



Africa Annual Review 2023

Our Humanity: A year of solving together

www.pwc.co.za





Contents

Introduction	3
FY23 reflection	7
Focused on the future	11
Committed to quality	17
Transformation	27
Societal purpose	29
Appendix A	34



Introduction

Welcome to our second annual Africa Annual Review! This report summarises our performance for the financial year ended 30 June 2023 and provides further insights about where we are headed as a network of PwC firms in Sub-Saharan Africa.

Overall, the following pages share perspectives on our performance for the year, which was commendable – particularly considering some of the challenges our clients and our businesses faced in many of our Africa markets. Our ambition is to exceed our clients' expectations and provide outstanding, distinctive client service and opportunities for our people. To achieve that ambition we have activated our 5+1 Ubuntu Bethu strategy. Ubuntu Bethu is an ancient African mantra meaning “Our Humanity” and for us, it’s a call to action. We believe that by coming together as a community of solvers, we can leverage the very best from our network, our skills and our capacity to make a difference in Africa.

Our 2023 financial year, while marked by obstacles, was also incredibly rewarding and inspiring.

Over the past year, many of our clients in sub-Saharan Africa were faced with opportunities and challenges similar to those encountered by companies worldwide. PwC’s [26th Annual Global CEO Survey](#) Survey noted that organisations and their leaders were increasingly focused on operational aspects during this period, prioritising short-term crises over long-term transformation. They were not alone; we also had to remind ourselves to maintain a balance between addressing immediate challenges and embracing a forward-thinking perspective to adeptly navigate the ever-evolving global [Megatrends](#). By working together as a community of solvers, and focusing on the power and potential of Our shared Humanity, we can drive exceptional performance and impact going forward.

We’re doing this through a focus on platforms, which orient us towards the future, and through our unwavering commitment to quality and ethics. We continue to work hard to inspire our people and to deliver our transformation, diversity and inclusion objectives. Our people are our single greatest asset and we are proud of the employment opportunities, career advancement and recognition and reward structures that make their work meaningful.

We are also driving impact through our Societal Purpose strategy. For PwC Africa, our Societal Purpose integrates our commitment to sustainability, our services, and our community-level initiatives. This commitment extends beyond words to tangible actions, exemplified by our active participation in PwC’s [Global Solvers Challenge](#), a beacon of innovation and collaboration. As a network that values collaboration and forward-thinking ideas, we’re always looking for new ways to solve important problems. This year one of our Africa solutions, the Supply Chain Emissions Tool, won the global innovation prize in the ESG category.

Through this publication, we share other highlights and high-level insights from our performance for the 2022-2023 financial year ended 30 June 2023. We hope you enjoy it and invite you to engage with our PwC leaders profiled in this publication for further information.



2023 Highlights

PwC Africa at a glance

Results

PwC Africa net revenues at FY23 constant average rates in \$ "000"

	6.7% Growth FY23	-3.0% Growth FY23	-3.6% Growth FY23	3.3% Growth FY23
FY23	407,411	114,423	78,467	600,301
FY22	381,848	117,950	81,363	581,160
FY21	370,732	109,320	83,505	563,556
	Assurance	Advisory	Tax	Total line of service revenue

Our People

We employ over 450 partners and over 10,000 people in 32 countries across Africa.



1,500
trainees

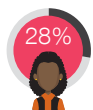


800
experienced
hires



2,575
new hires

Transformation



Percentage of female partners across Africa
28% female partners across Africa



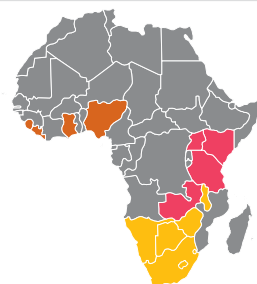
We are proud recipients of the Africa Transformation Award at the Oliver Top Empowerment Awards.



We have received accolades such as the Top Gender Empowered Company award at the Standard Bank Top Women Awards.

Africa Governance Board

Made up of PwC firms in the South Market Area, West Market Area and East Market Area



Africa Governance Board committee structure



12 members



Four scheduled meetings per annum
(and ad hoc meetings if required)



Term of office:
four years

Africa Leadership Team



Led by Territory Senior Partner Dion Shango

PwC South Africa Governing Board ("the Governing Board")



11 members
(10 elected by partners and the Chief Executive Officers, serving ex officio)



Four scheduled meetings per annum
(and ad hoc meetings if required)



Term of office:
four years

Our values



Acting with integrity



Making a difference



Care



Working together

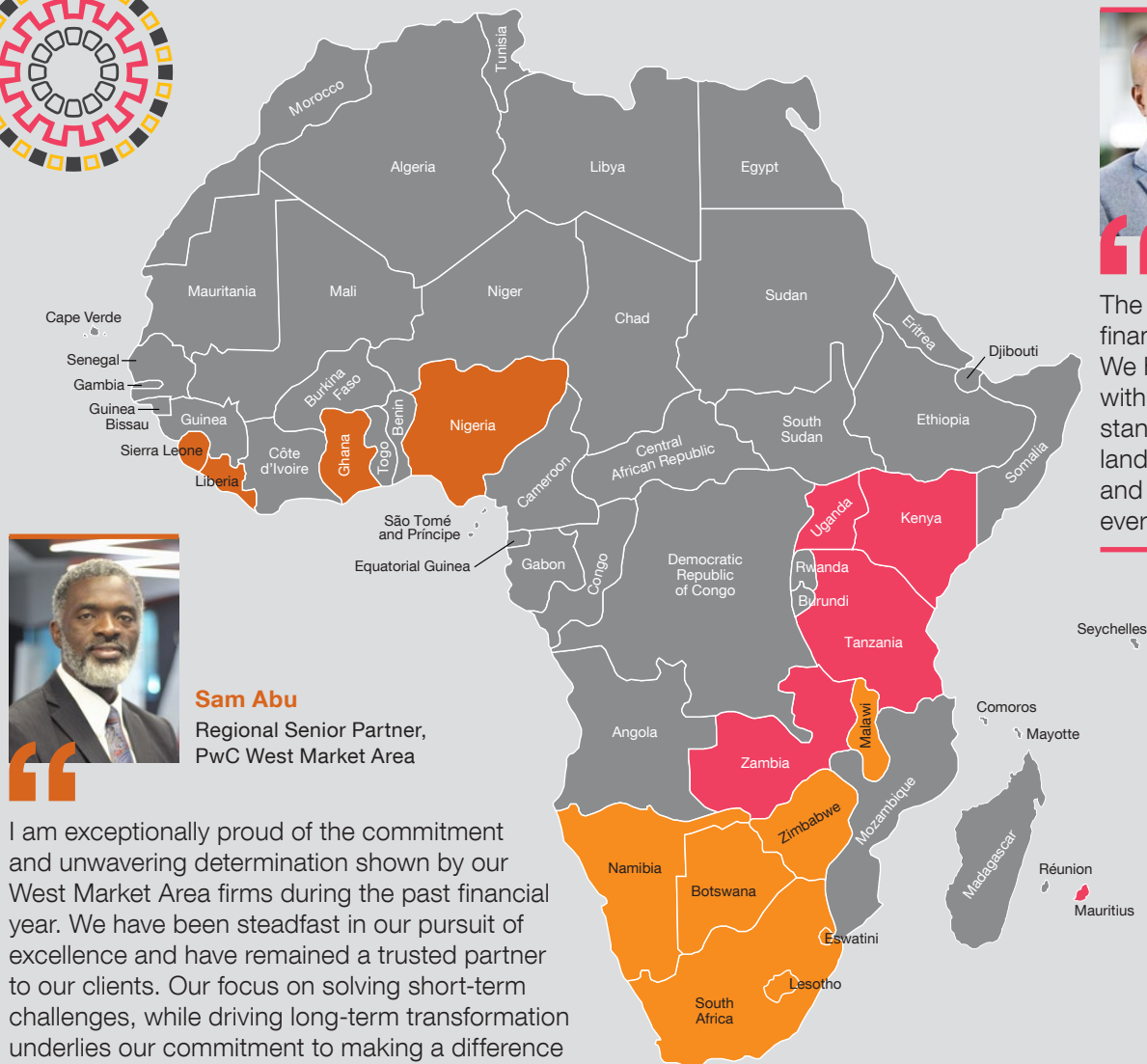
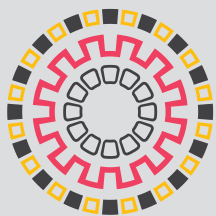


Reimagining the possible

Societal purpose

The seven SDGs our firm is focused on across Africa are:



**Sam Abu**

Regional Senior Partner,
PwC West Market Area

I am exceptionally proud of the commitment and unwavering determination shown by our West Market Area firms during the past financial year. We have been steadfast in our pursuit of excellence and have remained a trusted partner to our clients. Our focus on solving short-term challenges, while driving long-term transformation underlies our commitment to making a difference in the lives of our people, clients and the communities in which we work. Together, we will continue to drive positive change in our region.

