



PwC Sub-Saharan Francophone Africa (SSFA) Transparency report

Transparency report for the year ended 30 June 2022

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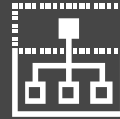
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Message from leadership

Welcome to our 2022 Transparency report

At PwC, our purpose is to build trust in society and solve important problems. We're a network of firms in 152 countries with more than 327,000 people who are committed to delivering quality in assurance, advisory and tax services. We are committed to driving a strong culture of quality and excellence that is core to our purpose.

In June 2021, we unveiled The New Equation, PwC's landmark global strategy which responds to fundamental changes in the world, including technological disruption, climate change, fractured geopolitics, and the effects of the COVID-19 pandemic. The New Equation is based on analysis of global trends and thousands of conversations with clients and stakeholders. It builds on more than a decade of sustained revenue growth and continued investment. The New Equation focuses on two interconnected needs that clients face in the coming years. The first is to build trust, which has never been more important, nor more difficult. The second is to deliver sustained outcomes in an environment where competition and the risk of disruption are more intense than ever and societal expectations have never been greater.

As part of The New Equation strategy the PwC network is making an incremental US \$3bn investment in quality. This includes a \$1bn investment in a multi-year programme to deliver a new audit ecosystem - human-led, tech-powered and data-driven. It will enable us to make continuous improvements to audit quality by further standardising, simplifying, centralising and automating our audit work, transforming the experience for our clients and our people.

For more information on The New Equation, please see <https://www.pwc.com/gx/en/>

Percentage of Assurance professionals surveyed who report

Receiving consistent messages about the importance of audit quality from both local and firm leadership

98%

FY22

98%

FY21

95%

FY20

Understanding the firm's audit quality objectives

95%

FY22

95%

FY21

90%

FY20



Message from leadership

As we gradually emerge from the COVID-19 pandemic, we are now measuring the unprecedented consequences of this crisis on our customers and employees, and more broadly on the economic world and on society.

This period has put all of our stakeholders and all of the players in the economic world to the test in an unprecedented way. It has forced organizations to transform rapidly and, in some cases, radically. Remote work is becoming widespread, the use of the best technologies is proving decisive and operational models are evolving.

The need for trust of our customers, our stakeholders and all economic players is growing considerably in this context of uncertainty and change. Our response to the crisis and the actions undertaken at PwC in French-speaking sub-Saharan Africa over the past year have made it possible to ensure the resilience of our organization over the long term.

PwC's approach to building trust is designed to meet growing expectations for transparency, accountability and stakeholder engagement. She combines expertise in audit, tax and legal, consulting, deals and compliance activities with a desire to extend specialized capabilities in areas such as cybersecurity, data protection, ESG and the transformation of organizations so that they can better meet the expectations of their customers.

Rather than adopting a traditional technology-driven approach to transformation, PwC focuses on the results our efforts aim to achieve. To achieve the agreed results, we then mobilize our expertise in areas such as - among many others - strategy, digital and cloud services, value creation, people and organization, tax, reporting sustainability, transactions, disaster recovery services, legal and compliance.

We are convinced that multidisciplinary organizations like ours bring together unique skills and have the essential capacities to support our clients in these transformations.

During the past financial year, with the active contribution of our teams, we continued the co-construction and deployment of our program dedicated to Quality Culture throughout the chain of our activities. This program, rolled out throughout the year through specific actions, aims to promote and ensure the sustainable adoption of behaviors and practices that have a positive impact on the quality of our actions.

We believe that working on our culture and our behavior brings a positive dynamic that is inseparable from the strengthening of our quality management procedures. Finally, we have continued with determination the progress actions undertaken for several years to support our teams and our partners in mastering quality issues.

The quality of our audits and our signature is a priority at the heart of our strategy as well as a legitimate expectation on the part of our customers and our stakeholders.

As PwC, it is our responsibility to contribute to the socio-economic development of the countries in which we operate and to foster the growth and development of Africa. Driven by our purpose which is to build trust in society and solve important problems, our ambition is to drive within inclusive, diverse and passionate teams our key strategic missions: inspire our customers; inspire our people; Impact our markets while keeping quality at the heart of all our decisions and actions.

We are proud of the key role we play as an actor of trust and take advantage of this report to thank our employees and partners for their commitment and mobilization with their customers and within their teams.



Nadine Tinen
Territory Senior partner

At PwC, quality lies at the heart of everything we do, as it is fundamental in fulfilling our purpose – “Build trust in society and solve important problems”. This is more so within the Assurance line of service, where the word ‘Assurance’ is synonymous with ‘Trust’ and thus Assurance has the overriding objective of building sustainable trust in society. One of the key elements of our vision at PwC Sub-Saharan Francophone Africa(SSFA) is to accompany key stakeholders for the development of Africa. We can only do so by building trust with those stakeholders and the society as a whole. We build trust by delivering on our commitments to quality and being transparent about what we do. This is why we have decided to publish an annual transparency report, the first ever kind for any professional services firm in our region.

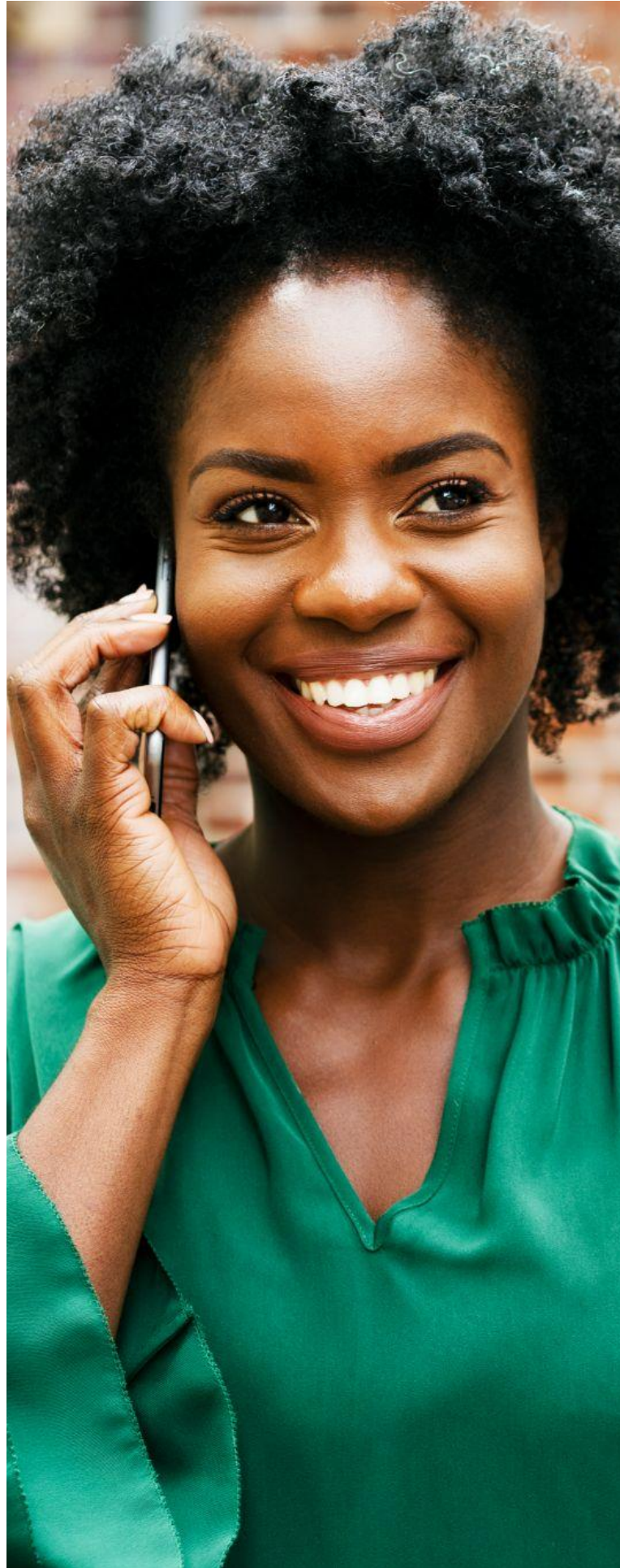
Audit Quality beyond Regulatory requirement.

At PwC, we look at audit quality beyond what is required or set out in the various Auditing or Review Standards. In addition to those standards, PwC also has its quality standards which must be adhered to by all PwC member firms. But more importantly, we seek to embed quality in everything we do, particularly in audit, where we have an overriding responsibility to the society as a whole. Audit underpins the PwC brand and is therefore fundamental to our strategy. Our objective is to be trusted with a reputation for quality in the market place and as such we strive to build and maintain a quality culture. Our clients and our people are at the heart of delivering this quality culture. This is why we seek to attract top talent, upskill and retain them. Our people are multidisciplinary in their skill set and come from diverse backgrounds. We believe that diverse teams give the best thinking and the best thinking gives the best actions and ultimately best results. Our people live the PwC code of conduct, with emphasis on integrity and independence, and we continue to invest in them with adequate professional and personal development training programmes to ensure they are upskilled in capabilities, both technical and interpersonal. We equally invest heavily on technology in the ever changing digital landscape and for operational efficiency, with the ultimate objective to enhance the quality of our audit services.

