

5 Creating value through our services

5.1 Quality, integrity and professional excellence in everything we do

Quality, integrity and professional excellence inform every aspect of our business and are at the centre of our culture of continuous improvement and innovation. As in previous years, this report includes our quality journey across all our businesses.

Audit & Assurance

With regards to Audit & Assurance, we are committed to our critical public interest role of instilling trust and confidence in the capital markets. We bring quality and excellence to everything we do, so as to have an impact beyond the expected. This means always doing the right thing. Furthermore, it means consistently harnessing the full breadth and power of Deloitte's experience, knowledge and skills in the delivery of our audits worldwide.

Overall, we view continuous improvement of audit quality as a collective mind set in on our ongoing journey with our clients.

Our quality strategy remains anchored around three pillars – Culture of Quality, Audit Excellence, and Operational Excellence – and continues to address the fundamental principles that drive our commitment to quality.

Impact of our audit quality journey

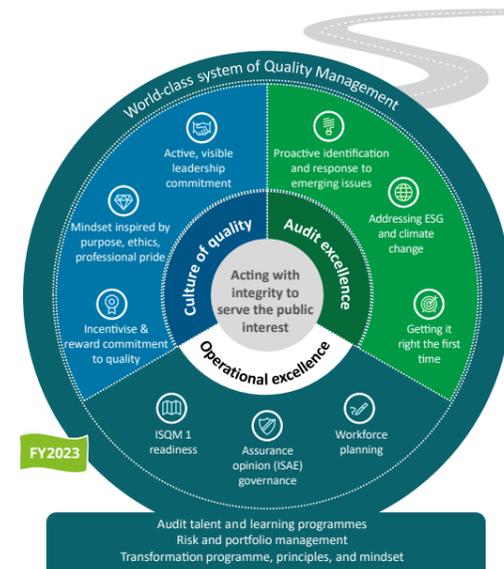
Deloitte Africa has seen its Future Fit investment in audit quality pay off. Working with local and global advisors with deep experience in Audit Quality, through this project, Deloitte Africa undertook a complete assessment of the strategic direction and the operational structures and processes within its audit & assurance practice. This led to us putting in place solutions and innovative processes to address many of the root causes of the challenges encountered.

The impact of our journey towards uncompromising quality is evident in significant improvements on our recent regulator inspection quality results. South Africa has seen a steady improvement in its IRBA results on the selected and inspected engagement files over the past few years: **from 50% in 2019, 78% in 2021 to 100% in 2022**. These results reflect the percentage of good or acceptable audit quality outcomes on the sample of engagement files selected. Deloitte South Africa also received no reportable findings at firm level in 2022 with respect to the firm's systems of quality control. Furthermore, Deloitte Africa was also recently subjected to engagement files and systems of quality control reviews in both our Namibia and Malawi practice offices, receiving satisfactory outcomes.

The following diagram presents our key internal processes to ensure consistent execution of high-quality audits, including client acceptance and continuance, team allocation, execution, monitoring, evaluation, and our overall tone at the top.

Deloitte Global Audit & Assurance quality approach

The three pillars of Culture of Quality, Audit Excellence and Operational Excellence are supported by world-class systems of quality management, global audit talent, learning programmes, risk and portfolio management, our audit transformation programme and a mindset centred on acting with integrity to serve the public interest as our primary objective.



“The Deloitte brand embodies a commitment to integrity and serving the public interest. We have reset the tone at the top with quality being the number one key performance indicator for me and every single professional in our business. We also embarked on a deep, firmwide initiative to significantly shift the dial on audit quality. We were able to do this by leveraging global funding and expertise. We are on a new path and we are a stronger firm for it.”

Ruwayda Redfearn, Chief Executive Officer of Deloitte Africa

How Deloitte compares to the market on external regulatory reviews for good or acceptable quality outcomes

	Deloitte	Other JSE accredited firms
	IRBA	
2022	100%	Not yet published
2021	78%	46%
2020	87%	46%
2019	50%	40%

Quality highlights for our financial year ended 31 May 2022 include:

- 100%** Improvement in engagements rated good/ acceptable quality since 2019
- 67%** Decrease in average number of external inspection deficiencies since 2019
- 55%** Improvement in systems of quality control based on Deloitte Global internal inspection since 2019
- 256** Risk-sensing reports issued across Africa
- 137** Clients to whom the risk sensing lens was applied in performing continuance and acceptance procedures
- 341** Africa Public Interest Entities (PIEs) subject to an independent client review board
- 6%** Africa PIE clients terminated or proposals rejected due to risk ratings
- 36%** Increase in our Africa Quality and Risk Office headcount, providing integrated support to our audit teams
- 24/7** Allowing measurement of real-time overall engagement file quality via quality dashboards