**Peter Ngahu**

Regional Senior Partner,
PwC East Market Area

The East Market Area emerged stronger and more resilient over the last financial year, and we continue to make strong progress across the region. We have displayed a commitment to upholding our integrity, collaborating with our people, clients and stakeholders, fostering diversity and upholding standards of quality. As we continue to navigate an evolving regional landscape, we remain dedicated to supporting our clients and communities, and living out our Ubuntu Bethu strategy, where humanity is at the heart of everything we do.

**Shirley Machaba**

Regional Senior Partner,
PwC South Market Area

Our dedication to quality, ethics and the wellbeing of our society has remained consistent over the year in the South Market Area. We are empowered by our Ubuntu Bethu strategy, which means we are placing a greater emphasis on how we, as a community of solvers, must draw on skills from each other to solve shared challenges. Although we face our share of challenges, from currency devaluation to mandatory audit firm rotation, our focus on being human-led and tech-powered helps us work to build trust and create value for our people and important stakeholders. In this way, we will build a brighter future for Africa.



Megatrends



Climate
change



Technological
disruption



Demographic
shifts



Fracturing
world



Social
instability

In 2013, the PwC network identified five Megatrends which we characterised as being global in scope with long-term effects, touching everyone on the planet and shaping our world for many years to come. The convergence of these global megatrends, which are climate change, technological disruption, demographic shifts, a fracturing world and social instability, is reshaping Africa's landscape in terms of both geography and socio-economic dynamics.

The interdependence and overlapping of these Megatrends require that a holistic approach be adopted to effectively address them individually and collectively. It is imperative that we acknowledge the urgency of taking action and that we understand the critical importance of collaboration between individuals, organisations and nation states to mitigate the impact of these Megatrends on the African continent.

Recognising how important this is, we have brought together specialists from our firms and service lines to support greater collaboration, innovation and problem solving. Our multi-competency skills and human-led, tech-powered approach are uniquely positioned in Africa to help solve tomorrow's challenges, today.

FY23 reflection: Celebrating notable achievements by lines of service

Performance summary – Financial results

PwC Africa net revenues at FY23 constant average rates in \$ “000”

	6.7% Growth FY23	↗	-3.0% Growth FY23	↘	-3.6% Growth FY23	↘	3.3% Growth FY23	↗
FY23	407,411		114,423		78,467		600,301	
FY22	381,848		117,950		81,363		581,160	
FY21	370,732		109,320		83,505		563,556	
	Assurance		Advisory		Tax		Total line of service revenue	

For the 12 months ending 30 June 2023, PwC Africa revenue was up 3.3% on the prior year, with mixed performance across Lines of Services and Territories. It was a modest but commendable performance considering the significant challenges faced by many of our clients and territories in the form of currency volatility, increasing inflation and the generally difficult macro-economic environment.

Despite these hurdles, our resilient teams remained focused on their purpose. In the subsections below, we highlight the key aspects around our performance at a Line of Service level alongside a few highlights on what we have done and what we are working on, going forward.

Our results represent our unwavering dedication to providing the highest level of quality to our clients and stakeholders. By building a resilient and inspiring business, we are also creating meaningful career opportunities for thousands of PwC people in the Africa region, including new jobs. We remain steadfast in our commitment to fostering growth and success in Africa, and we look forward to continuing a positive trajectory in the future.



Performance summary – Financial results: Advisory

The [Advisory practice](#) faced several headwinds and saw a significant slowdown in activity in FY23 compared to the momentum built in prior years.

Focus areas

As the world grapples with many acute challenges, our focus has been on preparing for a transformative journey. In FY23, we invested in key talent in the areas of sustainability, value creation, business and technology transformation and our [Alliances programme](#). Through these investments we consistently supported our clients to navigate short-term challenges, while advancing toward long-term transformation. We also continue to invest in efforts to equip our people with the skills and leadership capabilities to become impactful professionals who build trust with clients and deliver sustained outcomes that make a difference.

Risk and quality

In February 2023 we saw the Salesforce Acceptance system being successfully adopted. This system provides us with a fully integrated system for identifying and managing risk, ensuring independence and initiating successful projects. We continue to modernise and integrate our processes, with a focus on risk and quality.

Performance summary – Financial results: Assurance

The Africa [Assurance](#) practice demonstrated a strong performance in FY23, achieving an overall growth rate of 6.7%. This was possible through the continued growth in our trusted Core Assurance practice and our Risk Assurance Services business, where we support clients in key areas such as Actuarial, Risk and Quants, Digital Trust, SAP, Internal audit, Sustainability and Climate Change.

Focus areas

Our Core Assurance practice remained focused on areas that contribute to trust and delivering sustained outcomes. These include driving our '[Tomorrow's audit, today](#)' strategy, which enables us to deliver quality and trust and a client experience that is human led, tech enabled and data driven. We have invested into our delivery model, and utilise centres of excellence (CoEs) to support our audit teams with enhanced capability in key areas of specialism. Our service delivery centres (SDCs) deliver repetitive tasks consistently and at a high level of quality. Our SDC teams in Gqeberha and India help us provide a robust audit, while our core audit teams focus on key areas of judgement.

Broader assurance has been identified as an area where we believe we can reinforce trust and provide sustained outcomes in an evolving landscape. We will also continue to invest in key capabilities such as cybersecurity, sustainability and risk and regulation, supporting our clients as they navigate both challenges and opportunities.

The Africa Assurance practice proudly supports other territories in our network through our short-term secondment programme and remote team member offering to share the best Africa has to offer with the rest of our network.

Looking ahead

We remain focused on our clients and their needs, even as we challenge ourselves to do things differently so as to add more value to what we are delivering. Ultimately, quality, ethics and trust are at the top of our agenda and the foundation of our Assurance practice.



Our next generation audit

Details: As part of our commitment to building trust and delivering sustained outcomes, the PwC network is investing in a multiyear effort to deliver a new global audit platform to power our next-generation audit services, ultimately replacing legacy technologies such as Aura and Connect.

Benefits to our clients: By exploring and investing in new technologies and redefining underlying audit processes, PwC will further standardise, simplify, centralise and automate our audit work. PwC's investment will accelerate ongoing innovation and enable us to respond to changing stakeholder needs while taking advantage of emerging technologies, thereby providing a transformed audit experience that focuses on continuous quality enhancement.

Sustained outcome: PwC's vision for our next-generation audit offering is to provide efficient, robust and independent assurance and audit insights from financial and non-financial information, helping to build trust in what matters to our clients and stakeholders. As PwC gains momentum around the next-generation audit programme, we will continue to release new capabilities on an ongoing basis to enhance quality and the overall audit experience.



Performance summary – Financial results: Tax

Africa Tax and Legal Services – achieving sustained outcomes for our clients

In FY23, the [Tax and Legal Services](#) practice continued to focus on being the most trusted and relevant advisor to our clients and other stakeholders. Overall, our Tax and Legal Services practice delivered good performance in FY23. The sale of PwC South Africa's Global Mobility Services business as part of a global transaction and a one-time adjustment resulted in an end-year position that is slightly below prior year. We consistently differentiate ourselves through our specialist tax and legal teams, working as a community of solvers to support our clients in achieving sustained outcomes.

Focus areas

Key areas of growth for our business include transfer pricing and dispute resolution, where we help clients navigate cross-border pricing tax implications. Our [Deals platform](#) leverages our strong tax and legal network across the continent to provide clients with advice on making informed business decisions. We are also developing digital solutions to assist clients in transforming their businesses and capitalising on their data investments for compliance with reporting requirements across the continent.



Controlled Foreign Company Tax Calculator

Details: We have developed a simple, flexible yet highly effective web-based tool that seamlessly supports clients in gathering and analysing the essential data for calculating the net income of a controlled foreign company, all without requiring an in-depth understanding of intricate tax regulations.

Sustained outcome: The tool also generates the requisite return, in the prescribed format, for submission to the South African Revenue Service. Its digital nature offers numerous advantages, including the ability for multiple users to collaborate, share data and work on calculations simultaneously. Additionally, changes in tax law can be incorporated and rolled out on a real-time basis.



Focused on the future

At PwC Africa, our focus on trust and sustained outcomes helps to accelerate breakthrough outcomes. We help to refine our clients' strategies and objectives, innovating unique solutions that help to simplify systems and amplify results. We listen carefully, work collaboratively and curate an ecosystem of people who power possibility.

Our platforms bring this approach to life. Through our focus on Transformation, Sustainability, Workforce, Risk and Regulation and Deals, we are supporting clients to respond to Megatrends and solve problems end-to-end. We believe that our focus on these platforms brings together the best talent and capabilities in our Africa network, making a difference for people, communities and stakeholders.

Transformation – Empowering business transformation for sustained success

In today's ever-changing business environment, we embrace the opportunities that transformation brings. Our strategy seamlessly blends industry insights, time-tested methodologies and cutting-edge technology to empower our clients to achieve lasting results.



Proven methods, streamlined processes

We believe in results. Our approach is rooted in well-established methodologies, and our processes are fine-tuned for efficiency. Collaborating across teams, we tackle our clients' most pressing challenges while maintaining exceptional quality through stringent quality control measures and operational excellence.