We are pleased to present our Transparency Report for 2022, which shows how we maintain quality in our audit work. The report describes our policies, systems and processes for ensuring quality, the results of key quality monitoring programs and reviews, and the way we foster a culture of quality at every level of the firm. I hope the report shows how our culture, values, people and processes come together to help us maintain quality.



Sylvester Njumba
Territory Assurance Leader



Year in review

Global People Survey

93%

of our staff and partners participated in our Global People Survey.

72%

People engagement Index

74%

My personal values align with the values demonstrated at PwC.

87%

of the respondents believe the leaders I work with encourage me to deliver quality services.

68%

I enjoy working at PwC.

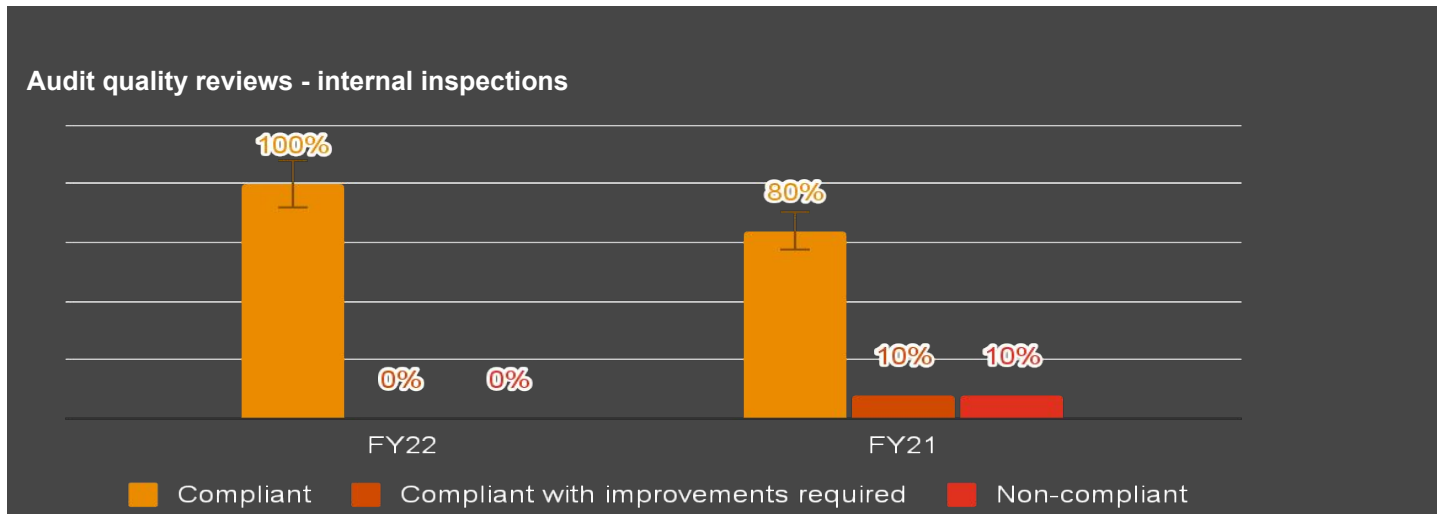
81%

The people I work with demonstrate conduct consistent with PwC's Global Code of Conduct.

2022 external inspection report

Number of audit quality reviews performed by the regulators and results

0



Our system of quality management

Number of hours spent on monitoring

5,000 hours

26 findings

Quality findings identified and remediated or under remediation

Real time reviews

Number of audit engagements included in the real time review program

34 audit engagements selected

With over 1,000 hours spent

Assurance Training FY22

Average hours achieved by partners and staff

20

online

50

classroom

70

total

Total hours completed

26,465

Assurance Training FY21

Average hours achieved by partners and staff

22

online

48

classroom

70

total

Total hours completed

26,947

Year in review

Staff workload

Hours charged only on audit engagement

FY22 Utilisation rate by management level *

53%	55%	56%	61%
Partners/ Directors	Senior Managers/ Managers	Senior Associates	Associates

FY21 Utilisation rate by management level

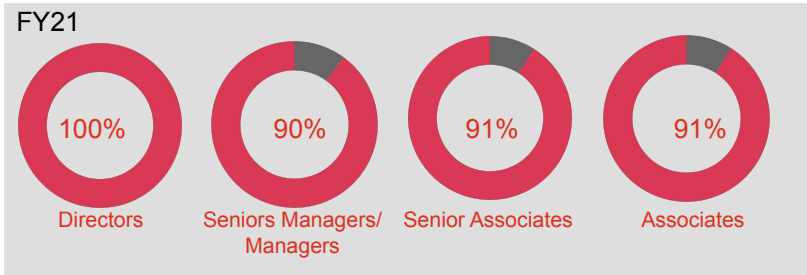
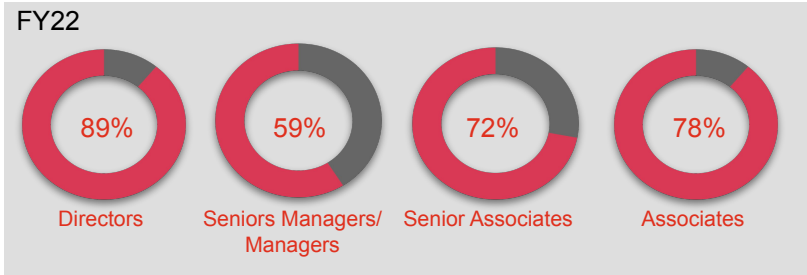
58%	50%	55%	58%
Partners/ Directors	Senior Managers/ Managers	Senior Associates	Associates



Experience of our partners
Partners' average years of experience at PwC SSFA

25 years

Average retention rate by staff level



PwC network



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PwC network

Global network

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. The PwC network is not a global partnership, a single firm, or a multinational corporation. The PwC network consists of firms which are separate legal entities.



PricewaterhouseCoopers International Limited

Firms in the PwC network are members in, or have other connections to PwCIL, an English private company limited by guarantee. PwCIL does not practise accountancy or provide services to clients. Rather its purpose is to act as a coordinating entity for member firms in the PwC network. Focusing on key areas such as strategy, brand, and risk and quality, PwCIL coordinates the development and implementation of policies and initiatives to achieve a common and coordinated approach amongst individual member firms where appropriate. Member firms of PwCIL can use the PwC name and draw on the resources and methodologies of the PwC network. In addition, member firms may draw upon the resources of other member firms and/or secure the provision of professional services by other member firms and/or other entities. In return, member firms are bound to abide by certain common policies and to maintain the standards of the PwC network as put forward by PwCIL.

The PwC network is not one international partnership. A member firm cannot act as agent of PwCIL or any other member firm, cannot obligate PwCIL or any other member firm, and is liable only for its own acts or omissions and not those of PwCIL or any other member firm. Similarly, PwCIL cannot act as an agent of any member firm, cannot obligate any member firm, and is liable only for its own acts or omissions. PwCIL has no right or ability to control member firm's exercise of professional judgement.

The governance bodies of PwCIL are:

- **Global Board**, which is responsible for the governance of PwCIL, the oversight of the Network Leadership Team and the approval of network standards. The Board does not have an external role. The Board is comprised of 20 members. Two are appointed as external, independent directors, and the other 18 Board members are elected by partners from PwC firms around the world every four years.
- **Network Leadership Team**, which is responsible for setting the overall strategy for the PwC network and the standards to which the PwC firms agree to adhere.
- **Strategy Council**, which is made up of the leaders of the largest PwC firms and regions of the network, agrees on the strategic direction of the network and facilitates alignment for the execution of strategy.
- **Global Leadership Team**, which is appointed by and reports to the Network Leadership Team and the Chairman of the PwC network. Its members are responsible for leading teams drawn from member firms to coordinate activities across all areas of our business.

Our approach to quality



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Our approach to quality



Definition and culture

At PwC, we define quality service as one that consistently meets the expectations of our stakeholders and which complies with all applicable standards and policies. An important part of delivering against this quality definition is building a culture across a network of nearly 327,000 people that emphasises that quality is the responsibility of everyone, including our approximately 800 people in PwC SSFA. Continuing to enhance this culture of quality is a significant area of focus for our global and local leadership teams and one which plays a key part in the measurement of their performance.



