

6 People at the heart of our business

Deloitte Africa remained unwavering in support of our people in a post-pandemic world of work, while at the same time undertaking bold initiatives to attract and retain the best talent to serve our clients.

The demand for professional skills has increased globally and African professionals are in high demand. This requires a refreshed approach to our talent attraction and retention strategies, development of our people and focus on transformation, culture, diversity and inclusion.

We are creating opportunities to be part of a vibrant and diverse organisation for graduates and experienced professionals alike. Opportunities to work with people who are forward thinking, collaborative and committed to making a difference. We are steadfast in meeting the needs that people value today and into the future through delivering unparalleled experiences to our professionals, allowing them to enhance their existing capabilities, gain new skills, explore new career paths and continue delivering a multidisciplinary model of services of the highest quality.

Our collaborative and high-performance culture drives us to invest in our people, giving them opportunities to grow, thrive, and achieve their professional goals. We offer a variety of internal and external learning programmes in addition to development programmes and global mobility opportunities.

Africa Talent

In February 2022, Deloitte Africa in a joint venture with Deloitte Netherlands established Africa Talent, a Deloitte initiative that was grown out of a distinctive and clear purpose for making an impact on the African continent by identifying, training and developing local talent to provide global solutions to our clients.

This joint venture, which is underpinned by the Deloitte ethos of purpose beyond profit and an appetite to innovate and deliver creative, high impact solutions to urgent global client talent challenges seeks to tap into the continent's youthful and growing population, using hybrid and remote working technology to service the talent needs in areas characterised by an ageing working population, like Western Europe. Africa Talent aims to recruit graduates with limited experience and those without employment. It also aims to give experienced hires who wish to gain international experience without leaving the continent.

→ [Read more in the 2022 Deloitte Africa Impact Report](#)

Unwavering commitment to Transformation, Diversity, Equity and Inclusion

We are committed to a diverse workforce and an inclusive culture where our people can make an impact, individually and collectively. The Deloitte Africa Transformation, Diversity, Equity & Inclusion strategy is underpinned by the principles of respect and inclusion. Our goals in the following six focus areas are outlined below:

 <p>Equity & Transformation</p> <p>To create a workplace where everyone is treated fairly and with respect</p> <p>In South Africa, to achieve transformation targets, ownership targets and B-BBEE level 1</p>	 <p>Gender Balance</p> <p>To promote gender equality and support the development of female employees in all that we do</p>
 <p>LGBT+ Inclusion</p> <p>To create awareness and provide support to our LGBT+ employees and allies</p>	 <p>Employee Wellbeing</p> <p>To foster a workplace that creates awareness, support and direction for mental wellbeing</p>
 <p>Inclusive Culture</p> <p>To build a more inclusive culture through living our Shared Values</p>	 <p>Inclusion of Persons with Disabilities</p> <p>To create awareness of the challenges and provide an inclusive environment for persons with disabilities</p>

→ [Read more in the 2022 Deloitte Africa Impact Report](#)

Deloitte Africa talent footprint



Investing in Deloitte people and our future leaders

Continued investment in talent retention, development and attraction programmes

 Critical Skills project	 Limitless LCSP programme	 NextGen Advisory Council	 Deloitte University EMEA	 Hybrid working	 LGBT+ support and awareness raising	 Africa Talent
---	--	--	--	--	---	---

→ [Read more about the investments we have made in our people: 2022 Deloitte Africa Impact Report](#)

Achievements for the year ended 31 May 2022 against strategic priorities

ALL /N

Our ALL /N and Transformation (South Africa) strategy is focused on respect and inclusion, gender balance, LGBT+ inclusion, mental health and Sponsorship Wave.