How we sustain audit quality

Accountability to our people, our clients, the market and our profession



* Engagement Quality Control Review

Accountability is the obligation of an individual or organisation to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. This framework aims to provide a consistent, fair and unbiased assessment of the accountability of individuals including the partner, engagement quality control reviewer, systems of quality control owners and our firm for reportable findings raised as part of a engagement review or systems of quality control review. We also incentivise and reward commitment to quality. The outcome of our robust accountability framework across our Africa Audit & Assurance business included:

- 86% of Africa partners and associate directors achieved a good quality outcome.
- We have a robust remediation plan for partners with negative quality outcomes to meet our quality standards within a defined timeline. Nineteen partners with negative quality outcomes that were not able to be appropriately remediated are no longer with the firm.
- Quality is our #1 priority in our key performance indicators for audit professionals.

Continuous improvement

Significant investments			
	2019	2022	2025
International Financial Reporting Standards (IFRS) annual financial statement reviews	Reactive review	Proactive review all South African listed clients	Proactive review all Africa listed clients
Engagement quality control review	Reactive support to certain listed clients	Embedded support all South African listed clients	Embedded support all Africa listed clients
Technical engagement support structure (IFRS, Audit and EQCR)	Reactive technical support	Integrated and proactive support	Integrated and proactive support all listed clients in Africa
Audit Quality Indicators	No formal process in place Conducted on an activity-based approach	Proactive process driving leading quality insights on South African listed clients	Process will be embedded across all listed clients
Quality and Risk headcount	66	101	117

Why this matters for our clients



“We are committed to working tirelessly to be at the forefront of contributing to the reforms undertaken by the profession. We continue to transform our audit business by investing in firmwide controls, technology and processes. We remain committed to playing our role in leading change that embraces audit quality, improves choice and restores trust in the profession.”

Eric Tshabalala, Audit & Assurance Managing Partner of Deloitte Africa

Advisory businesses

Approach to risk and quality management

Our approach to risk and quality management in our advisory businesses, namely Consulting, Tax & Legal, Financial Advisory, and Risk Advisory, is based on the following key principles:

1. Upholding the public trust:

Our culture of consultation and consideration of the impact of our decisions ensures that we have embedded risk and quality management into every aspect of our business. This is reflected in the calibre of leaders in our businesses, the processes we follow for client pursuits and acquisitions, the scope of services offered, our independence, and the value we deliver to our clients.

Our world-class, integrated systems and tools ensure that we have oversight of all risk indicators and monitor these at a micro- and macro-level.

Our ongoing investment in the professional development of our people ensures that they meet global benchmarks for risk and quality management, without exception.

2. Ethics and integrity:

Qualities of ethics and integrity are demonstrated in the behaviours and choices made by our leaders and our people. Under the leadership of the Deloitte Africa Chief Ethics Officer, all employees and partners are required to undergo regular ethics training. Managers and team leaders are trained and coached to identify and address behaviours that do not meet our standards of professional conduct. Our professionals are supported with integrated risk and quality management tools to guide decision-making and provide the necessary approvals and consultation with leadership to make the right choices.

3. Accountability:

Our leaders and our people understand that they are accountable for their actions and decisions. The firm provides various systems and tools, and has embedded a number of processes to monitor, manage, and reward good choices that support risk and quality management, and exit people from the firm who do not meet our professional standards of conduct.

4. Governance and transparency:

All our advisory businesses have embedded the firm's risk and quality management framework to support the specific needs of their businesses, in addition to enhanced business-specific requirements prescribed

by the respective global risk functions in each of the businesses. This ensures that there are strong governance frameworks established within each advisory business, where increased risk thresholds require the approval of senior decision-makers. This may involve going beyond the advisory business and elevating the risk to the firm's Africa Chief Risk Officer and Africa Executive Committee. We ensure that there is transparency around risk compliance and quality standards so that our people and partners are aware of our risk management performance and their role in meeting the required standards.

Deloitte Global conducts practice reviews on our advisory businesses to understand and assess the firm's overall Quality Risk Management (QRM) programme. This includes the operating effectiveness of the risk management and quality procedures in place having consideration for applicable Deloitte Global, business and local policies, methodologies, laws and regulations, as well as inspecting a sample of engagement files.