Amplifying impact across markets

Transformation is the key to unlocking a brighter future. By uniting leaders from South, West, and East markets, we magnify the impact of our efforts. Our success is underpinned by harnessing technology and innovation, nurturing local capabilities, tackling intricate challenges and fostering positive change throughout diverse African markets.



Local expertise, global perspective

We have a deep understanding of local markets, built through our long-standing presence and close client relationships. Our ability to adapt and leverage our expertise in various markets ensures that each client receives a customised, industry-specific solution.



Real results, real success stories

Take, for example, our recent collaboration with a major South African retailer. We guided them through a transformative journey, from revamping their operating model and processes to the implementation of automation and process enhancements. The result? Remarkable efficiency gains and optimisation that perfectly aligned with their overarching business strategy.



A comprehensive skill set

Transformation demands versatility in an organisation's skill set, spanning strategy, operations, workforce and technology expertise. Our approach seamlessly combines these skills, deploying human-guided, technology-driven solutions that play a pivotal role in propelling business transformation and delivering value. We leverage cutting-edge technologies like generative AI and hyperautomation to provide distinctive transformation solutions.

Our clients' success is our top priority, and business model reinvention is at the core of our strategy. We set ourselves apart by harnessing unique innovation capabilities, assets and accelerators, making us the preferred transformation partner in the market.

At our core, we are not just driving transformation; we are fostering a culture of innovation, building a sustainable future and propelling our clients towards long-term success.

PwC South Africa Technology and Innovation Centre

Recently we announced the launch of the PwC South Africa Technology and Innovation Centre (SATIC). SATIC is a joint venture with PwC United Kingdom, with a combined investment exceeding \$5 million. This centre is dedicated to leveraging industry expertise and technological capabilities to develop digital solutions in areas such as SAP, Oracle, Salesforce, Microsoft, cloud, data analytics, transformation enablement services and managed services, serving clients in both South Africa and the UK. SATIC aims to address youth unemployment by employing over 1,000 young people by 2027, offering programmes to enhance their social skills, provide relevant business knowledge, foster leadership qualities and establish professional networks.



Sustainability – Building future-fit resilience: PwC Africa's sustainability approach

Sustainability has taken centre stage on the agendas of most organisations and we recognise the importance of this ongoing journey. Our approach is rooted in commitment, dedication and adaptability, aimed at helping our clients build a robust sustainability strategy. Through this, we not only contribute to their long-term success but also make a positive impact on the environment and society.

Integrated sustainability solutions

We offer a comprehensive and fully integrated suite of sustainability services, enriched by our expertise across multiple industry sectors. As a result, we can provide a broader perspective and deeper insights tailored to each client, spanning from strategy development to reporting and assurance. Our mission is to help organisations plan, source, deliver, finance, measure and report on their sustainability goals, all while considering the broader impact of their activities. In essence, we are assisting in future-proofing businesses, making them more resilient, agile and sustainable.

Continuous improvement for ongoing impact

The journey towards sustainability is an ongoing process, requiring regular measurement of sustainability performance and the effectiveness of initiatives. It is crucial to continuously align these efforts with an organisation's overall strategy and values. Regular reviews and updates of focus areas, performance indicators and targets ensure that sustainability initiatives remain effective and impactful. Reliable and up-to-date data is pivotal for accurate reporting, and we actively support organisations in automating data acquisition and visualisation, often in collaboration with our alliance partners.

Global expertise, local impact

Our global footprint, along with our Centres of Excellence and Sustainability Academy, ensures that our team is always upskilled and ready to serve. We advocate for globally aligned ESG reporting and performance standards to drive consistency, trust and transparency. Our goal is to empower our clients to not only meet these standards but exceed them through integrated projects aligned with their business strategies and operating models.

Creating a sustainable future

Sustainability transcends individual organisations; it has a profound impact on society. It influences how we interact with the environment, how economies operate and what the quality of life is for current and future generations. Embracing sustainability is crucial not only for addressing pressing global challenges but also for creating a more equitable and prosperous world. Achieving this vision requires collaborative efforts from individuals, businesses, governments and civil society to drive meaningful and lasting change.

Progress in FY23: A glimpse into the future

In the past financial year, our sustainability team has been instrumental in guiding clients at various stages of their sustainability journey. From regulatory compliance to long-term sustainability benefits, we have provided unwavering support. We have also kept our clients informed about global and local changes, including evolving reporting requirements and guidelines. In the year ahead, our sustainability efforts will prioritise climate and nature, with a specific focus on double materiality and the effects of regulatory advancements in Europe.

At PwC, sustainability is not just a commitment. It is a mission to transform our world for the better. Together, we can shape a more sustainable and prosperous future.



Workforce – Navigating the future: Empowering organisations and careers

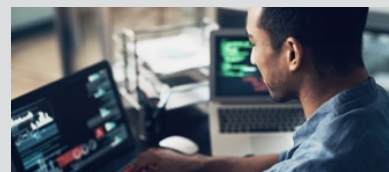
The Workforce of the Future Platform delves deep into the transformative impact of Megatrends on organisations across diverse industries. These trends are catalysts for a profound shift in leadership, operations and employee engagement, culminating in a harmonious blend of value-driven activities.

Transformative leadership and business reinvention



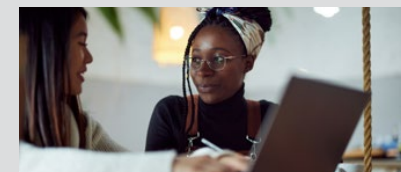
In this dynamic landscape, CEOs are stepping into the limelight, embracing both transformative and adaptive leadership styles, with a resolute focus on reinventing their businesses. The incorporation of cutting-edge digital tools such as generative AI clearly influences the future of their businesses.

Skill evolution for a purpose-driven workforce



Employees are evolving by acquiring a fresh set of skills that empower purpose-driven contributions. It is not just about profitability; it is about making a meaningful impact on society, the economy and the environment. The modern workforce seeks organisations with sustainable and responsible business and workforce strategies, with a particular emphasis on the 'green' mindset, emphasising green jobs and green skills.

Hyper-personalisation in careers



We live in a time of hyper-personalisation. Customisation is no longer limited to customers; it extends to individual career paths within organisations. Many organisations aspire to achieve flexibility, agility and speed. However, the key lies in steering away from impulsive actions and instead prioritising technology-supported, people-driven approaches to attain these objectives.

PwC's workforce-of-the-future services address the intricacies of these ever-evolving demands, both internal and external. We work in close collaboration with business leaders to decode the short-term, medium-term and long-term impacts of these changes. Our mission is to guide businesses to not only survive but also flourish, making the journey toward the future a path of opportunity and success.

Risk and Regulation – Navigating complexity with confidence

The risk landscape has never been more complex for leaders, businesses and institutions. A wide variety of global and local factors, including pandemics, conflicts, inflation, energy challenges and talent shortages have heightened the interplay and the pace of risks. Navigating this changing landscape necessitates fresh perspectives and a collective effort.

Redefining risk management

Amidst this complexity, our ambition is to reshape the way organisations perceive and manage risks and regulations in a trust-driven world. We strive to empower organisations to deliver great outcomes and take smart risks that enhance resilience and agility, align with stakeholder expectations and reduce costs.

PwC's risk expertise

PwC's [risk](#) team provides a panoramic view of the ever-evolving risk landscape that impacts our clients. This holistic perspective empowers them to act boldly and purposefully to bolster resilience today and embrace opportunities for the future. Ultimately, all towards cultivating trust and delivering sustained outcomes.

Harnessing the power of collaboration

We achieve this by fostering a diverse community of solvers, including our own team of risk experts and alliance partners who leverage data science and cutting-edge technology to identify meaningful risk signals and generate real-time, actionable risk intelligence.

Unwavering support across the continent

Our impact extends across the continent, where we are assisting our clients in addressing a wide spectrum of risk challenges, including:

- **Anticipating emerging risks:** We help our clients to proactively identify, understand and address the implications of new and emerging risks on their business.
- **Preparing for crisis and change:** Our expertise guides organisations to prepare for and successfully navigate moments of crisis and change, allowing them to emerge stronger and more resilient.
- **Modernising risk capabilities:** We support clients in enhancing and modernising their processes, systems and controls to manage risk and compliance efficiently and cost-effectively.
- **Embedding compliance with regulatory requirements:** We empower organisations to respond with confidence to new regulatory demands, ensuring they stay compliant while maintaining operational excellence.



Deals – Unlocking value through Deals: Navigating short-term crises and seizing long-term opportunities

In today's dynamic operating environment, we are proud to support our clients as they address immediate challenges and enduring Megatrends, recognising that we have a responsibility to help identify and deliver sustained outcomes in deals on the continent.

Immediate solutions for short-term crises

Swift responses to challenges: Companies are encountering issues such as high inflation, rising funding costs, supply chain disruptions, increased energy expenses, global political uncertainties and geopolitical conflicts. At PwC, we help organisations to respond rapidly to these challenges while maintaining stability.