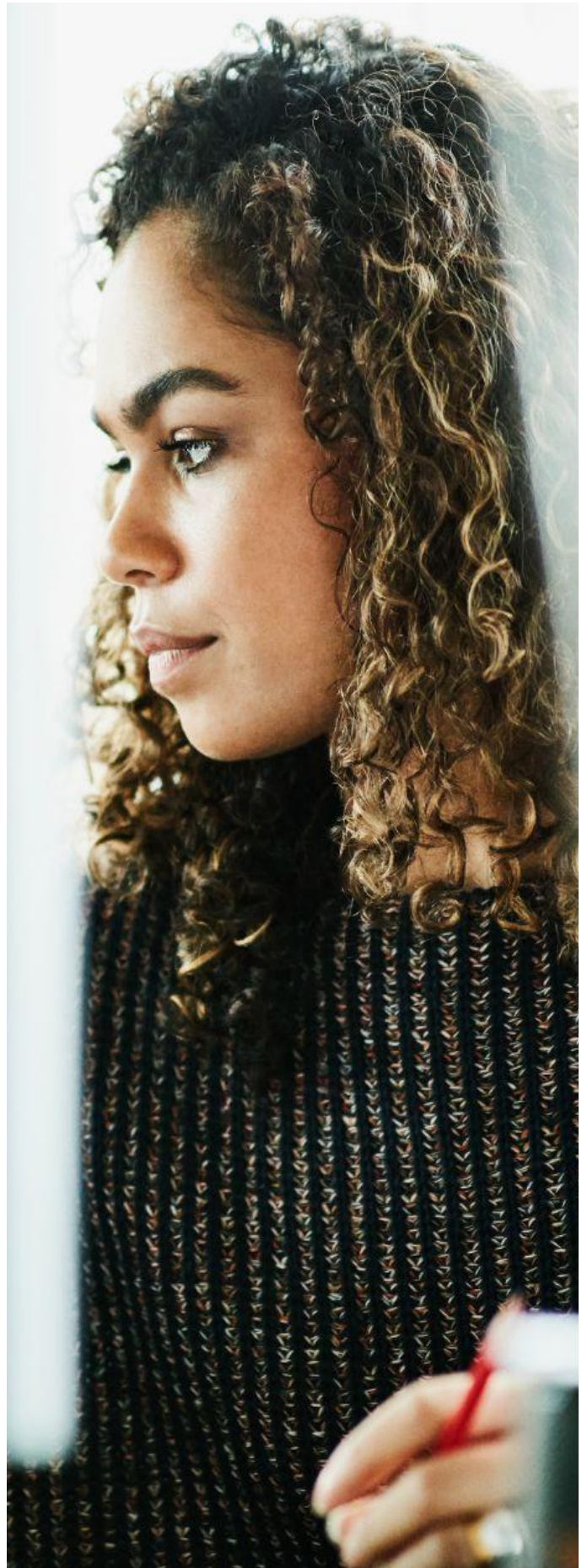
Measurement and transparency

For all our businesses, each PwC firm – as part of the agreement by which they are members of the PwC network – is required to have in place a comprehensive system of quality management (SoQM); to annually complete a SoQM performance assessment; and to communicate the results of these assessments to global leadership. These results are then discussed in detail with the leadership of each local firm and if they are not at the level expected, a remediation plan is agreed with local leadership taking personal responsibility for its successful implementation.

As our services change and develop, and the needs and expectations of our stakeholders also change, we are continually reviewing and updating the scale, scope and operations of our system of quality management and investing in programmes to enhance the quality of the services that we provide.

Quality is a key priority in the SSFA Strategic Plan. The Territory Senior Partner and Territory Assurance Leader convey the message of quality being at the heart of everything in Assurance in their various communications to the practice (PwC e-meets, R&Q meets, Newsletters, Annual meetings, etc.).

The Territory Assurance Leader has set up an Assurance R&Q monitoring group (composed of Country Assurance Leaders (CALs) and Country Risk Management Champions). This group meets twice a month to monitor key R&Q KPIs for each Assurance Business Unit (country) and provides recommendations for action required to address any shortcomings. PwC network has identified a series of Audit Quality Indicators (AQIs) that should be monitored by each member firm. We in SSFA fully adopt and monitor them and have added another 5 AQIs to the list for regular monitoring. Finally, our system of quality management is assured through our Quality Management for Service Excellence (QMSE) framework. This framework for quality management integrate quality management into business processes and the firms risk management processes.



Specific focus on audit quality

The quality of our work is at the heart of the PwC network and we invest significant and increasing resources in the continuous enhancement of quality across our network. This includes having a strong quality infrastructure supported by the right people, underlying tools and technology at both the network level and within our firm, and a continuous programme of innovation and investment in our technology. The PwC Network's Global Assurance Quality (GAQ) organisation aims to support member firms in promoting, enabling, and continuously improving Assurance quality through effective policies, tools, guidance and systems used to further promote and monitor quality and to build an appropriate level of consistency in what we do.

Each firm is responsible for utilising the resources provided by the network as part of our efforts to deliver quality to meet the expectations of our stakeholders.

The QMSE framework

To deliver services in an effective and efficient manner that meets the expectations of our clients and other stakeholders, the PwC network has established the Quality Management for Service Excellence (QMSE) framework for quality management which integrates quality management into business processes and the firm-wide risk management process.

This framework introduces an overall quality objective that is supported by a series of underlying quality management objectives and our system of quality management (SoQM) must be designed and operated so that these objectives are achieved with reasonable assurance.

Specific focus on audit quality

Delivering quality audits is core to our purpose. To that end, we are committed to providing a quality audit. However, where our work falls below the standards that we set for ourselves and are set by the regulators, we are disappointed and also rightly criticised. We take each of these instances very seriously and work hard to learn lessons and to enhance the quality of audits that we undertake in the future.

The right objectives and capabilities

To help us put this strategy into effect, the PwC network has established clear objectives around audit quality and provides support to help us meet these objectives. Our engagement teams can only deliver quality audit services if they have access to the necessary capabilities – both in terms of people and technology. That's why our quality objectives focus on having the right capabilities – both at a member firm level and across our network – and on using these capabilities to meet our own standards and the professional requirements. These capabilities can only be developed under the right leadership and quality culture, promoting the right values and behaviours.

Integrated and aligned in the right way

The quality objectives focus on having the right people supported by effective methodologies, processes, and technology appropriately directed and supervised. These represent the capabilities that we believe are relevant to achieving and sustaining audit quality. To help us achieve these objectives, there are a number of dedicated functions at a network level that develop practical tools, guidance and systems to support and monitor audit quality across our network. These elements have been integrated and aligned by our network to create a comprehensive, holistic and interconnected quality management framework that we tailor to reflect our individual circumstances.

Delivering a quality end-product consistently

Central to the framework is the recognition that quality management is not a separate concept; it needs to be embedded in everything we do as individuals, teams, firms and the network. The quality objectives are supported by designated key activities which are considered necessary to achieve the quality objectives, focused mainly on building a quality infrastructure and organisation. We supplement and design those key activities as appropriate to respond to risks we have identified to achieve each quality objective.

Values and judgements

Performing quality audits requires more than just the right processes. At its core, an auditor's role is to assess with a "reasonable" degree of assurance whether the financial statements prepared by the company's management are free of "material misstatements" – reaching a professional judgement on whether the financial statements present a fair picture of the company's financial performance and position. To carry out this assessment effectively, the auditor needs to use all the capabilities that have been built up in line with our quality objectives. These include applying ethical behaviour in accordance with PwC's values, professional scepticism, specialist skills and judgement – all supported by technology.

Navigating the impact of external factors on our system of quality management

The past several years have seen unprecedented challenges. From the global COVID-19 pandemic to the Russian government's invasion of Ukraine (hereafter referred to as 'the war in Ukraine'), these events are first and foremost human tragedies. Our SoQM reflects our response to these events and changing risks based on impacts to our client, our people and the way we operate, including new or revised policies and procedures in our firm that have been implemented or are under consideration at any given point in time. Under the QMSE framework, our SoQM is designed and operated to consider changes in facts and circumstances resulting in:

- New or changing quality risks to achieving one or more of the quality objectives
- Changes to the risk assessment of existing quality risks
- Changes to the design of the firm's SoQM, including the risk responses

The QMSE framework has helped us navigate the changes in our firm's environment, by assessing the completeness and effectiveness of our responses including any additional monitoring to be put in place, and identifying any gaps to address new or emerging quality risks.

Sharing developments and experience COVID-19

From the early stages of the pandemic, the PwC network put a team in place to monitor developments globally and to highlight areas of critical importance to ensure we did not compromise on audit quality and more than two years into the pandemic, we have maintained our focus on those areas impacting our clients, our people and how we work. We have leveraged the guidance developed by our network to provide sustained, consistent leadership and guidance on audit quality and equip our teams to consider their client's unique circumstances and respond accordingly.

The COVID-19 pandemic resulted in us facing a number of new challenges in our audits. This ranged from how we operate as a team to plan and complete the audit, to how we interact with our clients to obtain the necessary audit evidence and execute specific audit procedures such as completing physical inventory counts.

Our territory (SSFA) conducted a self assessment to assess the impact of COVID-19 on our activities. This assessment was performed by the TAL (Sylvester Njumbe) and the R&Q Leader (Madeleine Tanoe). The main decision taken by the SSFA leadership team due to COVID-19 were to institute remote working.