- Transformation in South Africa**
 - Maintained level 1 B-BBEE scorecard rating for 5th consecutive year. Achieved highest overall score of the Big 4 with 105.68 points.
 - Black ownership (South Africa): 48.5% (2021: 43%), Target 2024: 51%
 - Black representation (South Africa) on the Africa Board: 73%
 - Black representation (South Africa) on the Africa Executive Committee: 36%

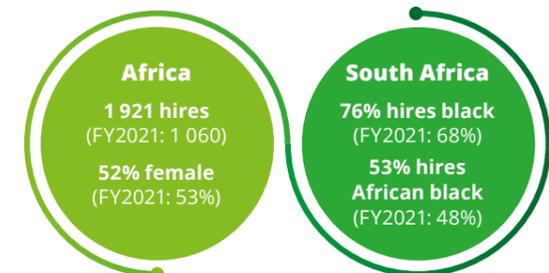
- Diversity, Equity and Inclusion**
 - First female Chief Executive in Deloitte Africa: Ruwayda Redfearn appointed on 1 June 2022
 - Female ownership (Africa): 37% (2021: 34%), Target 2024: 40%
 - Female representation on the Africa Board: 61%
 - Female representation on the Africa Executive Committee: 43%

- ALL /N Sponsorship Wave**
 - There are 20 high performing women in the programme, six of whom have progressed into elevated roles. The purpose of the programme is to accelerate women into senior leadership roles.

Talent acquisition

Supporting our business sustainability and growth in hiring critical and scarce skills.

The global talent shortage of professional skills has resulted in increased demand for recruitment aimed at replacing skills lost to other markets and meeting business growth needs.



- Critical skills project launched**
 - Talent attraction
 - Team acquisitions
 - Deloitte Africa Graduate Academy
 - Global mobility
 - Reward and recognition

- Learnerships for people with disabilities**
 - We have invested over R31 million since our commencement in 2016.

- NextGen Advisory Council**
 - Established an Advisory Council of young leaders from across markets and businesses. They provide input into strategic executive decisions such as retention of talent.

Refreshing the talent experience

Focusing on operationalising the hybrid working model and refreshing our Employee Value Proposition has been a major priority to support employee wellbeing, resilience and work-life integration.

 Our Talent Experience reinforces our Purpose and Shared Values, bringing these to life for our people. Employees' perceptions are measured annually through our Global Talent Experience survey.

Our employee value proposition is focused on four areas:



Resilience and Wellness

Our holistic wellbeing approach gives our people the support and flexibility to make daily choices that help them deliver impact where it matters on a sustainable basis. At Deloitte, we take care of each other by making wellbeing a priority. We believe that all our people should thrive both in their work and personal lives. Our wellbeing programme provides the resources and tools for our leaders to be able to build resilience, focus on the wellness of their teams and lead with distinction.

 Mental health of our employees remains a key concern for the firm

100 Over 100 wellbeing warriors onboarded to drive the Wellbeing Warrior Programme

 The firm continues to provide various means of COVID-19 support and guidance for employees and hybrid working policies

Reimagining learning and development

We are continuously reimagining learning and development through a digitally-enabled, holistic development strategy that differentiates Deloitte and drives digital fluency across the business

 **High Performance Leadership Programme** continued with candidates who receive bespoke learning and individualised coaching. The goal is to assist their accelerated appointment to partnership.

 **Deloitte University EMEA** 669 participants benefited from virtual Deloitte University EMEA learning experiences (2021: 536)

 **Digital mastery programmes** 5 790 participants completed various Digital Masterclasses in 2022 (2021: 4 800)

 **Assessment and Development Centres**

- 568 candidates assessed as part of talent acquisition process in 2022
- 69 candidates (2021: 57) attended the Leadership Assessment Development Centre, of which 46% were female
- 145 candidates (2021: 54) attended the Management Assessment and Development Centre, of which 44% were female

Talent brand

We have increased our efforts to ensure our Talent brand remains visible and eminent to support our talent retention and attraction initiatives.

Market recognition for talent programmes



#1 (Top in Industry) in the Accountancy field by business/commerce students and first among the Big Four. **#4** overall in business/commerce field by business/commerce students. **#5** overall in the Accountancy field by young professionals. **#14** overall in the business/commerce field by young professionals. (2022 Universum South Africa **Most Attractive Employer** Rankings)

#1 Employer of Choice: Management Consulting and Consulting IT sectors (2022 SAGEA SA Employer of Choice)



Nigeria: Certified as a **Great Place to Work** in the gold category



Kenya: #16 (LinkedIn Top Company Awards)

The Deloitte network in EMEA, of which Deloitte Africa is part of, won (among others) the following **International Tax Review (ITR) award in 2022: Diversity and Inclusion Firm of the Year.**