Embracing long-term Megatrends

Strategic adaptation: Long-term Megatrends, encompassing climate change, technological advancements, demographic shifts and social complexities, have reshaped corporate strategies. We support companies in ensuring their survival and prosperity in the long run.

Driving corporate transformation through deals

Diverse deal opportunities: Companies are embarking on various types of deals, including portfolio restructuring, divestitures and investments in technology and [sustainability](#). This surge in deal making presents an opportunity for well-funded corporations to seize value even in challenging markets.

The PwC advantage

Maximising sustainable outcomes: Our [Deals platform](#) is perfectly positioned to provide comprehensive services, enabling our clients to attain sustainable results in their corporate endeavours. Here is how we do it:

- **Unwavering value addition:** Our unwavering focus is on adding substantial value to our clients' business strategies.
- **Top-tier expertise:** We bring together the best minds from across the firm and foster collaboration across service lines to deliver exceptional results.
- **Tech-enhanced insights:** Leveraging cutting-edge technology through Junction and the Connected Deals Experience, we provide deeper insights tailored to each client's unique needs.
- **End-to-end support:** We guide our clients through every phase of the deal cycle, from identifying opportunities to executing transactions and integrating new acquisitions for maximum value realisation.

Collaborative strategies for success

Our guiding principles: Our approach is grounded in community, interdependence and collaboration, steering our deals work in the following directions:

- **Long-term strategic alignment:** We work closely with our clients to understand their overarching goals and how deals can be instrumental in their achievement.
- **Multi-faceted expertise:** Drawing from our extensive network of firms across PwC Africa and engaging with various stakeholders, including regulators, investors and community members, we bring a broad range of perspectives to the table.
- **Tailored insights:** Using technology and data, we provide clients with customised insights and advice to meet their specific needs.
- **Seamless integration:** We work hand in hand with our clients to ensure acquisitions and other deals are seamlessly integrated, maximising value and minimising disruption.

Our commitment to The New Equation

Sustainable outcomes: By guiding our clients through the entire deal cycle, we demonstrate our unwavering commitment to [The New Equation](#). This approach aligns with our values and reinforces our mission to make a meaningful impact in the world.

At PwC, we are not just dealing with challenges; we are unlocking opportunities, nurturing growth and shaping a brighter future for our clients and all stakeholders.



Committed to quality

Governance, leadership and legal structure

Africa Governance Board

PwC firms in the South Market Area, West Market Area and East Market Area fall under the governance arrangements of the PwC Central and Southern Africa Joint Venture (“PwC Africa”). These governance arrangements are exercised by the Africa Governance Board, constituted in terms of the PwC Africa joint venture agreement, which details its powers and duties.

Africa Governance Board members are elected by the partners in each of the three market areas making up PwC Africa. The Chairman of the Governance Board is elected by the members of the Governance Board. It has several committees that act in accordance with the delegated authority of the Governance Board. The committees are accountable to the Governance Board and report to the members at each board meeting.

Africa Leadership Team

Our Africa Leadership Team is led by PwC Africa’s CEO Dion Shango. The members are appointed by Dion and represent PwC Africa’s three market areas and strategic functions including lines of service, operations and strategic functional areas of our business.

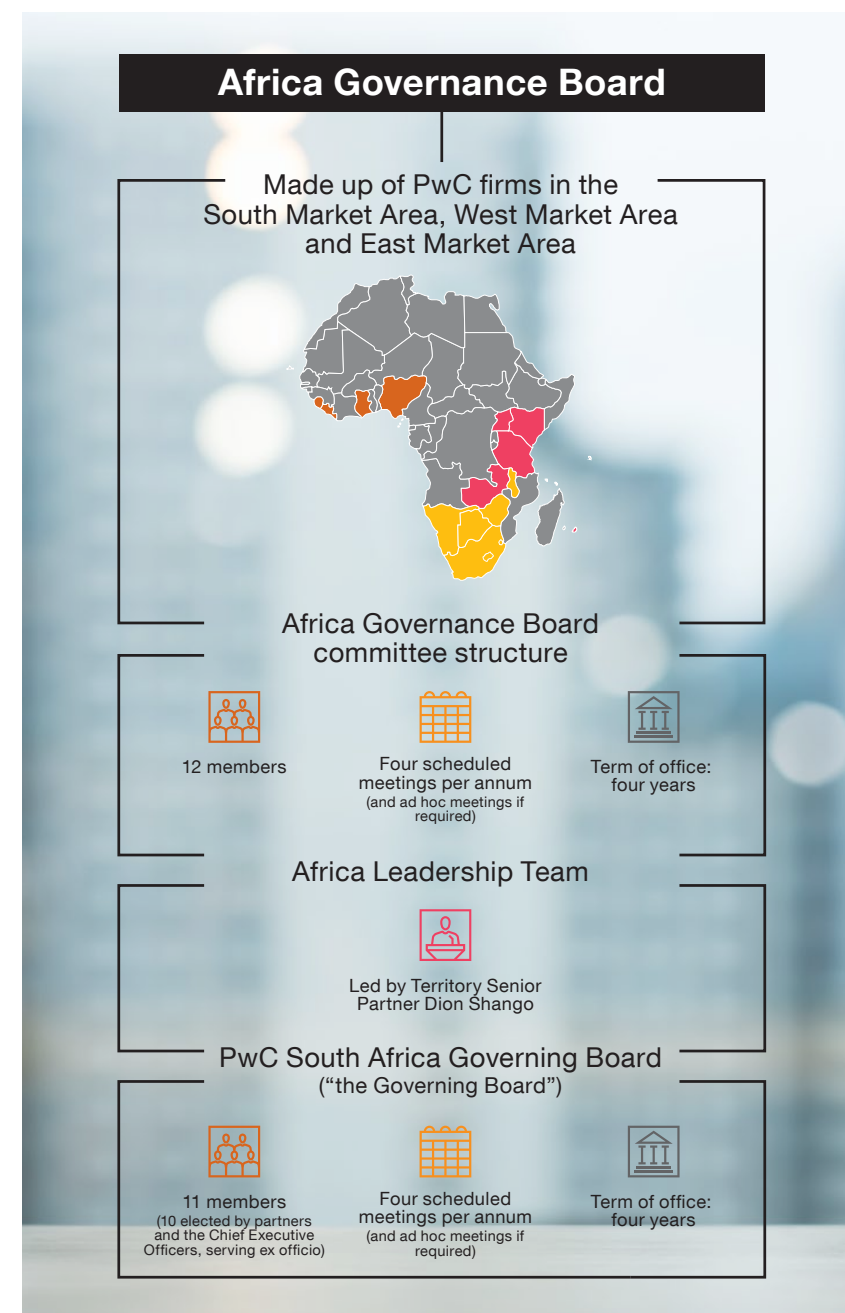
PwC South Africa Governing Board (“the Governing Board”)

The members are elected by the partners of PwC South Africa and the Chairman of the Governing Board is elected by the members of the Governing Board. It is mainly responsible for overseeing, at a South Africa level, the implementation of the long-term strategies and business plans of PwC Africa.

Market Area Management Committees

Each PwC Africa Market Area has its own Management Committee. These committees are responsible for the firms’ results in each Market Area. Their principal responsibilities include creating, directing and overseeing strategy implementation, developing succession plans for leadership roles and ensuring regular and ongoing partner communication on the progress and performance of the market area’s firms.

- Members appointed by the PwC Market Area’s Chief Executive Officer (South Market Area) or Regional Senior Partner (East and West Market Areas)
- Eight scheduled meetings per annum
- Term of office: Four years



Legal structure

PwC refers to the international PwC network and/or one or more of its member firms, each of which is a separate legal entity.

PwC is the brand under which the member firms of PricewaterhouseCoopers International Limited (PwCIL) operate and provide professional services. Together, these firms form the PwC network. 'PwC' is often used to refer either to individual firms within the PwC network or to several or all of them collectively.

In many parts of the world, accounting firms are required by law to be locally owned and independent. Although regulatory attitudes on this issue are changing, PwC member firms do not and cannot currently operate as a corporate multinational. The PwC network is not a global partnership, a single firm or a multinational corporation.

In central and southern Africa, the individual member firms of 18 countries in the three market areas formed a joint venture which we call PwC Africa. Each member of the joint venture remains a separate legal entity and contracts and delivers services as an independently owned separate legal entity.

Risk management

How we identify and manage key risks and engage with our stakeholders

Identifying, managing and mitigating risk is an essential part of running any business. At PwC, we work with many organisations to help them deal with the growing risks they face in our increasingly complex and challenging world. We also invest significant time and resources into anticipating and managing risks to our own business.

At PwC, the Africa Governance Board provides oversight, review and approval of our network's enterprise risk management (ERM) approach and focus. The Africa Leadership Team provides strategic direction (including in the area of ERM). The Chief Risk Officer (CRO) is responsible for network risk management, including ERM. The PwC network and its member firms take a systematic approach to ERM. The risks with the highest potential impact for the PwC network are reviewed on an annual basis. These Key Network Risks (KNRs) and their related significant mitigation plans are reviewed by the PwC Global Board. KNRs are risks which have the potential to either undermine the achievement of the network strategy and business objectives, or fundamentally damage the network and compromise its future. These global KNRs as well as local facts and circumstances are considered when determining the key risks for the firm.