Several communications related to COVID-19 had been sent by the TSP (Nadine Tinen) to SSFA partners and staff. A COVID-19 Project Management Office (PMO) was put in place to coordinate the proper execution of all response initiatives to the COVID-19 crisis and to the post-COVID-19 crisis within the SSFA. The measures that were taken and put in place by leadership were appropriate to address the risk of COVID-19 to the business operations.

In general, the COVID-19 did not have a significant impact on the business in SSFA. The strategies in place were able to cover the minimum risk in relation to COVID-19.

Our network's response to the war in Ukraine including separation of PwC Russia and Belarus and our approach to sanctions

Following the Russian government's invasion of Ukraine, the PwC network's main focus continues to be doing all we can to help our colleagues and support the humanitarian efforts to aid the people of Ukraine.

The PwC network's response to the war in Ukraine resulted in several actions including the decision that, under the circumstances, PwC should not have member firms in Russia and Belarus and consequently PwC Russia and PwC Belarus have exited the network.

In addition, the PwC network is exiting work for Russian entities or individuals subject to sanctions. Our firm plans to complete the exit of work for Russian entities and individuals subject to sanction by February 2023. Any sanction on Russian entities or individuals that is passed anywhere in the world will be applied everywhere in the PwC Network. The PwC network will also not undertake any work for the Russian Federal Government or State-owned Enterprises and is also conducting reviews to identify engagements with non-sanctioned Russian clients and considering the appropriateness of any ongoing relationship.

Our network's response to the conflict including the separation of PwC Russia and PwC Belarus and approach to sanctions, as well as consideration of the broader risks that impact our clients are being factored into our firm's SoQM through the identification of potential quality risks that have or may arise. Our firm is monitoring the actions we have and will take to address the identified risks to assess whether further changes are needed to our firm's SoQM or how we perform our engagements and interact with our clients.

Cultures and values



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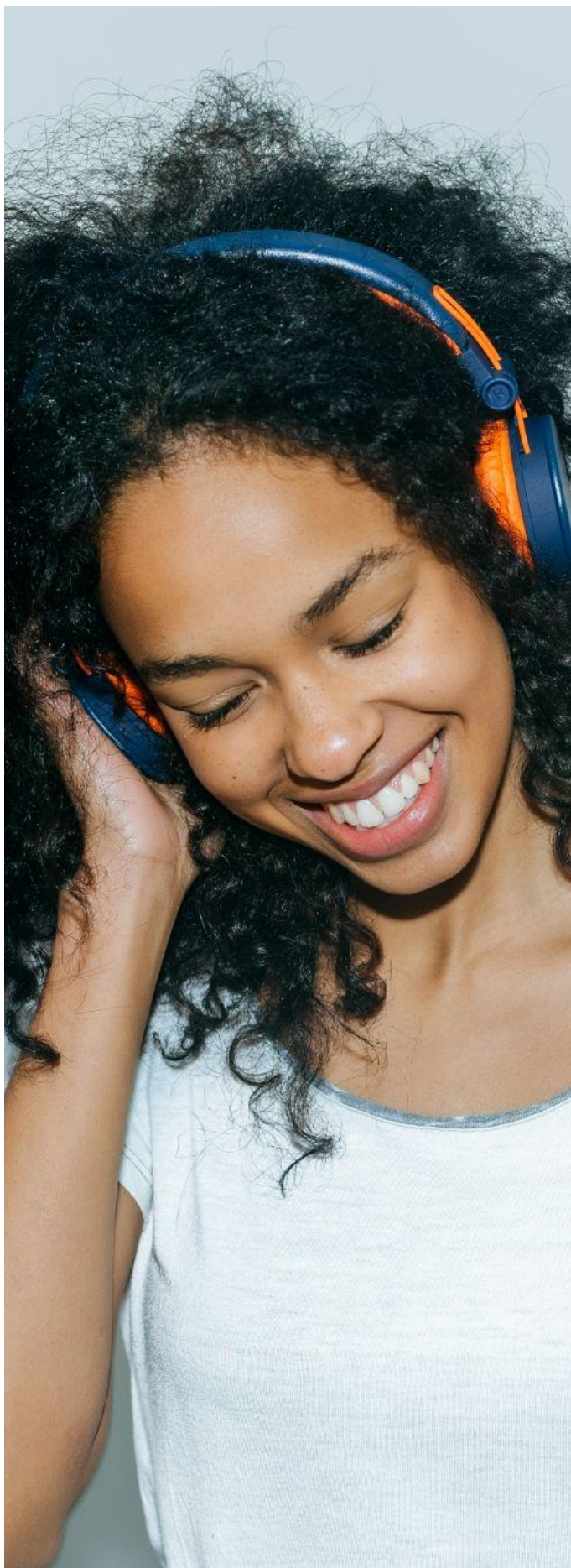


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Cultures and values



Leadership and tone at the top

Our purpose and values are the foundation of our success. Our purpose is to build trust in society and solve important problems, and our values help us deliver on that purpose. Our purpose reflects 'why' we do what we do, and our strategy provides us with the 'what' we do. 'How' we deliver our purpose and strategy is driven by our culture, values and behaviours. This forms the foundation of our system of quality management and permeates how we operate, including guiding our leadership actions, and how we build trust in how we do business, with each other and in our communities.

When working with our clients and our colleagues to build trust in society and solve important problems, we:

- Act with integrity
- Make a difference
- Care
- Work together
- Reimagine the possible

Key messages are communicated to our firm by our Territory Senior Partner (TSP) and our leadership team and are reinforced by engagement partners. These communications focus on what we do well and actions we can take to make enhancements. We track whether our people believe that our leaders' messaging conveys the importance of quality to the success of our firm. Based on this tracking, we are confident our people understand our audit quality objectives.

Delivering service of the highest quality is core to our purpose and our assurance strategy, the focus of which is to strengthen trust and transparency in our clients, in the capital markets and wider society.

As mentioned previously, to help PwC SSFA put this strategy into effect, the PwC network has established the QMSE framework which introduces an overall quality objective for the Assurance practise that is supported by a series of underlying quality management objectives. Our system of quality management (SoQM) must be designed and operated so that these objectives are achieved with reasonable assurance.

The achievement of these objectives is supported by a **quality management process** established by our firm and Assurance leadership, business process owners, and partners and staff.



This involves the integrated use of Assurance Quality Indicators to aim to **predict** quality issues, Real Time Assurance to aim to **prevent** quality issues, Root Cause Analysis to **learn** from quality issues and a Recognition and Accountability Framework to **reinforce** quality behaviours, culture and actions.

These programs, by design, require ongoing monitoring and continuous improvement, in particular Assurance Quality Indicators, which we expect will evolve significantly over time and as we continue to use and learn from these measures.

The Quality Management Process

This quality management process includes:

- identifying risks to achieving the quality objectives
- designing and implementing responses to the assessed quality risks
- monitoring the design and operating effectiveness of the policies and procedures through the use of process-integrated monitoring activities such as real-time assurance as well as appropriate Assurance quality indicators
- continuously improving the system of quality management when areas for improvement are identified by performing root cause analyses and implementing remedial actions and
- establishing a quality-related recognition and accountability framework to be used in appraisals, remuneration, and career progression decisions

Aim to Predict: Assurance Quality Indicators

We have identified a set of Assurance Quality Indicators (AQIs) that support our Assurance leadership team in the early identification of potential risks to quality, using metrics to aim to predict quality issues. This quality risk analysis is an essential part of our QMSE, and the AQIs, in addition to other performance measures, also provide a key tool in the ongoing monitoring and continuous improvement of our SoQM.

PwC SSFA currently reports on 26 AQIs (22 AQIs indicated by the Network and 4 local AQIs). The R&Q function, together with the Assurance Quality Leader (R&Q Leader), monitors the firm's AQIs on a regular basis and the results of the AQIs are reported to the Assurance Leader with a disaggregation per country to focus the remedial actions

Aim to Prevent: Real Time Assurance

We have developed a Real Time Quality Assurance (RTA) program for Assurance and Broader Assurance Services designed to provide preventative monitoring that helps coach and support engagement teams get the 'right work' completed in real-time, during the audit.

It enables us to cover a range of engagements across Assurance partners.

Learn: Root cause analysis

We perform analyses to identify potential factors contributing to our firm's audit quality so that we can take actions to continuously improve. Our primary objectives when conducting such analyses are to understand what our findings tell us about our SoQM and to identify how our firm can provide the best possible environment for our engagement teams to deliver a quality audit. We look at quality findings from all sources including our own ongoing monitoring of our SoQM as well as Network inspection of our SoQM, audits both with and without deficiencies—whether identified through our own internal inspections process or through external inspections and other inputs such as our Global People Survey and financial statement restatements and accounting errors—to help identify possible distinctions and learning opportunities.