Furthermore, the principles of upholding the public trust, ethics, and accountability, are realised through the day-to-day governance and management practices within each of our advisory businesses. This ensures that standards of professional excellence prevail and that we instil a culture of continuous improvement and innovation across our business to help our clients responsibly address their complex business challenges.

Enhancing quality assurance

Consulting

In the past year, Deloitte Consulting has further focused on enhancing Engagement Quality Assurance Review processes, from pursuing market opportunities through to client service and project delivery.

Our selection of pursuits is proactively managed within a framework that is monitored by a Deal Review Board. This requires our potential pursuits to qualify against all relevant criteria before permission is granted for pursuit initiatives to proceed. Advanced risk sensing practices, supported by close engagement with quality and risk champions are enabled by technology that provides an early alert watchlist. Consulting pursuit teams focus their efforts only on bids where we believe Deloitte can add value and make an impact that matters in the client organisation.

In terms of client service delivery, an African delivery centre of excellence has been capacitated towards mobilising, monitoring, and coaching projects, which is essential to successful delivery and making an impact that matters. Furthermore, Engagement Quality Assurance Reviews are conducted with client

stakeholders on all large client projects at regular intervals to monitor risks and quality on project outcomes.

Our Consulting Quality Management team has been recognised for the application of innovative approaches that bolster existing policies and processes, such as the addition of regular project pulse surveys with Deloitte project teams to manage risks and sustain project health.

In 2021, Deloitte Africa Consulting was globally recognised for the maturity and success of Engagement Quality Assurance Reviews, validating the benefits of the quality process enhancements on client outcomes.

Financial Advisory

Our Financial Advisory business measures quality through an Internal Practice Review (IPR) process. The goal of the IPR assists practitioners in ensuring compliance with, and consistency in the application of Deloitte Global and Deloitte Africa policies and methodologies. The IPR provides the leaders in Financial Advisory with the necessary oversight to take appropriate action to improve quality and manage the risks associated with the findings.

IPRs are led by the Financial Advisory Business Risk Leader, and are performed by the Financial Advisory Quality and Risk Management team. The review covers areas such as client and engagement acceptance, contracting, project planning, quality of deliverables and recording of documentation and workflows.

Risk Advisory

Our Risk Advisory business is focused on continuously improving our quality processes and enhancing our In-flight Review (IFR) process. The goal of the IFR is to provide greater assurance on the quality of our delivery and to validate that client engagements are on a trajectory to meet our clients' quality expectations and our firm's risk management standards.

The findings and recommendations from IFRs provide critical information to the Risk Advisory leadership to identify risk mitigations, manage risk in client and engagement portfolios, and improve the quality of services to our clients.

Risk Advisory also measures quality through an Internal Practice Review (IPR) process. This process is based on global risk management best practice methodologies and tools, and is applied to IPR assessments of client assignments and individuals working on the assignments. All Risk Advisory partners are required to undergo a peer review every three years, which considers technical compliance and quality outcomes on client assignments.

Tax & Legal

Our Tax & Legal business measures quality through an IPR process, which is split into a Compliance review and a Quality review.

The Compliance review is based on our internal policy adherence and is applied to all services and assignments delivered in Tax & Legal.

The Quality review is a peer review based on the deliverables of the files under review. Reviewers are subject matter experts who are senior members of staff or partners with experience in the area of specialisation. Every three years, all Tax & Legal partners, directors or signing associate directors undergo a quality review. Peer reviews include assessments such as:

- Technical accuracy
- Consultation with specialists and senior partners
- Conducting of concurring reviews on high risk assignments
- Use of required methodologies and tools
- Application of legislative requirements
- Level of client satisfaction

The Tax & Legal Deal Review Board provides approvals for client pursuits and acquisition. Specialised technical training is conducted regularly, and technical committees are established to formulate house views for Deloitte practitioners to apply in maintaining quality client deliverables. This is closely monitored on various systems and health checks on an ongoing basis.

Deloitte Africa Tax & Legal earned a number of accolades in the past year:

- 2022 Africa Tax Firm of the Year by *International Tax Review* at the Europe Middle East and Africa (EMEA) Tax Awards 2022. This is the second consecutive year of winning this award.
- In the EMEA region, *International Tax Review* also recognised our Tax and Legal business for:
 - 2022 Diversity and Inclusion Firm of the Year
 - 2022 Tax Technology Provider of the Year
 - 2022 Tax Compliance and Reporting Firm of the Year
 - 2022 Tax Innovator of the Year
 - 2022 Indirect Tax Firm of the Year
- *International Tax Review* recognised 12 Deloitte Africa Tax & Legal directors in the 2022 Leaders Guides across the Indirect Tax Leaders and Women in Tax Leaders categories.
- *Euromoney* recognised four Tax & Legal directors in its 2022 Guide to the World's Leading Tax Advisers.
- Two of our professionals were recognised in the *2021 Transfer Pricing Advisers Guide* for their leadership in Transfer Pricing.