In assessing the significance of risks, consideration is given to the impact on:

- client and service quality, and the network's ability to fulfil its obligations to clients and regulators and to meet the expectations of other stakeholders
- the trust of clients and other key stakeholders (including regulators and governments)
- legal and regulatory compliance across the network
- achievement of the network and local firm strategy, including its purpose
- the ability of individual member firms to recruit and retain key talent
- revenues across the individual member firms



PwC Africa's key network risks



Quality and ethics

A significant failure in evaluating the risks associated with accepting or continuing with a client or engagement or a significant service delivery failure could impact our reputation and lead to litigation or regulatory action. Failure to manage and respond to ethical expectations and requirements related to the profession.



Societal trust and brand

Risk related to exhibiting an inconsistent brand narrative resulting in lack of cohesion and brand distinction. Risk related to a failure to sufficiently anticipate, understand and respond to market and societal expectations resulting in a loss of trust.



Purpose, values and behaviour

Risks relating to adoption by individuals or groups, including joint business relationships (JBRs) or alliance partners and/or member firms, of values or behaviours which are inconsistent with the PwC values or unethical in nature.



People

Inability to offer a competitive People value proposition to future and current talent which restricts our ability to attract and retain talent, develop skills and leaders for the future business and our ability to anticipate and adapt to changing workforce, business and client needs.



Geopolitical and macro-economic*

Risks related to negative major shifts in the politics or the economy of a country or region which may stem from a downturn in economic conditions or uncertainty in future economic conditions.



Business continuity management

Inability to withstand an economic, physical/structural disaster; terrorist strike; information system collapse, infectious disease outbreak or environmental and natural threats due to inadequate contingency planning.



Physical security*

Risks relating to the physical security of PwC staff and infrastructure wherever deployed.



Regional instability*

Risks related to political and social instability in a region or country brought about by negative macroeconomic conditions, religious tensions and extremism and governance mismanagement resulting in an increasingly fragile operating environment.



Financial performance

Inability to responsibly and sustainably grow our business where business market conditions are challenging, impacting our ability to invest in talent, technology, products or services to further grow the business.



Climate resilience and ESG*

Failure to adequately respond to the growing importance of climate related events and ESG within the corporate environment which negatively impacts perception of the firm, investment returns, brand strength and recognition.



Information security and cyber resilience

Risks relating to our inability to proactively harness information and data to capture the upside of trends. Inadequate resilience in information and data security which may result in major cyber events, misuse of data and information/data breaches which may result in regulatory action.

*External risk

The most significant risks facing our network are inherent to the nature of our business and the external environment.

The risks we face around ensuring the quality of our services, meeting our applicable legal obligations, and adhering to the professional regulations and standards under which we operate (including those related to auditor independence) remain as important as ever. The same goes for the security and resilience of our systems and technology infrastructure; the strength of the individual member firms that provide our global reach and capability; and our ability to recruit, retain and develop the staff both to service our existing clients and develop opportunities for growing the business.

We remain acutely aware of our impact on the world around us and the need to work with our stakeholders to manage those impacts more effectively.

Material issues impacting stakeholders

The issues that are of concern to our key external stakeholders are assessed and taken into account as part of the process of identifying KNRs.

This includes:

- the quality of work performed for clients and delivery of sustained outcomes
- our compliance with applicable laws, regulations, professional standards, rules and internal policies. This includes our member firms' compliance with audit and assurance independence rules and regulations
- our ability to meet the evolving requirements of regulatory and public policy
- our member firms' compliance with applicable data management standards
- our member firms' ability to safeguard and manage data appropriately
- the quality of our information and cybersecurity processes and procedures
- the actions of our people and member firms aligning with our values and societal expectations
- the resilience of member firms to withstand economic, regulatory and political shocks
- the resilience of critical technology systems across our network and member firms
- our ability to attract, retain, train and deploy the right people to ensure high-quality delivery and innovation
- the maintenance of the PwC brand and the confidence it gives in our work and deliverables



Engaging with our stakeholders

PwC engages with stakeholders at both network and individual member firm levels.

Some examples of how PwC engages as a network are described below. These examples are by no means exhaustive. They are an indication of the many ways that we actively engage with our stakeholders on key issues throughout the course of the year.

- **Our people** – we engage with our people across the continent via a variety of platforms including global and local surveys as well as in-person interactions
- **Clients** – we work with clients across the continent, ranging from individuals to the world's largest corporations
- **Standard setters** – we actively participate in the process of commenting on both financial and non-financial reporting consultations
- **Regulators** – we work closely with our regulators across the continent, particularly on efforts to enhance audit quality and support the effective operation of tax systems around the world
- **Think tanks and NGOs** – participating in discussions on key issues such as climate change and social inequality is a top priority for PwC and a key part of our work to fulfil our purpose
- **Investors** – as one of the world's largest network of audit firms, we play a key role in the functioning of capital markets. Understanding the views and needs of investors is very important to us
- **Alumni** – the thousands of PwC alumni across the world remain an important part of the PwC community

PwC's approach to client acceptance

We have implemented global, cloud-based technology to manage client and engagement acceptance and continuance. This helps us make better decisions about who we choose to work with and the services we agree to provide. It also helps us to manage the risks associated with potential conflicts, and, as a result, to continue to foster trust with our stakeholders.

Our ethics and compliance standards and policies set out how our member firms should mitigate the risk of inadvertently becoming involved in actual or potential money-laundering activities, and these form an important part of our approach to client acceptance. As most legislation on anti-money laundering is based on the Financial Action Task Force's recommendations, our standard is consistent with these recommendations. In addition to the PwC standards, member firms are required to comply with local laws and professional regulations.

The PwC standards require each PwC member firm to establish systems, policies and procedures to mitigate the risk of being directly or indirectly involved in money-laundering, terrorist financing or any kind of financial crime.

The standards also set out the core requirements and prohibitions for all PwC partners and staff. They make clear that engaging in money-laundering practices is illegal and unacceptable behaviour, and partners and staff have obligations to assist in the prevention of money laundering. Specifically, as part of client acceptance, PwC partners and staff must:

- establish their client's identity (including the identification of ultimate beneficial owners where required)
- not provide any service, or enter into any business relationship, that could constitute being directly or indirectly involved in money-laundering activities. Our policy and guidance provide practical and detailed explanations that outline concepts such as what to look for.

We have established reporting procedures whereby any partner or staff member can report any knowledge or suspicion of money laundering.



Ethics and independence

Ethics codes and practices

At PwC, we adhere to the fundamental principles of ethics set out in the International Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA). These are:

- **Integrity** — to be straightforward and honest in all professional and business relationships
- **Objectivity** — to not allow bias, conflict of interest or undue influence of others to override professional or business judgements
- **Professional competence and due care** — to maintain professional knowledge and skill at the level required to ensure that a client or employer receives competent professional services based on current developments in practice, legislation and techniques; and to act diligently and in accordance with applicable technical and professional standards
- **Confidentiality** — to respect the confidentiality of information acquired as a result of professional and business relationships. This includes not disclosing any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, and not using the information for the personal advantage of the professional accountant or third parties
- **Professional behaviour** — to comply with relevant laws and regulations and avoid any action that discredits the profession

All member firms must also comply with our network standards, which cover a variety of areas related to ethics and compliance, including ethics and business conduct, independence, anti-money laundering, anti-trust and fair competition, anti-corruption, information protection, firms' and partners' taxes, sanctions laws, internal audit and insider trading. We take compliance with these ethical concerns seriously, so we strive to embrace the spirit and not just the letter of these requirements. We require our people to undertake annual mandatory training and submit annual confirmations of their individual compliance as part of our system to support appropriate understanding of the ethical requirements under which we operate. Our partners and staff are expected to uphold and comply with our ethics standards.

Each member firm is required to uphold the PwC purpose and values. In addition, each member firm must adhere to the PwC network standards, including the PwC Global Code of Conduct.

All PwC people are expected to live by the values expressed in the Code over the course of their careers at PwC. They have a responsibility to report and express concerns, and to do so fairly, honestly and professionally when dealing with a difficult situation or when they see any instances of behaviour inconsistent with the Code.

PwC's approach to anti-corruption

PwC is opposed to corruption in any form and recognises the importance of making smart choices when it comes to its business relationships. Our ethics and compliance standards and policies specifically set out how member firms are expected to identify and mitigate the risk of bribery and corruption in their activities. The standards require each member firm to establish systems, policies and procedures to prevent bribery and corruption. They set out specific requirements for each member firm, including:

- appointing an experienced individual who, with appropriate leadership oversight, is responsible for implementing the standards' requirements
- annually preparing a risk assessment to evaluate (a) the level and type of risks the firm faces, and (b) the policies and procedures the firm uses to comply with this standard and/or to respond to local risks
- training all personnel (including new joiners) annually on policies and guidance that apply locally and across our network
- taking steps to identify and resolve any departures from, or violations of, policies in place locally
- annually undertaking monitoring to assess compliance with these standards as well as policies and guidance that apply locally or across our network, and resolving any deficiencies, where identified

Each year, all partners and staff at PwC member firms are required to sign a personal confirmation of their anti corruption compliance.

