focus now is to sustain this progress, strengthen representation at senior levels and remain accountable for our gender ambitions through to 2030.

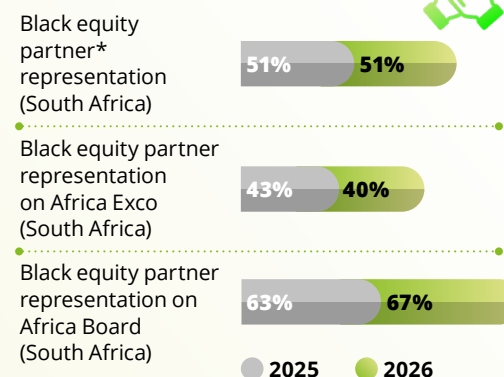
Female leaders (Africa)



*Partner data as at 1 June 2026.

B-BBEE transformation (South Africa)

We retained our Level 1 B-BBEE contributor status in the past financial year, achieving an overall scorecard of 104.9 points (2025: 104.9 points). We remain focused on strengthening leadership representation and succession pathways.



*Partner data as at 1 June 2026.

Disability inclusion and neurodiversity

We continue to invest in programmes that enable greater inclusion and participation for people with disabilities through awareness and engagement initiatives across our firm.

As we mature this work, neurodiversity is emerging as our next area of focus, starting with awareness of different ways of thinking, learning and working.

R55.1 million

Total invested in learnerships for people with disabilities since inception in 2016

2025: R54.7 million

R6.3 million

Sponsorship for learners with disabilities
2025: R6.2 million

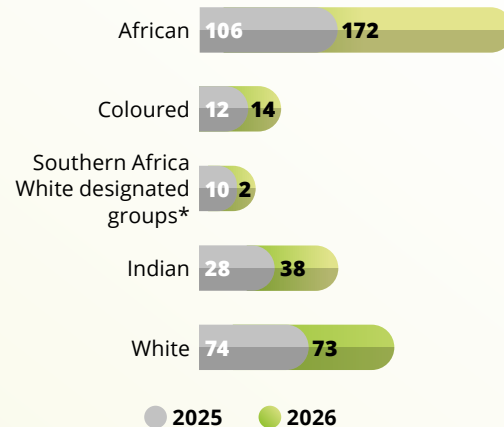
85

Number of learners with disabilities supported
2025: 85

Attracting and developing top talent

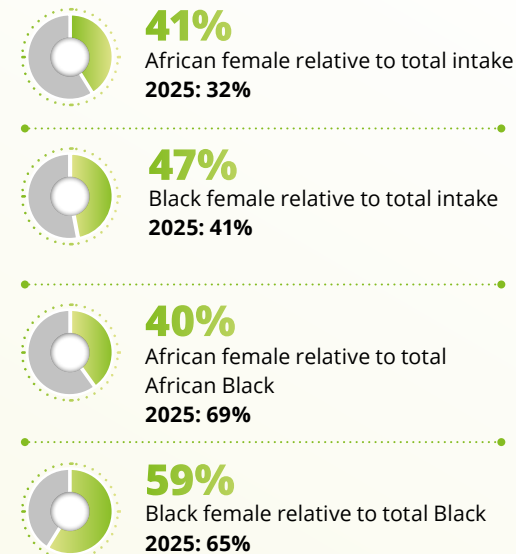
Building a strong pipeline of future professionals remains critical to the long-term sustainability of our firm. We supported aspiring professionals through graduate programmes and internship opportunities.

Intake of trainee accountants and unemployed graduates (South Africa)

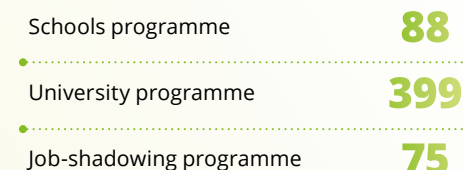


*White designated groups include white females and white males with disabilities, as per the Employment Equity Act 55 of 1998.