For individual audits, an objective team of reviewers identifies potential factors contributing to the overall quality of the audit. We consider factors relevant to technical knowledge, supervision and review, professional scepticism, engagement resources, and training, amongst others. Potential causal factors are identified by evaluating engagement information, performing interviews, and reviewing selected audit working papers to understand the factors that may have contributed to audit quality.

In addition, the data compiled for audits both with and without deficiencies is compared and contrasted to identify whether certain factors appear to correlate to audit quality. Examples of this data include the hours incurred on the audit, hours spent by management group (Manager and above), the number of years that key engagement team members have been on the engagement, the number of other audits that engagement partners are involved in, whether the engagement was subject to a pre-issuance RTA review, and the timing of when the audit work was performed.

Our goal is to understand how quality audits may differ from those with deficiencies, and to use these learnings to continuously improve all of our audits. We evaluate the results of these analyses to identify enhancements that may be useful to implement across the practise. We believe these analyses contribute significantly to the continuing effectiveness of our quality controls.



Reinforce: Recognition and Accountability Framework

Recognition and Accountability Framework (RAF) reinforces quality in everything our people do in delivering on our strategy, with a focus on the provision of services to our clients, how we work with our people and driving a high quality culture. It holds Partners, including Directors, Senior Managers/Managers and other Staff -accountable for quality behaviors and quality outcomes beyond compliance. Our RAF considers and addresses the following key elements:

- **Quality outcomes:** We provide transparent quality outcomes to measure the achievement of the quality objectives. Our quality outcomes take into account meeting professional standards and the PwC network and our firm's standards and policies
- **Behaviours:** We have set expectations of the right behaviours that support the right attitude to quality, the right tone from the top and a strong engagement with the quality objective
- **Interventions/recognition:** We have put in place interventions and recognition that promotes and reinforces positive behaviours and drives a culture of quality
- **Consequences/reward:** We have implemented financial and non-financial consequences and rewards that are commensurate to outcome and behaviour and sufficient to incentivise the right behaviours to achieve the quality objectives



Ethics, independence and objectivity

Ethics

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

- i. **Integrity** – to be straightforward and honest in all professional and business relationships.
- ii. **Objectivity** – to not allow bias, conflict of interest or undue influence of others to override professional or business judgements.
- iii. **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 service based on current developments in practice, legislation and techniques and act diligently and in accordance with applicable technical and professional standards.
- iv. **Confidentiality** – to respect the confidentiality of information acquired as a result of professional and business relationships and, therefore, not disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for the personal advantage of the professional accountant or third parties.
- v. **Professional Behaviour** – to comply with relevant laws and regulations and avoid any action that discredits the profession.

Our network standards applicable to all network firms cover a variety of areas including ethics and business conduct, independence, anti-money laundering, anti-trust/fair-competition, anti-corruption, information protection, firm's and partner's taxes, sanctions laws, internal audit and insider trading. We take compliance with these ethical requirements seriously and strive to embrace the spirit and not just the letter of those requirements. All partners and staff undertake annual mandatory training, as well as submitting annual compliance confirmations, as part of the system to support appropriate understanding of the ethical requirements under which we operate. Partners and staff uphold and comply with the standards developed by the PwC network and leadership in PwC SSFA monitors compliance with these obligations

In addition to the PwC Values (Act with Integrity, Make a difference, Care, Work together, Reimagine the possible) and PwC Purpose, PwC SSFA has adopted the PwC network standards which include a Code of Conduct, and related policies that clearly describe the behaviours expected of our partners and other professionals-behaviours that will enable us to build public trust. Because of the wide variety of situations that our professionals may face, our standards provide guidance under a broad range of circumstances, but all with a common goal-to do the right thing.

Upon hiring or admittance, all staff and partners of PwC SSFA are provided with the PwC Global Code of Conduct. They are expected to live by the values expressed in the Code in the course of their professional careers at our firm and have a responsibility to report and express concerns, and to do so fairly, honestly, and professionally when dealing with a difficult situation or when observing conduct inconsistent with the Code. Each firm in the PwC network provides a mechanism to report issues. There is also a confidential global reporting option on [pwc.com/codeofconduct](https://www.pwc.com/codeofconduct). PwC SSFA has adopted an accountability framework to facilitate remediation of behaviours that are inconsistent with the Code of Conduct.

The PwC Code of Conduct is available on-line for all internal and external stakeholders at <https://www.pwc.com/ethics>.

Finally, the Organisation for Economic Co-operation and Development (OECD) provides guidance, including the OECD Guidelines for Multinational Enterprises (the OECD Guidelines), by way of non-binding principles and standards for responsible business conduct when operating globally. The OECD Guidelines provide a valuable framework for setting applicable compliance requirements and standards. Although the PwC network consists of firms that are separate legal entities which do not form a multinational corporation or enterprise, PwC's network standards and policies are informed by and meet the goals and objectives of the OECD Guidelines..

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. In relation to assurance clients, independence underpins these requirements. Compliance with these principles is fundamental to serving the capital markets and our clients.

The PwC Global Independence Policy, which is based on the Code, including International Independence Standards, contains minimum standards with which PwC member firms have agreed to comply, including processes that are to be followed to maintain independence from clients, when necessary.

PwC SSFA has a designated partner (known as the 'Partner Responsible for Independence' or 'PRI') with appropriate seniority and standing, who is responsible for implementation of the PwC Global Independence Policy including managing the related independence processes and providing support to the business. The partner is supported by a small team of independence specialists. The PRI reports directly to the Territory Senior Partner (TSP) and Territory Leadership Team (TLT)

Independence policies and practices

The PwC Global Independence Policy covers, among others, the following areas:

- personal and firm independence, including policies and guidance on the holding of financial interests and other financial arrangements, e.g., bank accounts and loans by partners, staff, the firm and its pension schemes;
- non-audit services and fee arrangements. The policy is supported by Statements of Permitted Services (SOPS), which provide practical guidance on the application of the policy in respect of non-audit services to audit clients and related entities;
- business relationships, including policies and guidance on joint business relationships (such as joint ventures and joint marketing) and on purchasing of goods and services acquired in the normal course of business; and
- acceptance of new audit and assurance clients, and the subsequent acceptance of any non-assurance services to be provided to those clients.

In addition, there is a Network Risk Management Policy governing the independence requirements related to the rotation of key audit partners.

These policies and processes are designed to help PwC comply with relevant professional and regulatory standards of independence that apply to the provision of assurance services. Policies and supporting guidance are reviewed and revised when changes arise such as updates to laws and regulations, including any changes to the Code or in response to operational matters.

PwC SSFA supplements the PwC network Independence Policy as required by local regulations. where they are more restrictive than the network's policy.

Independence-related systems and tools

As a member of the PwC network, PwC SSFA has access to a number of systems and tools which support PwC member firms and their personnel in executing and complying with our independence policies and procedures. These include:

- The Central Entity Service (CES), which 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 member firm and those of other PwC member firms before entering into a new non-audit service or business relationship. This system also feeds Independence Checkpoint and Authorisation for Services;
- 'Independence Checkpoint' which 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 member firm wins a new audit client, this system automatically informs those holding securities in that client of the requirement to sell the security where required;
- Authorisation for Services (AFS) which 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;

Rotation policy

In compliance with regulations and PwC network of the firm independence policies, which is based on the International Ethical Standards Board for Accountants (IESBA)'s Code of Ethics for Professional Accountants including International Independence Standards, PwC SSFA implements a policy which requires rotation and key audit partners as follows; On public interest entities, PwC Audit Partners serve a maximum tenure of 7 years and a cooling period of 5 years. Quality Review Partners (QRP) serve a cooling period of 3 years.

On Non-public interest entities that are determined to be Higher profile clients, PwC Audit Partners serve a maximum tenure of 7 years and a cooling period of 2 years.

On other Non-public interest entities, PwC Audit Partners serve a maximum tenure of 10 years and a cooling period of 2 years.

On a recurring non-audit assurance engagement, Partners and Quality Review Partner(QRP) serve a maximum tenure of 10 years and a cooling period of 2 years.

In all instances, tenure expiry is followed by a mandatory cooling off period. During that period, the individual shall not participate in the audit of the entity, provide quality control for the engagement, consult with the engagement team or the client regarding technical or industry-specific issues, transactions or events or otherwise directly influence the outcome of the engagement.

- Global Breaches Reporting System which is designed to be 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. PwC SSFA also uses it for intra-territory reporting (e.g., in a single territory situation) in the absence of a local equivalent alternative system or procedure.

PwC SSFA also has a number of specific systems which include:

- A rotation tracking system which monitors compliance with PwC SSFA's audit rotation policies for PwC SSFA engagement leaders, other key audit partners involved in an audit; and
- A database that records all approved close business relationships entered into by PwC SSFA. These relationships are reviewed on a six month basis to ensure their ongoing permissibility.

Independence training and confirmations

PwC SSA provides 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 PwC SSFA's independence policy and related topics. Additionally, face-to-face training is delivered to members of the practise on an as-needed basis by PwC SSFA's independence specialists and risk and quality teams.