Reputation

As Deloitte we have used the past reputational events as an opportunity for deep reflection – not only to set ourselves on a self-correcting path, but to also contribute constructively and positively to the profession's reform initiatives. We are intentional and uncompromising in our journey to self-correct – transparently sharing our experiences and lessons.

The most significant reputational matters outstanding are set out below with the status update for each. We are fully cooperating with all investigations. We acknowledge that, as periodic developments on these are reported on, our brand will remain a focus whenever these unfold in the media.

- The **Steinhoff** matter is still under investigation by the IRBA, however the global settlement process has been implemented, and is nearing completion.
- The **Tongaat** IRBA investigation remains ongoing. The South African prosecution authorities have recently brought criminal charges against a former partner of Deloitte, related to audit work performed for Tongaat. These charges are against the former partner, who is independently advised, in his individual capacity. Deloitte has not discovered any evidence to support the criminal charges.

Since late 2021, Deloitte and Tongaat have been engaged in confidential discussions relating to any legal claims, with the objective to settle any civil claims by Tongaat against Deloitte. Tongaat has given an indication during these discussions, that it is likely to bring a claim, but have continued to engage in discussions to settle the matter. Deloitte remains committed to seeking a mutually acceptable negotiated settlement with Tongaat.

Zondo Commission reports

The Zondo Commission finalised the reports relating to State Capture in April 2022. We cooperated fully with the State Capture Commission throughout. In relation to the irregular contracts awarded by Transnet to Neotel, the Zondo Commission report acknowledged Deloitte as among the earliest detectors of State Capture for our role in the Neotel Audit and Homix Payment. In part the report says:

“For present purposes it suffices to point out that Neotel's auditors, Deloitte, identified payments made by Neotel to Homix in connection with these contracts as reportable irregularities that gave rise to reasonable inferences of corruption. Indeed, it was through Deloitte's professional approach to their auditing responsibilities in their Neotel audit, that the Gupta Enterprise's corrupt influence over public enterprises first came to light.”

The Commission has made no other findings or recommendations in relation to Deloitte.

5.2 Risk management

At Deloitte, risk management is considered essential to our business model. Navin Sing, previous Managing Partner of Risk Advisory and Executive member was appointed on 1 June 2022 as the firm's Chief Risk Officer. He oversees the various risk management strategic priorities that not only identify but help the firm to mitigate and manage risks proactively. Since Navin has taken on this role a number of additional priorities have been implemented to assist us in meeting our ambitions of enabling the firm, protecting and enhancing our brand and reputation, as well as delivering accretive value. These additional priorities include enhancing efficiency through process optimisation and automation, working with the business around culture and behaviour shifts and continuation of using learnings to refine and reinforce requirements.

“The business environment across Africa has been impacted by global events, in various ways, and both we and our clients seek to find the most impactful and sustainable solutions to these challenges. Some of these threats can also be viewed as opportunities, in particular for Deloitte Africa, and African businesses, to rise to the occasion and develop unique solutions to solve African challenges.”

Navin Sing, Deloitte Africa Chief Risk Officer and Capability Center Lead of Deloitte Africa

Deloitte leads its risk management through two functions namely a) Quality, Independence, Risk and Reputation and b) Office of General Counsel for legal matters. These two functions work as an integrated capability-led team, built on the foundations of forward-looking risk management, regulatory compliance assurance and practice protection.

The team has the responsibility for implementing the firm's strategy, policies, systems and procedures, as well as capacitating, testing and monitoring these key functions for Deloitte Africa with Executive and Board oversight.

Enterprise Risk Framework with mitigations

Deloitte Africa has a comprehensive Enterprise Risk Management programme. This is to proactively identify, assess, prioritise, manage and monitor its risks (internal and external), including its most significant risks (Priority Business Risks (PBRs)) to achieve its strategy, protect the Deloitte brand and uphold the public interest.