Objectivity and independence

As auditors of financial statements and providers of other types of professional services, PwC member firms and their partners and staff are expected to comply with the fundamental principles of objectivity, integrity and professional behaviour. Independence underpins these requirements in our work with assurance clients. Compliance with these principles is essential to serving our clients and thereby instilling confidence in the capital markets.

The PwC Global Independence Policy is based on the IESBA International Independence Standards, supplemented by the independence requirements of the US Securities and Exchange Commission (SEC), the US Public Company Accounting Oversight Board and the EU Audit Regulation of 16 April 2014. It contains minimum standards with which PwC member firms have agreed to comply, including processes that are to be followed to maintain independence from assurance clients.

We have a designated partner (known as the Partner Responsible for Independence or PRI) with appropriate seniority and standing. This partner is responsible for implementing the PwC Global Independence Policy, including managing the related independence processes and providing support to the business. The partner is supported by a team of independence specialists.

Independence-related systems and tools

As members of the PwC network, PwC Africa firms have access to a number of systems and tools which support them and their personnel in executing and complying with their independence policies and procedures.

- Central Entity Service (CES) contains information about corporate entities including all PwC audit clients and their related entities (including all public interest audit clients and SEC-restricted entities) as well as their related securities. CES assists in determining the independence restriction status of clients of the PwC firm and those of other PwC firms before entering into a new non-audit service or business relationship. This system also feeds the Independence Checkpoint and the Authorisation for Services systems.
- Independence Checkpoint facilitates the pre-clearance of publicly traded securities by all partners and practice managers before acquisition and is used to record their subsequent purchases and disposals. Where a PwC firm wins a new audit client or there is a change in the restriction status of a security, this system automatically informs those holding relevant securities of the requirement to sell the security where required.
- Authorisation for Services is a global system that facilitates communication between a non-audit services engagement leader and the audit engagement leader, regarding a proposed non-audit service, documenting the analysis of any potential independence threats created by the service and proposed safeguards, where deemed necessary, and acts as a record of the audit partner's conclusion on the permissibility of the service.

- Joint Business Relationships (JBR) is a global system used to clear joint (close) business relationships from an independence perspective. JBR is used to facilitate PwC firms' compliance with JBR requirements for new and existing joint business relationships. It assists independence specialists in gathering information to assess, from an independence perspective, the permissibility of proposed joint business relationships and in monitoring the continued permissibility of previously approved existing joint business relationships.
- Global Breaches Reporting is used to report any breaches of external auditor independence regulations (e.g. those set by regulation or professional requirements) where the breach has cross-border implications (e.g. where a breach occurs in one territory which affects an audit relationship in another territory). All breaches reported are evaluated and addressed in line with the Code.
- My Compliance Dashboard is a standardised compliance platform available to partners and staff in all PwC member firms. It is used by firms to issue, manage and report on confirmations obtained including the annual compliance confirmation.
- Automated Investment Recording simplifies portfolio maintenance for PwC partners and staff in the Independence Checkpoint by automatically recording security transactions using regular direct feeds from participating brokers



Independence training and confirmations

Our firms provide all partners and practice staff with annual or on-going training in independence matters. Training typically focuses on milestone training relevant to a change in position or role, changes in policy or external regulation and, as relevant, provision of services.

Partners and staff receive computer-based training on their firm's independence policy and related topics. Additionally, face-to-face training is delivered to members of the practice on an as-needed basis by their firm's independence specialists and risk and quality team.

All partners and practice staff are required to complete an annual compliance confirmation, whereby they confirm their compliance with relevant aspects of the firm's independence policy, including their own personal independence. In addition, all partners confirm that all non-audit services and business relationships for which they are responsible comply with policy and that the required processes have been followed in accepting these engagements and relationships. These annual confirmations are supplemented by periodic and ad-hoc engagement level confirmations for certain clients.

Independence monitoring and disciplinary policy

PwC Africa is responsible for monitoring the effectiveness of its system of quality management in managing compliance with independence requirements. In addition to the confirmations described above, as part of this monitoring, we perform:

- compliance testing of independence controls and processes;
- personal independence compliance testing of a random selection of, at a minimum, partners and practice managers as a means of monitoring compliance with independence policies; and
- an annual assessment of our firm's adherence with the PwC network's standard relating to independence.

The results of PwC Africa monitoring and testing are reported to the firm's management on a regular basis with a summary reported to them on an annual basis.

PwC Africa has an Accountability Framework and supporting disciplinary policies and mechanisms in place that promote compliance with independence policies and processes, and that require any breaches of independence requirements to be reported and addressed.

This would include discussion with the client's audit committee regarding the nature of a breach, an evaluation of the impact of the breach on the independence of the PwC firm and the engagement team and the need for actions or safeguards to maintain objectivity. Although most breaches are minor and attributable to an oversight, all breaches are taken seriously and investigated as appropriate. The investigations of any identified breaches of independence policies also serve to identify the need for improvements in PwC Africa's systems and processes and for additional guidance and training.

Controls over non-audit services

Before providing non-audit services to entities that are subject to independence restrictions, all member firms are required to obtain authorisation from the group audit engagement partner responsible for services to that entity (or a related entity).

To promote understanding of the independence requirements that apply, PwC has developed a comprehensive set of policy and supplementary guidance documents that address the provision of non-audit services to audit clients and their related entities. These documents are based on the requirements of the IESBA International Independence Standards, as well as the rules and standards issued by other regulatory authorities. We supplement this for any relevant local standards.

When our member firms are providing non-audit services to audit clients, they are allowed to provide only those non-audit services that are permissible under the applicable rules. In some instances, these non-audit services are required by law or regulations to be performed by the auditor. However, while we have controls in place regarding the provision of non-audit services to audit clients, we are also conscious of the threats to independence in appearance that can be created by providing non-audit services to our audit clients. So we assess this threat as part of our acceptance processes.

Our Network Risk Management Policy also requires that engagement teams who provide certain non-audit services to SEC-restricted entities obtain input from an independence specialist in our global SEC Centre of Excellence. The conduct of certain services to SEC issuer audit clients is closely supported and monitored through extended processes, including (as applicable):

- review of audit committee pre-approval communications;
- independence review of initial engagement communications with the client such as proposal materials;
- pre-engagement independence coaching discussions for the service team; and independence in-flight review of the engagement through the course of the service.



Confidentiality and information security

Safeguarding trust: PwC Africa's commitment to confidentiality and information security

Confidentiality and information security are the cornerstones of trust – a trust that we value deeply with our clients, stakeholders and our own dedicated workforce at PwC Africa.

Fortifying cyber resilience

We are resolutely committed to ensuring the utmost security of sensitive information. PwC Africa has invested in strategic, multi-year programmes designed to enhance cyber readiness across the continent. These programmes encompass safeguarding the physical environment through robust perimeter and endpoint security measures. Furthermore, they ensure that our information security management system aligns seamlessly with industry best practices.

Internationally recognised excellence

We proudly hold certifications in ISO 27001 and ISO 27701 standards, globally recognised as emblems of excellence in information security. These certifications underline our unwavering commitment to the highest standards of confidentiality and data protection.

Rapid threat response

Our dedication to security is further exemplified by significant strides in key security areas. We have honed the ability to identify and neutralise threat actors within our environment in as little as one day. We have also fortified our network infrastructure with additional safeguards, significantly enhancing our security posture and vulnerability detection.

The trust of many

Our clients entrust us with their most sensitive data and strategic information, knowing that we prioritise confidentiality and security at every step. By consistently safeguarding client information, we build and maintain trust. This trust extends beyond our clients to include stakeholders such as investors, regulators and the public. Demonstrating our unwavering commitment to information security and confidentiality reassures all stakeholders that our operations adhere to the highest ethical standards.

PwC Africa is a trusted partner in Africa's dynamic and evolving business landscape. Our commitment to confidentiality and information security is a defining characteristic of this trust. We invite you to embark on a journey with us in the knowledge that your data and trust are safeguarded with the utmost care and diligence.



Transformation

Inspiring our people

Empowered. Evolving. Valued. Making a difference.

This is Our Deal and the experience we promise our people. Their contributions build trust with clients and solve important problems. After all, our people are PwC.

At PwC, our talented professionals are the driving force behind our success, aligning seamlessly with The New Equation. This transformative approach is human led and technology enabled and also informs our people strategy and agenda.

Our leaders are key to inspiring our people every day. We invest in leadership effectiveness knowing it's the essence of our people's experience, and improved leadership behaviours are encouraged and supported at all levels. We support our team leaders to build on their own and their teams' effectiveness and wellbeing through talks and tools focusing on moments that matter throughout our annual employee life cycle. We address goal setting at firm and personal levels, making room for career development, career progression and the ability of leaders to have challenging conversations.

