





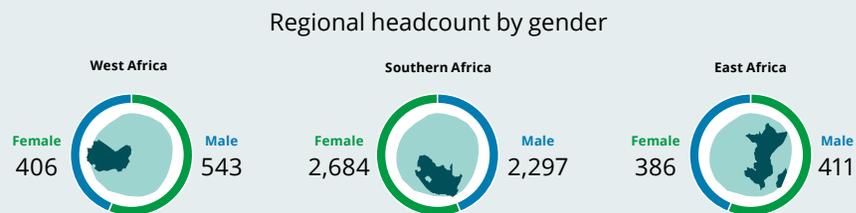
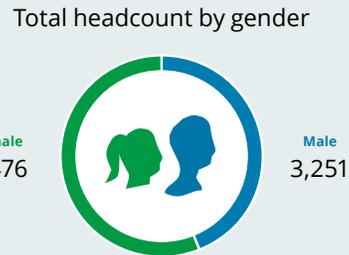
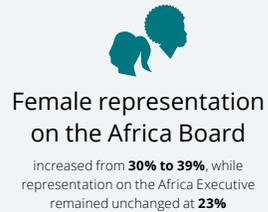




# Social

Deloitte's diversity, equity and inclusion strategy is focused on providing all Deloitte people with equal opportunities to grow and succeed.

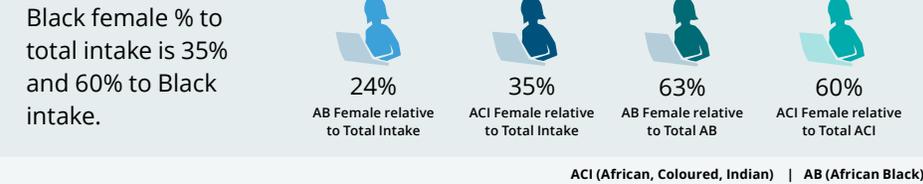
Deloitte Africa has taken bold and decisive steps to increase female representation at a leadership level and open the doors for more women to advance their careers. We are one of the few organisations in South Africa with a board position allocated to the advancement of women. Our Board has 39% (at 31 May 2021) female representation with various key board committees chaired by female board members.



All numbers are at 31 May 2021 (comparative to 31 May 2020).

We work hard to attract and retain a diverse talent pool that reflects the demographics of our society, creating an environment that enables people to learn from each other's different strengths and perspectives.

Contribution towards developing the auditing skillset of South Africa and supporting graduates from previously disadvantaged backgrounds:



## Investing in our talent advancement: Key learning highlights

Virtual global milestone programmes delivered/currently being delivered through a phased approach to **> 250 new Managers, Senior Managers and Directors.**

Successful conversion to virtual Deloitte University EMEA (DUE) learning programmes, with 15+ leadership and professional DUE virtual programmes delivered to **more than 536 practitioners in addition to 74 attendees of 9 DUE industry programmes.**

Successful roll out of the SABA onboarding for Africa in alignment with the global learning initiative Project Zarya ensures a **consistent learning management and reporting platform.**

**Over 4,800 participants** attended Digital Masterclasses with the most popular being coding, social media and presentation skills. Deloitte Coaching for Excellence successfully commenced, **with 120 coaches completing the programme and 1,044 coaches currently on the programme.**

A year of connection, action and impact



# Governance

Deloitte's Purpose is central to how we conduct our business, the clients we work with, the work we do and the working environment we provide to our people. Our Purpose is underpinned by **our commitment to being a responsible business**, which outlines the principles we believe in and the commitments we have made. These are embedded in our policies and inform our core decision-making as a business.

Refer to [Deloitte Africa 2021 Transparency Report](#) on our Quality controls and processes.

## Governance structures

### Africa Board

Provides oversight on key matters including governance, strategy, alignment to the global firm, transformation, risk issues and regulatory matters.



18 Board members

### Board Committees

- Partner/Director Admissions Committee
- Direct Entry Admissions Committee
- Audit Committee
- Risk and Compliance Committee
- CEO and Chair Evaluation and Remuneration Committee
- Social, Ethics and Diversity Committee
- Partner/Director Remuneration Committee
- Africa CEO Nominations Committee



8 Board Committees

### Exco Committee

Thirteen senior leaders from Deloitte Africa are responsible for embedding Deloitte's Purpose and advancing its strategic business priorities.



13 Exco members

### Public Interest Council

Five independent members chosen to help the firm further understand the impact of our activities on the public interest, through constructive engagement with key stakeholders in society.



5 Council members

## Upholding ethics

- Ethics and integrity are at the core of our business and are important to the reputation of our firm.
- Our Global Code of Business Conduct (Global Code) and our **Africa Code of Professional Conduct** outline the commitment we make and the standards we adhere to as Deloitte professionals.
- A dedicated Chief Ethics Officer was appointed to drive our ethics strategy and programme.
- A network of Ethics Champions has been established across the firm to assist in driving our ethics messaging throughout all service lines and all regions across the continent.
- Deloitte Speak Up platform provides a confidential channel through which ethics concerns can be raised.

## Independence

The Deloitte Global Board of Directors has adopted robust independence policies and implemented procedures (including global systems and tools) to help Deloitte and our people safeguard their objectivity.

## Privacy

We work closely with the Deloitte Global Privacy and the Deloitte Global Public Policy and Regulatory teams to monitor new privacy developments affecting our clients and our firm.

## Confidentiality

We work with the Deloitte Global Confidentiality team to shape a globally consistent approach.

## Cyber security

The firm has implemented a process of monitoring, review and continuous improvement in response to this growing risk.

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