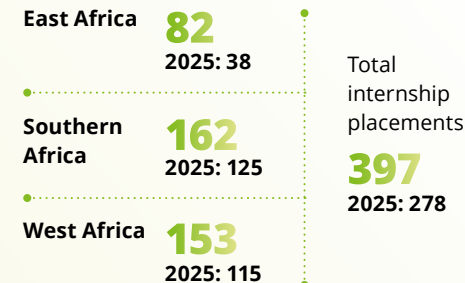
Black female percentage of total intake relative to total Black intake (South Africa) (Graduates/Interns only)



Audit vacation programmes (South Africa)



Total internship placements in Africa



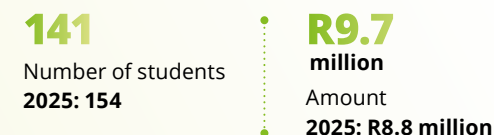
Bursaries and grants

We continued to invest in bursaries and grants that broaden access to education, strengthen future skills pipelines and support more inclusive career pathways.

Thuthuka Bursary Fund



Audit Graduate Bursary Programme (South Africa)



Living wage progress

Our living wage programme supports fair pay, dignity and financial security by setting a minimum earnings threshold for eligible employees across Deloitte Africa.

Following implementation in South Africa, we expanded the programme to Kenya and Nigeria this year as part of a phased, country-by-country rollout.

Enterprise and supplier development

Enterprise and supplier development remains an important part of our contribution to inclusive economic growth in South Africa. Through financial investment and employee volunteer support, we continue to strengthen the sustainability and growth potential of small enterprises while expanding opportunities for long-term economic participation.

Enterprise and supplier development



Equity 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 in that particular grade. Partner remuneration is determined based on the grading to ensure that total remuneration recognises relative contributions.

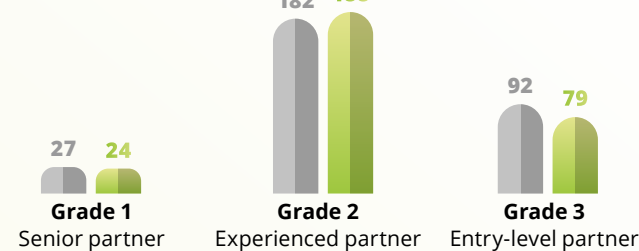
Quality and independence compliance are key performance indicators that influence grading. Partner performance is evaluated by the Deloitte Africa Exco, and remuneration oversight is provided by the Remuneration Committee of the Deloitte Africa Board. These outcomes are disclosed in full to all partners. The average total compensation per partner in the year ended 31 May 2026 amounted to R5.7 million before tax (2025: R5.2 million before tax).

Audit partner remuneration

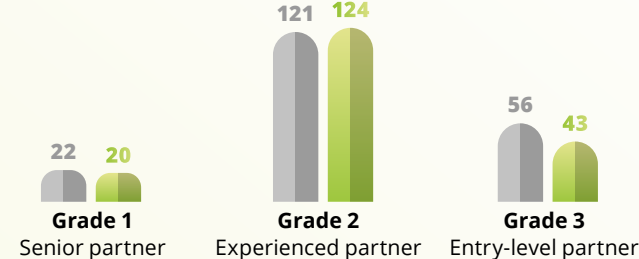
In the case of audit partners, we have designed the appraisal and promotion processes to establish a solid link between audit quality and partner remuneration. Partners who provide audit services are not evaluated or remunerated for selling non-audit services to their audit clients. This approach aims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

Equity partner grading and headcount (as at 31 May 2025 and 31 May 2026)

Africa headcount

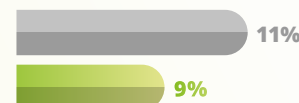


South Africa headcount



Average equity partner pay gap

Gap: Male | Female
(Africa)



Gap: White | Black
(South Africa)