All partners and practice staff are required to complete an annual compliance confirmation, whereby they confirm their compliance with relevant aspects of the member 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 Assurance clients.

Independence monitoring and disciplinary policy

PwC SSFA is responsible for monitoring the effectiveness of its quality control system 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 the member firm's adherence with the PwC network's standard relating to independence.

The results of PwC SSFA's 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 SSFA has 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 member 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 member firm also follows supplemental local requirements relating to the reporting of breaches. The investigations of any identified breaches of independence policies also serve to identify the need for improvements in PwC SSFA's systems and processes and for additional guidance and training.

In addition, policies and guidance are reviewed and revised to reflect updates to laws and regulations, when PwC Network policies and guidance change, or when required as a result of the above reviews or our monitoring and testing programme. The results of the firm's monitoring and testing are reported to the country management team on a regular basis. A review of compliance with independence requirements was last conducted in July 2022 as part of a review of the firm's Quality Management Review (QMR).

Considerations in undertaking the audit

Our principles for determining whether to accept a new client or continue serving an existing client are fundamental to delivering quality, which we believe goes hand-in-hand with our purpose to build trust in society. We have established policies and procedures for the acceptance of client relationships and audit engagements that consider whether we are competent to perform the engagement and have the necessary capabilities including time and resources, can comply with relevant ethical requirements, including independence, and have appropriately considered the integrity of the client. We reassess these considerations in determining whether we should continue with the client engagement and have in place policies and procedures related to withdrawing from an engagement or a client relationship when necessary.

Client and Engagement Acceptance and Continuance

PwC SSFA has a process in place to identify acceptable clients based on the PwC network's proprietary decision support systems for audit client acceptance and retention (called Acceptance and Continuance ('A&C')). A&C (KYC/EA/CA RC) facilitates a determination by the engagement team, business management and risk management specialists of whether the risks related to an existing client or a potential client are manageable, and whether or not PwC should be associated with the particular client and its management. More specifically, this system enables:

Engagement teams:

- To document their consideration of matters required by professional standards related to acceptance and continuance;
- To identify and document issues or risk factors and their resolution, for example through consultation by adjusting the resource plan or audit approach or putting in place other safeguards to mitigate identified risks or by declining to perform the engagement; and
- To facilitate the evaluation of the risks associated with accepting or continuing with a client and engagement.

Member firms (including member firm leadership and risk management):

- To facilitate the evaluation of the risks associated with accepting or continuing with clients and engagements;
- To provide an overview of the risks associated with accepting or continuing with clients and engagements across the client portfolio; and

To understand the methodology, basis and minimum considerations all other member firms in the network have applied in assessing audit acceptance and continuance.



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Our people

People strategy

Our people strategy was developed in line with our broader business strategy, The New Equation. We are focused on being the world's leading developer of talent and enabling our people with greater agility and confidence in a rapidly changing world. Specific focus areas include creating a resilient foundation for times of change through supporting the well-being of our people and enabling effective delivery; developing inclusive leaders for a shifting world; and enabling our workforce for today's realities and tomorrow's possibilities.

We designed our strategy in alignment with the Global strategy (network people strategy). We have previously analyzed our environment (internal and external for each BU with its specificities), and we have also taken into account the strategy although still in draft of SSFA in terms of business. We have of course integrated People Value Proposition in our priorities and we have developed an action plan for the implementation and execution of our strategy.

We have 5 strategic people pillars in our Human Capital SSFA strategy:

- (1) Create a winning environment (around our values and culture);
- (2) Create leaders at all levels;
- (3) Elevate the people experience in our territory;
- (4) Deliver unique people insights;
- (5) Upskilling in a digital world.

And these strategic pillars are build around our: (1) purpose; (2) values and culture; (3) Diversity and inclusion; (4) Quality.

Audit quality and remuneration

Quality KPIs represent a significant portion of partners and staff evaluations and as such impact their remuneration. Specifically there is a recognition and accountability framework (RAF) in place which rewards and sanctions good and poor quality behaviors respectively.

Financial sanctions are applied on partners' performance income and staff bonuses and can range between 5 to 50% based on the severity of the quality issue. We have observed a shift to positive behaviors as a result of the application of the RAF.





Diversity and inclusion

At PwC, we're committed to creating a culture of belonging. We are focused on ensuring our ways of working embrace diversity and fostering an inclusive environment in which our people are comfortable bringing their whole selves to work and feel that they belong and can reach their full potential. As demonstrated through our core values of Care and Work Together, we strive to more deeply understand and empathise with different backgrounds, perspectives and experiences. We know that when people from different backgrounds and with different points of view work together, we create the most value for our clients, our people, and society.



Recruitment

PwC SSFA aims to recruit, train, develop and retain the best and the brightest staff who share in the firm's strong sense of responsibility for delivering high-quality services. Our hiring standards include a structured interview process with behaviour-based questions built from The PwC Professional framework, assessment of academic records, and background checks.



Team selection, experience and supervision

Our audit engagements are staffed based on expertise, capabilities and years of experience. Engagement leaders determine the extent of direction, supervision and review of junior staff.



Feedback and continuous development

Our team members obtain feedback on their overall performance, including factors related to audit quality, such as technical knowledge, auditing skills and professional scepticism. Audit quality is an important factor in performance evaluation and career progression decisions for both our partners and staff. Feedback on performance and progression is collected via our Snapshot tool, a simple, mobile-enabled technology. We also use Workday to give and receive upward and peer feedback. Ongoing feedback conversations help our people grow and learn faster, adapt to new and complex environments, and bring the best to our clients and firm.



Career progression

PwC SSFA uses The PwC Professional, our global career progression framework, which sets out clear expectations at all staff levels across five key dimensions. The framework underpins all elements of career development and helps our people develop into well-rounded professionals and leaders with the capabilities and confidence to produce high-quality work, deliver an efficient and effective experience for our clients, execute our strategy, and support our brand. Our annual performance cycle is supported by continuous feedback conversations and regular check-ins with the individual's Team Leader to discuss their development, progression and performance



Retention

Turnover in the public accounting profession is often high because as accounting standards and regulations change, accountants are in demand and the development experience we provide makes our staff highly sought after in the external market. Our voluntary turnover rate fluctuates based on many factors, including the overall market demand for talent. PwC SSFA has embarked on a staff retention programme over the past years resulting in relatively lower turnover as compared to previous year.



Global People Survey

Each PwC member firm participates in an annual Global People Survey, administered across the network to all of our partners and staff. PwC SSFA is responsible for analysing and communicating results locally, along with clearly defined actions to address feedback.

The PwC Professional

The PwC Professional supports the development and career progression of our staff by providing a single set of expectations across all lines of service, geographies, and roles; outlining the capabilities needed to thrive as purpose-led and values-driven leaders at every level.

Professional Development

We are committed to putting the right people in the right place at the right time. Throughout our people’s careers, they are presented with career development opportunities, classroom, virtual classroom and on-demand learning, and on-the-job real time coaching/development. Our flexible training portfolio facilitates personalised learning with access to a variety of educational materials, including webcasts, podcasts, articles, videos, and courses.

Achieving a professional credential supports our Firm’s commitment to quality through consistent examination and certification standards. Our goal is to provide our staff with a more individualised path to promotion and support them in prioritising and managing their time more effectively when preparing professional exams. Providing our people with the ability to meet their professional and personal commitments is a critical component of our people experience and retention strategy.

Continuing education

We, and other PwC member firms, are committed to delivering quality assurance services around the world. To maximise consistency in the Network the formal curriculum, developed at the Network level, provides access to training materials covering the PwC audit approach and tools-this includes updates on auditing standards and their implications, as well as areas of audit risk and areas of focus for quality improvement