Our global inclusive mindset training and badge supports the drive for our people to understand and create awareness of how we need to behave, guide and lead to have a firm where all our people feel they belong, are cared for and have the opportunity to grow. It is also a required skill recommended in the promotions of senior managers and above.

Our annual talent reviews help ensure that we carefully identify key and critical skills for a different and sometimes unknown future as we enter the new world of digital enablement and artificial intelligence. We saw a general positive trend towards staff retention after the period of the great post-pandemic resignation. We sourced and recruited 2,575 people, including 800 experienced hires, across our Africa territory's firms this past year. Our intake of more than 1,500 trainees for the year is a testimony to our commitment to nurture and provide future talent for our continent.

Our impact across the territory is further enhanced through our investment in and support for local talent needs. Examples include programmes in the East and West market areas to address gender transformation and, in South Africa, the various initiatives to support transformation targets.

Our Global People Survey gave all our people the voice to share what they felt we are doing well and what we can do better. We had a record participation rate for the year of 90%. Our focus areas included areas that we are doing well in and should maintain and areas where we could do much better, in three groupings: how our people feel about working at PwC, how their lives are affected by PwC and what impacts their work that we can control and improve on.

To support our people in their wellbeing – physical, mental, financial and emotional – we offer programmes and campaigns providing year-round practical help. For our people to be at their best and perform quality work, they are encouraged to take charge of their wellbeing as they continuously contribute to the solving of important problems.

Our culture is built on quality and ethics. We support our people through systems and tools that are readily available, including an ethics hotline, ethics awareness campaigns and ethics champions across all teams. Additionally, we endeavour to manage employee relations cases in a consistent, fair and transparent manner.

The changes and challenges our people and our firm face every day create incredible opportunities to help solve important problems. Using trust as the pillar of support, our people continue to evolve within a safe environment to thrive and deliver value for themselves and the business.

Our annual talent reviews



Transformation, diversity and inclusion

At PwC Africa, we live out an unwavering commitment to transformation and inclusion. We firmly believe that a diverse workforce is a vital element of our continued success. In fostering an inclusive environment, our goal is to ensure that everyone, regardless of their background, feels genuinely valued and respected.

Celebrating our transformation journey

Over the years, we have witnessed remarkable transformations within our team. We have been privileged to be part of the dynamic career journeys of many employees, two standout examples being Shirley Machaba and Dion Shango. Both embarked on their professional journeys with the support of a PwC bursary and ascended to become partners in our firm. Today, they hold esteemed positions as the South Africa CEO and Africa CEO, respectively.

Our dedication goes far beyond ticking corporate boxes or merely fulfilling policy codes. We are deeply committed to addressing the inherent inequalities within society. We do this by setting high standards for individuals from all backgrounds and consistently work towards empowering competent and accountable executives.

Recognised excellence

Our contributions have not gone unnoticed. We are proud recipients of the Africa Transformation Award at the Oliver Top Empowerment Awards. Additionally, we have received accolades such as the Top Gender Empowered Company award at the Standard Bank Top Women Awards. These recognitions affirm our dedication to fostering meaningful change.

Authentic transformation in the business landscape is pivotal for enabling meaningful economic participation. Our aim is to uplift professionals who may typically face exclusion based on factors such as race, gender and sexual orientation.

Responsible corporate citizenship

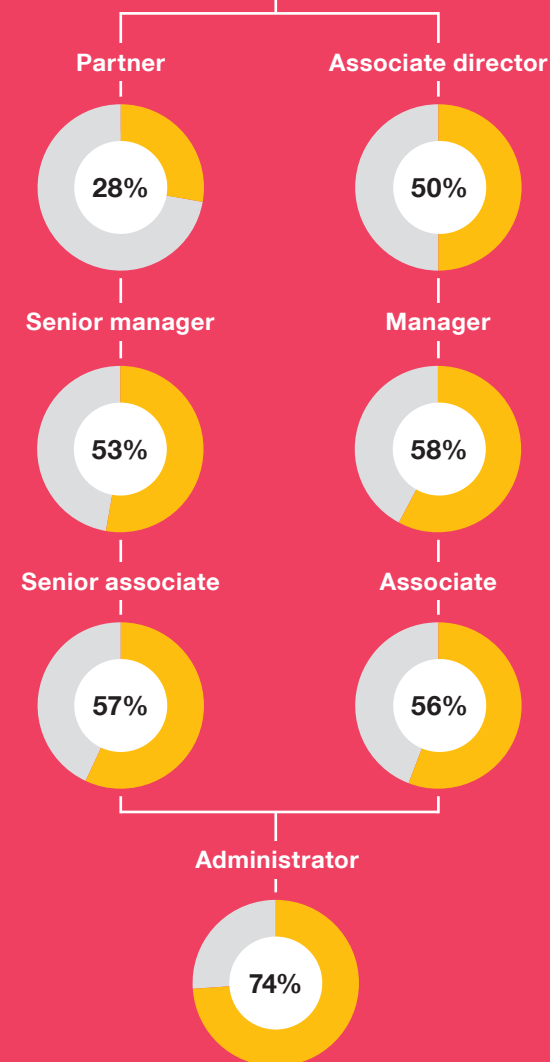
As a people-led organisation, we regard responsible corporate citizenship as a vital component of addressing inequality. We recognise the importance of empowering women in urban and rural areas through entrepreneurship, community development and education. Our commitment extends to upskilling individuals, irrespective of race or gender, ensuring that everyone has the opportunity to participate in the economy.

Bridging gaps through education

Our focus is on upskilling women and people of colour in business. We aspire to extend the reach of transformational economic empowerment well beyond the boundaries of PwC. Our vision is to make economic growth accessible to all.

Africa gender statistics (30 June 2023)

Percentage of females in each grade

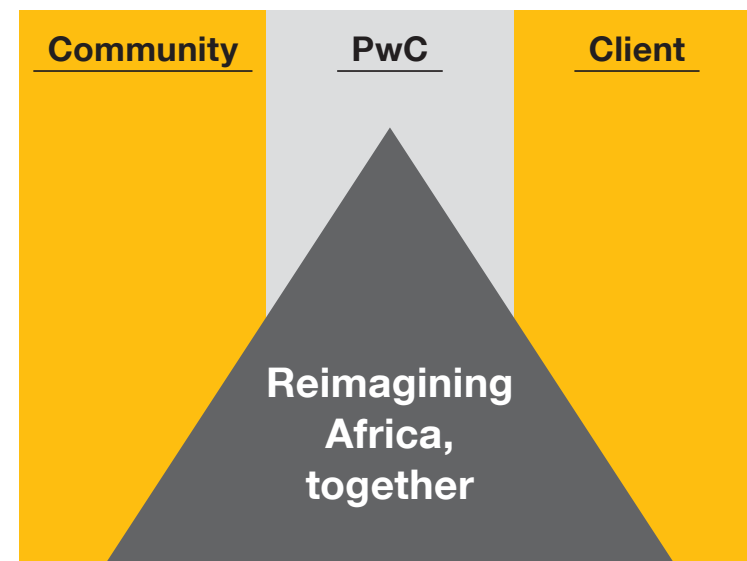


Societal purpose

At PwC, we are guided by the innate need to make a greater societal impact that extends far beyond profit. As part of our purpose to build trust in society and solve important problems, we are committed to enhancing the wellbeing of our continent and the global community. With every decision we make, every innovation we pursue and each service we provide, we continuously reflect on whether we are aligned to our societal purpose strategy and ensure that we are actively shaping a purpose-driven impact on our continent.

Through extensive research, PwC has identified two interrelated imperatives that will define the years ahead. The first imperative is the compelling need to foster trust in a fractured world, and the second is to deliver sustained outcomes in an environment characterised by intensified competition, disruptive forces and elevated societal expectations.

In response to these imperatives and to propel positive change in Africa, it is pivotal to recognise our shared humanity. We are as dedicated to exploring how we can be a force for good as we are to helping our clients to achieve sustained outcomes.



Uniting for societal purpose

Our societal purpose strategy unites our community of solvers and gives them the opportunity to deeply reflect on our values, bringing to life our purpose and delivering sustained outcomes. This strategy is designed to make a positive impact, with clients and in the communities where we operate, and to empower our people to become agents of change. It is built on three fundamental pillars:

- What we do as a firm,
- How we assist our clients and
- How we help the communities around us.

Our societal purpose strategy drives our impact at a community level, but we also hold ourselves accountable for ensuring that our work with clients reflects our societal purpose and has a positive impact.

This strategy is closely aligned with seven of the 17 United Nations' Sustainable Development Goals (SDGs). We have implemented a range of initiatives aligned to these SDGs and take pride in actively contributing to addressing our countries' challenges. The seven SDGs our firm is focused on across Africa are:



For us to be successful, collaboration is key. We will continue to collaborate with various stakeholders, including the government, to work towards actionable solutions to solve important challenges.



Impactful initiatives in FY23

Our efforts have already borne fruit, exemplified by numerous initiatives.