Equity partner pay gap

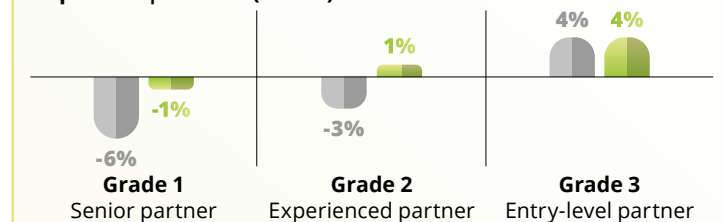
Close attention is given to closing the partner pay gap, both between male and female partners across Africa, and White and Black partners in South Africa. The partner pay gap is based on the average remuneration per partner and indicates the percentage difference in remuneration across demographic groupings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

7.7x

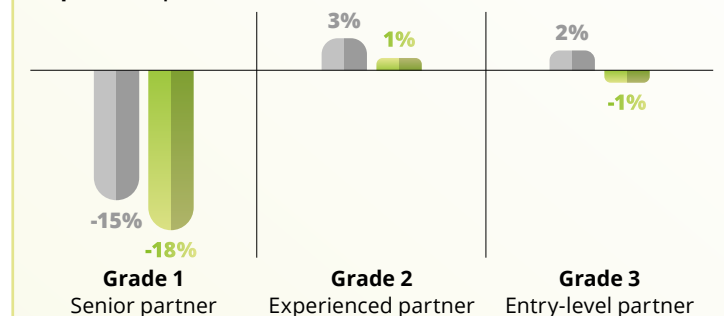
Highest vs
lowest
paid equity
partner
2025: 7.2x

Average equity partner pay gap by grade

Gap: Male | Female (Africa)



Gap: White | Black (South Africa)



How we impact our clients



How we impact our clients

Creating impact for our clients



By combining African insight, global capability, innovation and trusted relationships, we help our clients navigate complexity, unlock growth opportunities and prepare for the future with confidence.

Nina le Riche

Chief Growth Officer
Deloitte Africa

The greatest impact we make is through the work we do with clients every day. Across Africa, organisations are operating in a complex and dynamic environment shaped by economic uncertainty, geopolitical shifts and rapid technological change. In this context, our role is to help clients respond to immediate challenges while positioning themselves for long-term success.

Over the past year, many organisations moved from discussing transformation to actively delivering it. While AI continued to dominate executive agendas, clients increasingly focused on the foundations needed to adopt and scale it responsibly. Data quality, modern finance functions, efficient processes and strong technology platforms became priorities as organisations prepared for the next stage of digital transformation.

This shift was reflected in the work we delivered across the continent. We helped clients modernise operations, strengthen governance and improve efficiency through finance and technology transformation programmes. At the same time, demand for outsourcing and managed services continued to grow as organisations looked for greater flexibility, access to specialist skills and more efficient operating models.

What distinguishes Deloitte is our ability to bring multidisciplinary capabilities together around a client's challenge, drawing on our global resources, deep industry and sector experience, extensive market knowledge and innovative technologies. Rather than addressing individual issues in isolation, we combine expertise across audit, assurance, consulting, tax, risk, and technology to help organisations solve

business problems in a practical and sustainable way. This integrated approach has become increasingly important as clients face issues that cut across functions, markets and regulatory environments.

Innovation remains an important enabler of this work. During the year, we launched The Nerve, Deloitte's Operational Intelligence Centre, developed in collaboration with AWS. The platform combines operational data, analytics and AI-driven insights to provide organisations with a clearer view of performance across critical operations. Clients have used The Nerve to improve visibility into business operations, strengthen decision-making and identify risks earlier, helping leaders respond more effectively in fast-changing environments.



The Nerve: Operational Intelligence Centre

- Monitor operations in real time
- Strengthen operational resilience
- Improve safety outcomes
- Identify and respond to risks earlier
- Support predictive maintenance
- Make faster, more informed decisions
- Build future-ready capabilities

Building digital futures in Africa

Together with Anaplan, Deloitte launched a programme to help equip young people with the digital skills needed to thrive in a rapidly evolving economy. The initiative enabled 20 final-year students from the Maharishi Invincibility Institute in South Africa to pursue Anaplan Model Builder certification through a combination of technical training, mentorship and workplace exposure. By strengthening career readiness, building confidence and expanding access to in-demand skills, the programme reflects a shared commitment to advancing digital inclusion and creating meaningful opportunities for Africa's next generation.