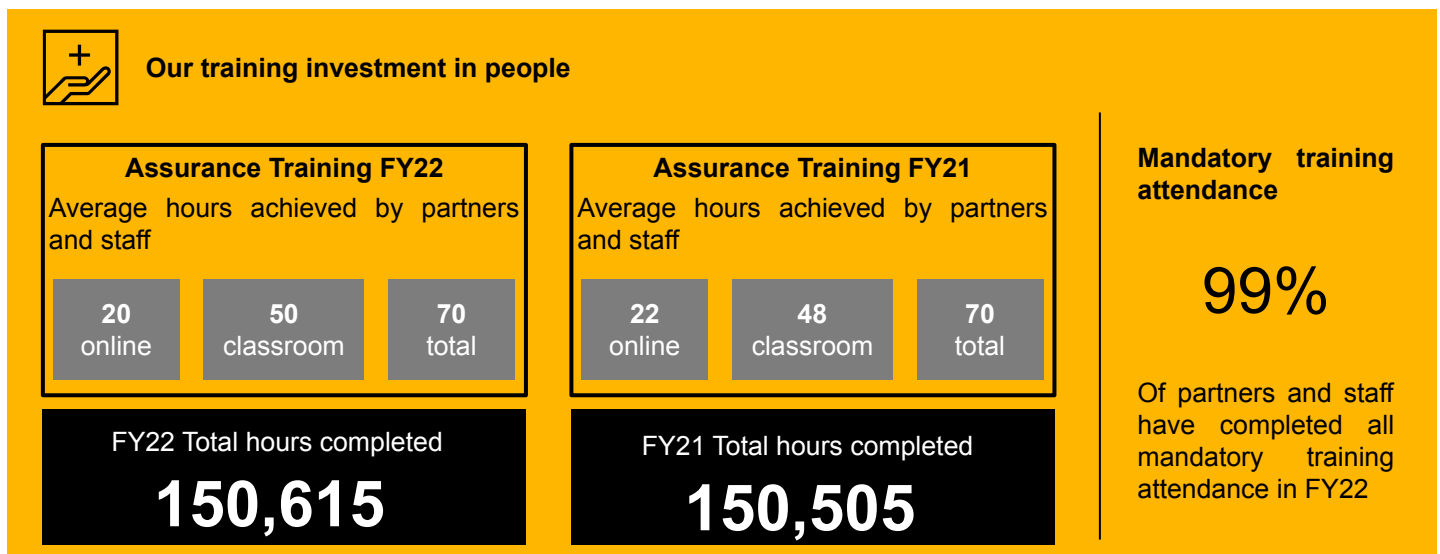
This formal learning is delivered using a blend of delivery approaches, which include remote access, classroom learning, virtual classroom, and on-the-job support. The curriculum supports our primary training objective of audit quality, while providing practitioners with the opportunity to strengthen their technical and professional skills, including professional judgement while applying a sceptical mindset.

The design of the curriculum allows us to select, based on local needs, when we will deliver the training.

Our Learning & Education leader then considers what additional training is appropriate – formal and/or informal – to address any additional specific local needs.

The trainings considered are around technical areas such RAS, Global Compliance Services (GCS), Deal and, Global Fund and other public sector organisations. Additionally, non-technical trainings such as soft skills on time management, stress management, negotiation etc are organized with both internal and external facilitators.

PwC SSFA supports staff members to obtain their professional certification by supporting exam registration fees and also giving some paid days for staff to sit for exams. The firm also bears the cost of annual subscriptions of staff to professional bodies as well as the national institutes of chartered accountants in each business unit. The firm also monitors compliance with continuous professional development requirements under relevant legislation by requiring annual confirmation of compliance by all qualified staff.



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Our approach

The quality and effectiveness of audits is critical to all of our stakeholders. We therefore invest heavily in the effectiveness of our audits, in the skills of our people, in our underlying methodology, the technology we use, and in making the right amount of time and resources available. We pay close attention to the internal indicators and processes that routinely monitor the effectiveness of our risk and quality processes, and provide timely information about the quality of our audit work and any areas for improvement. Details of these indicators and processes can be found in the Monitoring of Assurance quality section, on page [35](#). Additionally, we consider what our various stakeholders require from us, what they tell us we need to improve. The result is greater quality and insight to our clients.

Our tools

As a member of the PwC network, PwC SSFA has access to and uses PwC Audit, a common audit methodology and process. This methodology is based on the International Standards on Auditing (ISAs), with additional PwC policy and guidance provided where appropriate. PwC Audit policies and procedures are designed to facilitate audits conducted in compliance with all ISA requirements that are relevant to each individual audit engagement. Our common audit methodology provides the framework to enable PwC member firms to consistently comply in all respects with applicable professional standards, regulations and legal requirements.

Tools and technologies to support our audit

Our technology

- **Aura**, our global audit documentation platform, is used across the PwC network. Aura helps drive how we build and execute our audit plans by supporting teams in applying our methodology effectively, by creating transparent linkage between risks, required procedures, controls and the work performed to address those risks, as well as providing comprehensive guidance and project management capabilities. Targeted audit plans specify risk levels, controls reliance and substantive testing. Real time dashboards show teams audit progress and the impact of scoping decisions more quickly.
- **Connect** is our collaborative platform that allows clients to quickly and securely share audit documents and deliverables. Connect also eases the burden of tracking the status of deliverables and resolving issues by automatically flagging and tracking outstanding items and issues identified through the audit for more immediate attention and resolution. Clients are also able to see audit adjustments, control deficiencies, and statutory audit progress for all locations- in real time.
- **Connect Audit Manager** streamlines, standardises and automates group and component teams coordination for multi-location and statutory/regulatory audits. It provides a single digital platform to see all outbound and inbound work and digitises the entire coordination process which facilitates greater transparency, compliance and quality for complex multi-location audits.
- **Count**, which facilitates the end-to-end process for inventory counts, allows our engagement teams to create and manage count procedures, counters to record results directly onto their mobile device or tablet and engagement teams to export final results into Aura.

As part of The New Equation investment, we will be rolling out a continuous stream of new capabilities through our existing platforms to increasingly simplify, standardise, centralise and automate our audit work.

Reliability and auditability of audit technologies

Our firm has designed and implemented processes and controls to underpin the reliability of these audit technologies. This includes clarification of the roles and responsibilities of audit technology owners and users. In addition, we have guidance focused on the sufficiency of audit documentation included in the workpapers related to the use of these audit technologies, including consideration of the reliability of the solution, and the documentation needed to assist the reviewer in meeting their supervision and review responsibilities as part of the normal course of the audit.

Confidentiality and information security

Confidentiality and information security are key elements of our professional responsibilities. Misuse or loss of confidential client information or personal data may expose the firm to legal proceedings, and it may also adversely impact our reputation. We take the protection of confidential and personal data very seriously.

Data Privacy

The firm maintains a robust and consistent approach to the management of all personal data, with everyone in our organisation having a role to play in safeguarding personal data. We have continued to build on our extensive GDPR readiness programme, and are committed to embedding good data management practices across our business.

Information Security

Information security is a high priority for the PwC network. Member firms are accountable to their people, clients, suppliers, and other stakeholders to protect information that is entrusted to them.

The PwC Information Security Policy (ISP) is aligned with ISO/IEC 27001, financial services industry standards, and other reputable frameworks (COBIT, NIST, etc.) as benchmarks for security effectiveness across the network of member firms. The PwC ISP directly supports the firm's strategic direction of cyber readiness to proactively safeguard its assets and client information. The PwC ISP is reviewed, at a minimum, on an annual basis.

PwC SSFA is required to adhere to the ISP requirements and complete a quarterly, data-driven assessment to demonstrate compliance. The Member Firm is assessed against the required controls through analysis of available data. In coordination with Member Firm stakeholders, the data is reviewed for quality to ensure an accurate assessment of the Member Firm's security posture. Deviations that result from the ISP Compliance Programme assessment process are prioritised for remediation utilising a risk based approach and per timelines agreed with leadership.

Supporting engagement performance



Evolving delivery model

We continue to evolve the way we deliver our services so our people give our clients an even better experience, further enhance the quality of what we do and create economic capacity to invest in the future. We use delivery centres to streamline, standardise, automate, and centralise portions of the audit.



Direction, coaching and supervision

Engagement leaders and senior engagement team members are responsible and accountable for providing quality coaching throughout the audit and supervising the work completed by junior members of the team. coaching the team and maintaining audit quality. Engagement teams utilise Aura which has capabilities to effectively monitor the progress of the engagement to determine that all work has been completed and reviewed by appropriate individuals, including the engagement leader.



Consultation culture

Consultation is key to maintaining high audit quality. We have formal protocols about mandatory consultation, in the pursuit of quality. Consultations are documented within Consult.



Regional Technical function

Our Regional Technical function comprises technical accounting, auditing and and risk and quality. These specialists play a vital role in keeping our policies and guidance in these areas current by tracking new developments in accounting and auditing and providing those updates to professional staff.



Quality Review Partners (QRP)

Specific audit engagements are assigned a QRP as part of the member firm's system of quality management as required by professional standards. These partners, who have the necessary experience and technical knowledge, are involved in the most critical aspects of the audit. For example, they may advise on matters of firm independence, significant risks and a team's responses to those risks, and specific accounting, auditing, and financial reporting and disclosure issues.



Differences of opinion

Protocols exist to resolve the situations where a difference of opinion arises between the engagement leader and either the QRP, another Assurance partner or central functions such as the National Technical function. These include the use of technical panels consisting of partners independent of the engagement.

Monitoring



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Monitoring

Monitoring of Assurance quality

We recognise that quality in the Assurance services we deliver to clients is key to maintaining the confidence of investors and other stakeholders in the integrity of our work. It is a key element to our Assurance strategy.

