

Transformation Journey – 01 January 2020

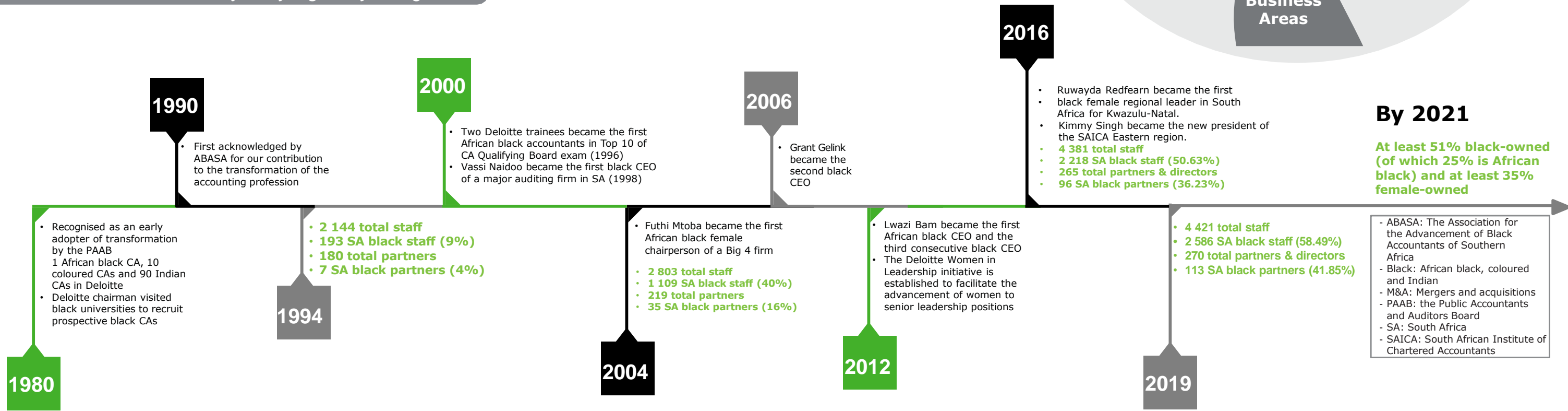
Deloitte South Africa is committed to empowering South Africa's citizens and setting right the inequalities of the past through a sustainable transformation strategy that leaves no man – or woman – behind.

Deloitte SA forms part of the Deloitte Global Network, an association of individual firms operating in different regions. Each member of the network retains a separate legal identity and is owned and managed by local partners and directors. Only 2.3% of the revenue is paid to Deloitte Global as subscription fees in order to access the Global network, intellectual property and best practice.

*Our goal is to be **51% black owned and 35% female owned by 2021.***



Our South African transformation journey began 40 years ago...



Our current landscape

13 countries



Africa Board

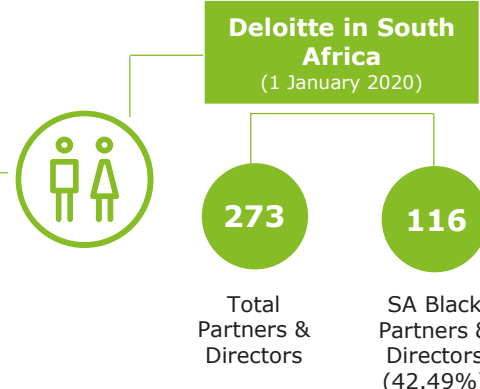
The governing body of the Africa member firm, with:
 • 20 members
 • 13 SA members

- 9 SA Black (69.23%)
- 4 SA White (30.76%)
- 4 SA Female (30.77%)
- 4 SA Black Female (30.77%)

Africa Executive Committee

Responsible for the management and operations of the business, with:
 • 13 members
 • 11 SA members

- 7 SA Black (63.63%)
- 4 SA White (36.36%)
- 3 SA Female (27.27%)
- 2 SA Black Female (18.18%)



Occupational Level	Deloitte South Africa Headcount as at 1 January 2020													Actuals			
	Included											Excluded (Non-SA)					
	African			Coloured			Indian			White			Grand Total		F	M	Total
F	M	Total	F	M	Total	F	M	Total	F	M	Total						
Partners & Directors	19	30	49	4	7	11	22	34	56	42	107	149	265	2	6	8	273
Senior management	37	35	72	15	14	29	54	70	124	184	212	396	621	27	32	59	680
Middle management	279	203	482	58	37	95	169	132	301	308	286	594	1472	44	60	104	1576
Junior management	540	324	864	109	46	155	132	122	254	233	211	444	1717	27	31	58	1775
Skilled	49	22	71	20	2	22	18	1	19	22	0	22	134	0	0	0	134
Unskilled	31	8	39	2	0	2	0	0	0	0	0	0	41	1	0	1	42
Grand Total	955	622	1577	208	106	314	395	359	754	789	816	1605	4250	101	129	230	4480