Audit & Assurance remains fundamental to our contribution to the public interest. Quality and trust underpin every audit we perform, supported by continued investment in technology and innovation. During the year, Deloitte launched a unified agentic intelligence network within Deloitte Omnia, our global Audit & Assurance platform. By embedding connected AI capabilities into everyday workflows, Omnia is helping our professionals deepen risk analysis, improve consistency and generate richer insights, while keeping professional judgement, critical thinking and scepticism central to audit quality.

We have also seen a transformative shift within organisations where tax and legal functions are progressively moving from back-office compliance to providing business value at executive and board levels.

Compliance complexity continues to increase. In the past year, we have helped organisations navigate new compliance requirements in global transparency disclosures (e.g. Pillar Two) and real-time reporting (e.g. e-invoicing). The continued digitisation of revenue authorities and varying levels of digital maturity across markets are resulting in a fragmented approach to compliance and planning. This has caused organisations to outsource their tax and finance functions, undertake projects to ensure access to quality data and build technology capabilities.

We brought together tax, legal, technology and transformation change management capabilities to advise on agile operating models and ensure simplified compliance. We helped our clients make informed decisions in an uncertain environment.

The strength of our client relationships remains one of the clearest indicators of our performance. During the year, Deloitte Africa's Net Promoter Score rose by 20 points, from 32 to 52, reflecting a significant improvement in client advocacy and satisfaction. More importantly, it demonstrates the trust clients place in our people, our quality and our ability to help them address their most important business priorities.

Net Promoter Score

NPS improved



Looking back, the year reinforced the value of combining deep market knowledge with global capability and leading technology. Clients continue to face a complex operating environment, yet they are also pursuing significant opportunities for growth and transformation.

By bringing together Deloitte's multidisciplinary expertise, global resources and technology ecosystem, we helped organisations responsibly create and protect value, respond to change, strengthen performance and build for the future. This is how we create impact that matters through the work we do every day.

Market recognition

Deloitte Africa continues to be recognised for helping clients deliver transformative outcomes through technology, innovation and industry collaboration.

- **SAP Innovation Awards 2026**, winner in the **Supply Chain Catalyst** category for the Sasol logistics transformation programme.
- **SAP EMEA Service Partner Excellence Awards**: Recognised for SAP Delivery Quality and SAP Business AI: Customer Adoption, alongside nominations in seven award categories.
- **AWS Consulting Partner of the Year for Sub-Saharan Africa**: Recognised for driving innovation and transformation through collaboration with clients across the continent.

ESG highlights



ESG highlights

(As at 31 May 2026)

We recognise the need to be transparent about our impact and take a comprehensive approach to assessing our environmental footprint.



Social impact

Societal investment*

R40.7
million

Total societal investment
(Donations, value of volunteer/pro bono time and programme costs)

2025: R71 million

*Deloitte Africa achieved its FY26 WorldClass impact target of 1.6 million lives. The year-on-year reduction in lives impacted, societal investment and volunteer time reflects a shift towards more focused interventions aimed at delivering sustainable, long-term impact.

Enterprise and supplier development (South Africa)

R1.7
million

Total financial investment
2025: R1.8 million

33,241
hours

Volunteer time
2025: 40,860 hours

60,000
hours

Total employee hours
2025: 60,848 hours



Governance

Profit distribution

93%

Economic activity generated remains in Africa
2025: 94%

Leadership composition

15

Africa Board members
2025: 14

14

Africa Exco members
2025: 14

47%

Female representation on Africa Board
2025: 43%



Environmental impact

Greenhouse gas emissions

Percentage reduction of MT CO₂e**

59%

Gross emissions reduction
2025: 57%

64%

Business travel emissions per FTE*** reduction
2025: 62%

54%

Emissions per FTE*** reduction
2025: 55%

100%

Renewable electricity purchased⁽¹⁾
2025: 100%

**Metric tonnes of carbon dioxide equivalent

***Full-time equivalent

⁽¹⁾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 FY2026 Basis of Reporting.



[Click here to access our detailed environmental performance metrics.](#)



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