Our approach to risk identification is systematic and consistent across all dimensions of the firm. A Risk Universe has been established and is used in aiding the assessment of risks. Once the risk assessment has been completed, PBRs are prioritised and the current exposure is assessed. We proactively monitor PBRs to identify changes in risk exposure, which includes, where appropriate, the qualitative and quantitative consideration of the effectiveness of risk treatment strategies and/or the need for additional or alternative strategies to manage the PBR in line with the PBR's expected exposure.

Like many of our clients and the profession in general, Deloitte Africa is not immune to challenges that include the retention of critical skills, reputation and brand management, and cyber security, which rank high on our risk of PBRs.

Managing risk for results

For the year ended 31 May 2022, Deloitte Africa achieved several milestones related to various aspects of risk management. The following are worth noting:

- Deloitte Africa received a “Meets Expectations” rating based on Deloitte’s Global Standards assessment across multiple domains and criteria assessed.
- Implementation of a revised Risk radar heatmap that identifies the impact of each priority business risk categorised by three risk exposure dimensions; Risks impacting our brand, reputation, and/or public interest obligations; risks impacting our strategic success or market differentiation, and risks impacting our people, Purpose, and Shared Values.
- A revised risk dashboard places greater emphasis on proactive and forward-looking perspectives on risks that are closely aligned to our strategic priorities and are business focused. The dashboard places particular emphasis on anticipating the risk profile of Deloitte Africa’s priority business risks now based on the strategic choices we are making and an assessment of external developments.
- A number of additional monitoring and testing initiatives have been implemented to drive proactive insights based risk management processes.
- We further strengthened the partner and director Accountability Dashboard that is used to monitor, reward and manage quality and the consequences of behavioural choices in risk management.
- Enhanced features of ‘Public Sector Procurement’ requirements and new ‘Global Government and Public Sector Anti-Corruption’ requirements have been built into the risk management tool used by the firm.

These revised changes have been implemented to move compliance from “tick the box” exercise to a more value accretive service. This will result in proactive and insight risk-driven management process that is also forward looking so as to anticipate what lies ahead.

Risk sensing

Deloitte Africa invests in risk sensing across the firm that assists in the proactive identification of issues and trends that may impact the firm’s ability to deliver quality outputs. The risk team uses a real-time Integrated Risk Sensing Model and other broader research or subject matter expert knowledge that are analysed at a client and industry level.

Deal Review Board / Client Review Board

We aspire to have a portfolio of clients that aligns with our Shared Values, respects our professionals, recognises emerging issues and societal responsibilities, and is committed to providing transparency to stakeholders in the financial reporting ecosystem.

As such, Deloitte Africa has an established a Deal Review Board (DRB) / Client Review Board (CRB) process as an additional risk management tool to the firm’s current general client and engagement acceptance and/or continuance process.

The DRB/CRB panel is independent from the engagement team, and ensures robust and probing deliberations resulting in unbiased decisions relating to client acceptance or continuance.

As part of the DRB/CRB assessment, opportunities undergo scrutiny from a responsible business perspective by considering the wider impact on the public interest and alignment with our Purpose and Shared Values. In certain instances, opportunities are escalated to the Africa Responsible Business Committee for further consideration before proceeding.

Based on defined criteria, qualifying clients and engagements are escalated to the Executive Committee for assessment and approval.

5.3. Independence

At Deloitte, independence is a mindset and a behaviour, not merely a compliance checklist. In practice, this means that we aspire to meet the expectations of our regulators in everything we do, collectively and individually, from how we serve our clients to how we manage our personal financial and business relationships.

Independence is not an audit-only concern as it relates to all aspects of the Deloitte business. Our independence with respect to external audit clients is not negotiable and it is as key to our success as quality client service.

The cornerstones of our independence approach can be summarised as follows:

<p>Rotation</p> <p>Long association requirements of audit partners and professionals is monitored by a Portfolio Governance Board</p>	<p>Independence confirmations</p> <p>Electronic independence confirmations are completed by all staff annually</p>
<p>Global independence monitoring system</p> <p>Global independence monitoring system records and monitors the personal financial interests of all partners, directors and client-facing professionals of manager grade and above, including those of their immediate family members (spouses or spousal equivalents, and dependents)</p>	<p>Business relationships monitoring system</p> <p>Business relationships monitoring system records the business relationships of the firm and all staff and monitors compliance with independence policy</p>
<p>Inspection and testing</p> <p>A sample of partners, directors and client-facing professionals of manager grade and above are selected for independence inspection and testing annually. Furthermore, the Board and the Executive Committee are subjected to even more regular testing.</p>	<p>Deloitte entity search and compliance system</p> <p>Deloitte entity search and compliance system contains group structure information of all the firm’s audit clients</p>

→ [Read More in this report: Appendix](#)

5.4. Ethics

Ethics and integrity are at the core of our business and are important to the reputation of our firm. Our commitment to independence, ethical behaviour and compliance is demonstrated by the tone set by our leaders. This commitment is reinforced by comprehensive policies and procedures that are consistently monitored.