- Recently we announced the launch of the [PwC South Africa Technology and Innovation Centre \(SATIC\)](#). SATIC is a joint venture with PwC United Kingdom, with a combined investment exceeding \$5 million. This centre is dedicated to leveraging industry expertise and technological capabilities to develop digital solutions in areas such as SAP, Oracle, Salesforce, Microsoft, cloud, data analytics, transformation enablement services and managed services, serving clients in both South Africa and the UK. SATIC aims to address youth unemployment by employing over 1,000 young people by 2027, offering programmes to enhance their social skills, provide relevant business knowledge, foster leadership qualities and establish professional networks.
- **The Service Delivery Centre (SDC) Africa** is a strategic investment by PwC Africa that plays a central role in the Assurance transformation programme. This centre supports PwC offices across Africa and the Netherlands firm, focusing on standardising selected audit activities, enhancing quality and reducing delivery costs. Notably, SDC Africa contributes significantly to addressing high youth unemployment and advancing transformation, inclusion and diversity initiatives. The centre currently employs over 400 staff, of whom 71% are female and 83% are of African, Coloured, or Indian descent. The centre offers opportunities to graduates from South African universities and other tertiary institutions outside the traditional CA(SA) route.
- Our [collaboration with UNICEF](#) has given our Africa firm the opportunity to roll out meaningful initiatives to digitally upskill young people in communities where the need is the greatest, through campaigns such as our [New World. New Skills.](#) campaign. New world. New skills. aims to ensure that no person is left behind in our rapidly expanding, increasingly digital economies, with a particular focus on communities that are currently disadvantaged. Being part of an initiative to bring about change is important to us.
- At the heart of our mission, we have dedicated our efforts to empower our team members to become influential leaders in the industry. We have achieved this through our transformative programmes like the **Leadership Lounge, the Digital Transformation Programme and the Sales Excellence Programme**. Additionally, we are proud to have significantly grown our **Youth Engage Programme**, dedicated to fast-tracking the employment of high school graduates into meaningful and rewarding careers.

- PwC founded **Business Skills South Africa (BSSA)** in 1992 in collaboration with the National Industrial Chamber. BSSA provides business and entrepreneurial skills to previously disadvantaged communities, with the ultimate aim of creating jobs and increasing wealth.
- [PwC Mauritius](#) was appointed by the United Nations Environment Programme and, later, the United Nations Office for Project Services, to develop an innovative platform that plays a pivotal role in monitoring and assessing the country's commitments to the Paris Agreement. Our approach to building this platform was deeply rooted in innovation and forward-thinking strategies. Our team leveraged a human-led and tech-enabled approach for the discovery of specific needs. This initiative aims to exert influence on decision-making processes by national leaders in the knowledge that Mauritius is ranked as the 51st most vulnerable country to climate change worldwide.

Uniting for societal progress

In these transformative times, it is crucial for all stakeholders, including businesses, NGOs, academic institutions, society and governments, to unite in a spirit of agility, resilience and inclusivity to make meaningful and sustained investments in societal purpose. As businesses and individuals, we must be a force for good.



PwC's commitment and progress to be net zero by 2030

At PwC Africa, we are committed to achieving net zero greenhouse gas (GHG) emissions by 2030. This is a key part of our global strategy, The New Equation, to decouple our business growth from GHG emissions.

We are working to decarbonise our business and adapt to the impacts of climate change by setting clear targets, creating practical plans that achieve real results and collaborating with other organisations to support the net zero transition.

To solve the climate crisis, everyone has an intricate role to play and collaboration across all sectors and geographies must be a priority. We are committed to leading by example and reaching net zero in line with 2030 targets. PwC Africa has an important role to play in delivering against our targets, building trust and delivering sustained outcomes for ourselves and our clients to achieve a global transition to net zero.

We have made significant progress towards our net zero goals, including the following:

- Established robust non-financial reporting processes to enable stakeholders to understand the relationship between day-to-day business activities and our impacts on people and the environment.
- Met 50% absolute reduction of our scope 1 and 2 emissions through energy efficiency initiatives and a combination of renewable electricity measures.
- Achieved a significant reduction in scope 3 business travel emissions and are working to keep the bounce back to below the 50% mark.
- On track to have at least 50% of our purchased goods and services suppliers (by emissions) have set science-based targets (SBTs) by FY25.



Global targets set for 2030

By FY25



50% of purchased goods and services by emissions to have set SBTs

By FY30



Cut our emissions from electricity, heat, buildings and car fleets by 50%



Use 100% renewable electricity in all our offices across Africa



Cut our business travel emissions by 50%

Our approach to delivering net zero in our operations and supply chain is based on the carbon mitigation hierarchy:

- **Avoid** — eliminate our impact through design by evolving our business strategy and operating model.
- **Minimise** — reduce impacts that cannot be avoided through doing what we do more efficiently and replacing high-carbon energy sources with low carbon ones.
- **Compensate** — purchase high-quality offsets for our residual scope 1 and 2 and business travel emissions.

What's next?

- Continue to execute our supplier engagement strategy by assisting our top suppliers to have science-based targets in place.
- Continue to drive out our business travel management strategy to limit the post-COVID bounce back.

PwC Africa's FY19 (baseline) and FY23 reported volumes of carbon emissions (tCO2e): understanding the largest contributors.

	FY19 (baseline)	FY23
Scope 1 (fuel and gas)	1,692	2,805
Scope 2 (electricity)	12,135	9,147
Scope 3 (business travel)	28,423	10,231
Scope 3 (supply chain)	20%*	28%*

*Percentage of supplies from Africa that have validated or committed SBTi targets



Appendix A

The following case studies help to illustrate the value of our services, the problems that we helped to solve and the impact and outcomes. These case studies have been anonymised to protect client confidentiality.

Case study 1: Forensics crypto

Background: Over the past three years, [PwC South Africa](#) has been supporting a regulator to investigate alleged contraventions of the exchange controls. More specifically, the investigation addresses the export of capital outside the country through crypto asset exchanges.

How we delivered: In collaboration with [PwC United Kingdom](#), we used proprietary PwC tools to enable us to trace crypto assets in the context of the regulator's requirements. The tool used blockchain data to determine capital inflows and outflows from a foreign exchange control perspective – which allowed us to deliver unique solutions that were human-led and tech-powered.

Our forensics work helped the regulator identify the perpetrators circumventing the Exchange Control Regulations and enabled the regulator to act on the individuals, entities and schemes used to facilitate large capital outflows.

Sustained outcome: In this project, we investigated individuals and entities on behalf of the regulator. Their funds were blocked during the review period and if they were found to have breached any regulations, their funds were forfeited.

Our interaction with the regulator started as reactive responses to past instances of contraventions. We have since advanced our approach to a point where the regulator can proactively and more timeously avoid the impact of capital outflows. Through our work we are directly contributing to reinforcing society's trust in our economy and protecting the wealth of our nation.

Case study 2: PayShap (Developing a new digital payment tool to drive financial inclusion)

Background: For a significant percentage of South Africa's population, cash is still king. Around a quarter of banked South Africans and 16% of the population who are unbanked remain financially excluded from the modern banking system by transacting solely in cash.

How we delivered: PwC South Africa was selected by BankservAfrica, Africa's premier automated clearing house, to lead the way in implementing a groundbreaking new payment rail in the country.

PayShap, co-created by the banking industry, BankservAfrica, the Payments Association of South Africa and PwC, enables instant proxy payments more affordably and effectively than any other existing payment rail. The real-time payment platform was developed by a multidisciplinary team over four years to create a superior alternative to cash and modernise the payment landscape in the country.

Sustained outcome: It was launched in March 2023 with two stand-out features: an instant clearing feature which enables consumers to instantly pay to another bank account using account details, and a proxy payment feature which enables consumers to make a payment to a proxy called a ShapID without knowing the bank account details.

These convenient features, plus PayShap's lower cost than alternative digital payment solutions, are encouraging more people to use modern digital banking. As a result, PayShap is fuelling greater social and financial inclusion for millions of South Africans.

Case study 3: Helping our clients seamlessly integrate in order to be fit for the future

Background: PwC South Africa's Business Transformation team supported a beverage manufacturer in South Africa in executing their people transition strategy and implementing their operating model to integrate a new acquisition into their core business.

How we delivered: We supported the client with the transformation across 11 functions, benefits harmonisation, salary package transition, HR systems integration, payroll migration, and the S189 process for employees that competed for roles and union engagements. Sixteen months of work resulted in the people's transition and system integration being completed in 2.5 months – one of the quickest and most seamless integrations of this size and complexity in South Africa. During this period, all employees were transitioned onto the new payroll in line with the new pay structures and employee benefits.

Sustained outcomes: Working alongside the client, we changed their way of operating to a more focused and centralised approach, creating an optimal structure aligned to their growth strategy. We are proud to support our client's ambition to expand their portfolio and combine two successful businesses, and the impact that this will have on customer experience, routes to market and the client's talent pool.





At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 151 countries with over 360,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.com.

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

© 2023 PwC. All rights reserved (23-30527)