

## 2 Message from our Chief Executive Officer



**Ruwayda Redfearn**  
Chief Executive Officer  
Deloitte Africa

Our quality journey has been the focal point for our firm for several years. We have made significant investments and taken tough decisions aimed at ensuring that we regain our status as a firm that delivers reliable and uncompromising quality in everything we do.

Our **2022 Deloitte Africa Transparency Report** is a source of great pride for our firm. It tells the story of our commitment to quality, integrity, excellence and demonstrates the progress made in ensuring that our primary focus is first and foremost on **servicing the public interest**. Shaped by our Purpose – **to make an impact that matters** – we have interrogated everything we do for our clients, our people and society. The results are inspiring.

While this report bears testament to the significant milestones reached in our quality journey, we will not allow any complacency to set in. We understand that our clients seek assurance, insights and ultimately, peace of mind from us. We recognise that our clients are operating in highly uncertain and complex trading conditions. The challenges arising from fluid global geo-political and economic uncertainty, as well as rising costs and inequality were further exacerbated by the COVID-19 pandemic.

Against the backdrop of extraordinarily complex and integrated ecosystems, we understand that our clients and stakeholders expect even more from us in 2022 and beyond. This is a responsibility we do not take lightly. We are listening to our clients, our professional communities and regulators, as well as our people and communities within which we live and operate. We also are measuring our impact against the goals articulated in our strategy and defined by our Purpose.

### Multidisciplinary model

Our multidisciplinary model is essential in helping our clients address the complexity of their business issues, not only in the challenges they face today but also to help them remain relevant and competitive in the future. It stands to reason that stakeholders, more than ever before; require greater transparency on how we are managing governance and independence between audit and non-audit services. This also applies to how we go about delivering quality and managing risk in our firm. We are confident that our report explains our approach in detail. We also are open to further discussions with our stakeholders, should they have any additional considerations that have not been addressed in this report.

→ [Read more in this report: Multidisciplinary Model](#)

### Common challenges facing our clients

Our clients are looking to us for solutions that are multi-dimensional and seamless, innovative and scalable. They share a number of common challenges that are industry-agnostic, including:

- Investor assurance and risk management
- Technology and disruptive innovation
- Data-fuelled customer centricity
- Role of private capital
- Geo-political impact on supply chains
- Future of work, workforce, and workplace
- Climate and sustainability
- Social change and consumer advocacy

### Leadership focus on quality and accountability

In my first year in office as the Chief Executive of Deloitte Africa, I have the honour of continuing to build on the strong foundations of our firm's legacy and strategy to navigate some of the most challenging times in history. Since taking office on 1 June 2022, I have appointed an experienced and representative leadership team that is highly sensitised to the challenges faced by our clients. As explained in this report, our leadership team has been realigned to capacitate our service delivery and elevate accountability, with new dedicated roles for Growth, Sustainability and a refreshed approach towards Quality, Independence, Risk and Reputation.

→ [Read more in this report: Deloitte Africa Executive Committee](#)

### Purpose-led decision making to restore public confidence

It is our view that Deloitte has a meaningful role to play in helping our clients and stakeholders with planning for, mitigating and solving the challenges that continue to suppress Africa's full potential. In reality, this requires great courage and a deep belief in our responsibility to serve and uphold the public interest.

### Our strategic intent

Economic uncertainty in Deloitte's key African markets continues to hinder our growth ambitions over the short term. There is a level of urgency for Deloitte Africa to re-invent itself in order to remain competitive in a challenging market. However, we will not compromise ourselves with short-term wins that derail us from our long-term ambitions. Our Purpose and business strategy is supported by embracing a mindset of 'Purpose beyond profit,' a concept that is now widely accepted and understood by our professionals across the continent.

In my view, purpose beyond profit means that our ultimate goal should be one of achieving 100% of our revenue from clients and engagements that contribute responsibly to people, society and the planet, and that 100% of what we invest in is done responsibly in return. I also believe that this approach needs to be completely normalised as our way of working and serve as an important framework for making decisions. It should drive us to seek out clients, organisations and institutions that we can support to make the change needed to unlock Africa's potential. It is my fundamental belief that driving purpose beyond profit will lead to social and economic growth on the continent. It certainly does not mean that purpose and profit are two mutually exclusive constructs, but should be viewed as a synchronistic convergence of two elements of the same concept. It must mean that purposeful work can be profitable, and profitable work must be purposeful.

## Quality in all its forms

We have prioritised fostering a culture of quality at all levels within the firm for some time now. This priority will not change, and further efforts will be made to ensure that our focus is intensified and our quality practices are deeply embedded in our way of working.

Using the power of technology, we will continue to deploy and adopt solutions on our global audit platforms, analytics, and tools to enable 'data-driven audits' that will increase transparency and allow for greater analysis and insights.

Our focus on proactively monitoring as well as mitigating emerging issues and risks facing our business and clients, including new accounting and auditing standards, the evolving regulatory landscape, advancements in technology, geo-political relations, and macro-economic forces, among others, will be the norm.

Importantly, the focus on our people will continue to increase. Not only are we solving today's challenges but we will continue to focus on developing the core skills of the future. The true Deloitte difference will always be experienced through our people. Embedding our Purpose as well as Shared Values in an inclusive environment that celebrates diversity and prioritises skills development, will benefit not only our people, but our clients and our firm as a whole.

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

## Impactful experiences

As Deloitte Africa, we are at an exciting time in our 177 year history. We are consciously making strategic choices that consider how we will truly make an impact that matters for our stakeholders.

We welcome the opportunity for further engagement on the contents of our Transparency Report and thank you for taking the time to read more about our quality journey.

Sincerely,



**Ruwayda Redfearn**  
Chief Executive Officer  
Deloitte Africa

Our Purpose is to **make an impact that matters** for our people, clients, and society by being an enabler of trust, growth and prosperity, and a force for good. Through collaboration, we leverage our extensive and diverse experience, insight and knowledge to deliver sustainable solutions for the most complex challenges facing our continent, while seeking out opportunities to enhance and strengthen Africa and its people.

Deloitte Africa forms part of a global network, with a long and proud history of 177 years. As a leading professional services firm, we walk the journey with our people and clients to make a positive impact - igniting meaningful change for society and the planet.

**Together, we make an impact that matters.**