World-class ethics programme

Deloitte expects all its partners, directors and employees to act with integrity in accordance with high ethical standards. To this end our [Global Code of Business Conduct \(Global Code\)](#) and our [Africa Code of Professional Conduct Code of Conduct](#) outline the commitment we make and the standards we adhere to as Deloitte professionals. We take any breach of these commitments and standards seriously, and any breach may result in sanctions determined in accordance with the Deloitte Africa disciplinary framework, ranging from counselling and coaching to termination of employment.

The Chief Ethics Officer reports to the Chief Risk Officer with a secondary reporting line to the Chief Executive. The Chief Ethics Officer is tasked with driving our ethics strategy and programme. As part of the drive to ensure an ethics culture, our Chief Ethics Officer regularly facilitates conversations with all partners and directors on topical issues. In the past year the conversation centred on 'respect and inclusion and the firm's Shared Values'. The Chief Ethics Officer is supported by a network of Ethics Champions that has been established across the firm.

Our annual ethics survey confirmed that 94% of respondents in 2022 believe that Deloitte is an ethical workplace. The survey identified potential blind spots, enabling the ethics office to address these through targeted interventions. The Chief Ethics Officer shares the survey results with all Deloitte professionals and presents both the results and an action plan to the Executive and the Board.

"We strongly believe that the tone at the top is critical to our ethics culture and as such leadership demonstrates ethical leadership not only in word but also in their decisions and actions."

Johan Erasmus, Chief Ethics Officer of Deloitte Africa

In addition to our Deloitte Africa Code of Professional Conduct, we have a number of internal policies that guide behaviour. These policies include, among others:

- Anti-corruption and bribery
- Anti-harassment
- Anti-discrimination
- Anti-retaliation
- Gifts and Entertainment
- Consensual Personal Relationships

All staff are required to complete ethics learning on an annual basis. This is to ensure that we drive awareness and a culture of ethics and integrity.

The 'Deloitte Speak Up' platform provides a confidential channel through which ethics concerns can be raised.

Digital innovation in audit delivery

Deloitte is building on the strong foundation of trust and confidence that the capital markets place on today's audits. With the assistance of innovative and enabling digital solutions, clients have an opportunity to see further and deeper into their businesses. By harnessing the solutions of our digital audit capabilities, we are able to elevate quality, provide objective insights and deliver a differentiated audit.



Through Deloitte Innovation we aim to:

- Digitise audits through transitioning to Deloitte Omnia, Deloitte Lewia and Deloitte Cortex, in addition to adopting new supporting global tools and solutions.



Deloitte Omnia is our next generation cloud-based audit delivery platform



Deloitte Levvia is a tailored solution to support our non-complex audits



Powered by Deloitte Cortex is our new data management platform built to support the data needs for engagements of all sizes

- Work smarter with the Deloitte Way Workflows, including our suite of innovation tools, data analytics, and integration with delivery centres. This will drive effectiveness and efficiencies, provide an improved experience, deliver greater value and fuel marketplace opportunities.
- Shift to a value-based mindset: In addition to reflecting our investments in both quality and technology enablement, this values the quality and excellence of the work we do over and above the time it takes.
- Centralise our work to drive greater standardisation, automation, and profitability. We plan to scale up delivery centres and increase services, further automation capabilities and drive greater usage across Deloitte.

→ [Click here to read more about our use of innovative technology and digital transformation in the 2022 Deloitte Africa Impact Report](#)

5.5. Regulatory & public policy

A notable highlight in FY2022 was the series of Fireside Chats on Corporate Reporting Reform to advance the conversation on promoting trust and confidence in the corporate reporting ecosystem. The fireside chats were led by former Chief Executive Lwazi Bam with prominent global influencers and thought shapers on corporate reporting, include Sir Donald Brydon, author of the UK Brydon report on the scope and quality of audit, Megan Zietsman, former board member of the PCAOB and, Sir Jon Thompson, CEO of the UK Financial Reporting Council. The conversations focused on the lessons learnt from corporate reporting reform efforts across the UK and USA, and their applicability to Africa.

→ [Further information and thought leadership on this series can be found here.](#)