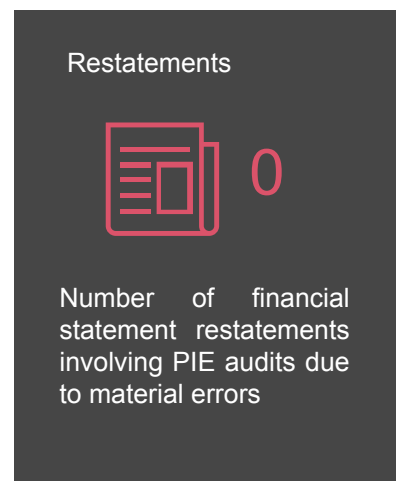
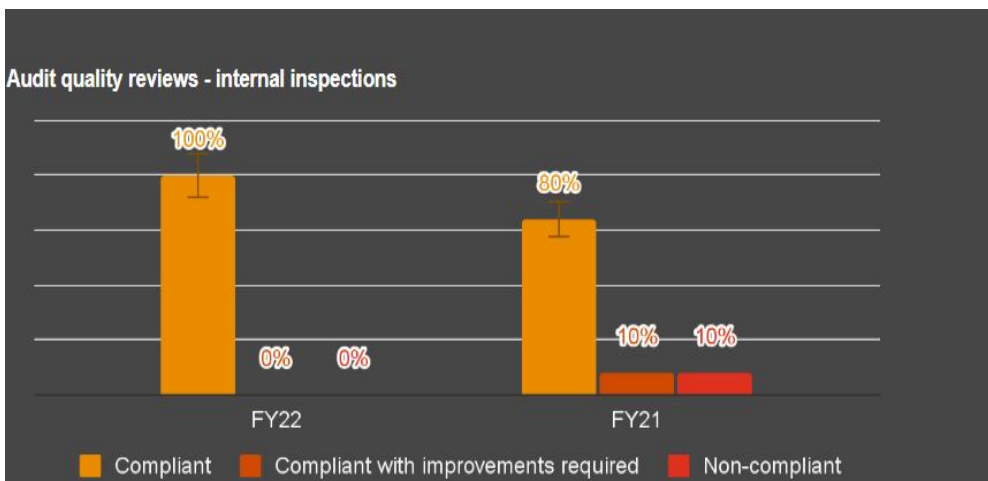
Responsibility for appropriate quality management lies with the Leadership of PwC SSFA. This includes the design and operation of an effective System of Quality Management (SoQM) that is responsive to our specific risks to delivering quality audit engagements, using the network's QMSE framework.

The overall quality objective under the QMSE framework is to have the necessary capabilities in our firm and to deploy our people to consistently use our methodologies, processes and technology in the delivery of Assurance services in an effective and efficient manner to fulfil the valid expectations of our clients and other stakeholders.

Our firm's monitoring procedures include an ongoing assessment aimed at evaluating whether the policies and procedures which constitute our SoQM are designed appropriately and operating effectively to provide reasonable assurance that our audit, non-audit assurance and related services engagements are performed in compliance with laws, regulations and professional standards. This includes the use of Real Time Assurance which is discussed in more detail on page 18 within The Quality Management Process section.

Our monitoring also encompasses a review of completed engagements (Engagement Compliance Reviews - ECR) as well as periodic monitoring of our SoQM by an objective team within our firm. The results of these procedures, together with our ongoing monitoring, form the basis for the continuous improvement of our SoQM.

Our firm's monitoring programme is based on a consistent network-wide inspections programme for Assurance based on professional standards relating to quality control, including ISQC 1, as well as network policies, procedures, tools and guidance.



ECRs are risk-focused reviews of completed engagements covering, on a periodic basis, individuals in our firm who are authorised to sign audit, non-audit assurance or related services reports. The review assesses whether an engagement was performed in compliance with PwC Audit guidance, applicable professional standards and other applicable engagement-related policies and procedures. Files submitted to ECR have been selected based on the following : (i) risk-focused (financial sector, including high risk countries); (ii) representative sample of the Member Firm and Practice Unit's client base (sector/industry, size, nature of assurance services provided) and (iii) incorporation of an element of unpredictability. In terms of coverage, each partner is reviewed every 3 years (more restrictive than the 5 years of the NARM for Non-HPC/SC of HPC), unless he was ECR non-compliant last year.

Reviews are led by experienced Assurance partners, supported by objective teams of partners, directors, senior managers and other specialists. ECR reviewers may be sourced from other member firms if needed to provide appropriate expertise or objectivity. Review teams receive training to support them in fulfilling their responsibilities, and utilise a range of checklists and tools developed at the network level when conducting their inspection procedures. The network inspection team supports review teams by monitoring the consistent application of guidance on classification of engagement findings and engagement assessments across the network. Findings are subject to discussions between the ECR reviewers and the engagement teams before being recorded in Archer for the final engagement teams' comments.

Additionally, the PwC network undertakes periodic reviews to evaluate certain elements of member firms' systems of quality management. We also look at the member firm leadership's own assessment of the effectiveness of their system of quality management and their determination of whether the overall quality objective has been achieved.

The results of all inspections are reported to our firm's leadership who are responsible for analysing the results of the inspections along with the findings identified from all sources of information and implementing remedial actions as necessary. In situations where adverse quality matters on engagements are identified, based on the impact category of the issues (Level 1 - low, Level 2 - medium or Level 3 - high), the responsible partner or our firm's Assurance leadership personnel may be subject to sanctions (i.e. warning letter, letter of reprimand, monetary sanction, referral to the exclusion procedures of the PwC SSFA) in accordance with our firm's Recognition and Accountability Framework.

Partners and employees of our firm are informed about the inspection results and the actions taken to enable them to draw the necessary conclusions for the performance of their engagements. In addition, engagement partners of our firm are informed by the network inspection program about relevant inspection findings in other PwC member firms, which enables our partners to consider these findings in planning and performing their audit work.

Audit quality reviews - external

No audit quality reviews were performed by the PCAOB or other external regulators in FY22

Number of audit quality reviews performed by the PCAOB/other regulators



0

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PwC SSFA has a physical presence in 11 countries – Côte d'Ivoire, Gabon, Cameroon, Democratic Republic of Congo (DRC), Republic of Congo, Madagascar (including Comoros), Republic of Guinea, Senegal, Equatorial Guinea, Chad and Mauritania. PwC SSFA has both Assurance and Tax practice rights in 10 countries and only Tax practice rights in Mauritania.

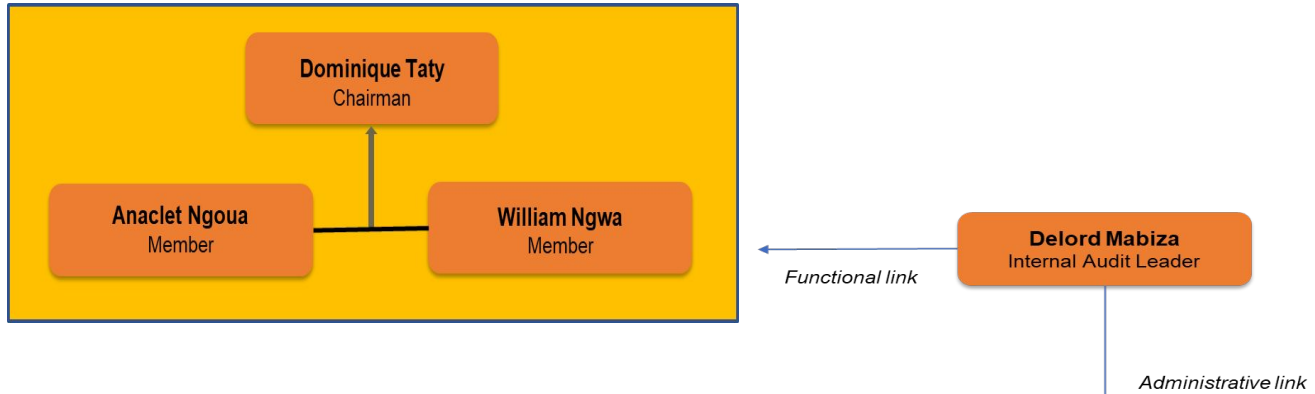
PwC SSFA Legal entities

Country	Legal entity
Senegal	PricewaterhouseCoopers Tax & Legal
Senegal	PricewaterhouseCoopers Senegal *
Senegal	PricewaterhouseCoopers Advisory Senegal
Mauritania	PricewaterhouseCoopers Tax & Legal
Gabon	PricewaterhouseCoopers *
Gabon	PricewaterhouseCoopers Tax & Legal
Congo	PricewaterhouseCoopers Congo *
Congo	PricewaterhouseCoopers Tax & Legal
Côte d'Ivoire	PricewaterhouseCoopers *
Côte d'Ivoire	PricewaterhouseCoopers Tax & Legal
Côte d'Ivoire	PwC Advisory
Democratic Republic of Congo	PricewaterhouseCoopers DRC *
Democratic Republic of Congo	PricewaterhouseCoopers Tax & Legal
Democratic Republic of Congo	PwC Advisory
Guinea Conakry	Fiduciaire de Guinea *
Guinea Conakry	PricewaterhouseCoopers Conseil
Cameroon	PricewaterhouseCoopers Cameroon *
Cameroon	PricewaterhouseCoopers Tax & Legal
Equatorial Guinea	PricewaterhouseCoopers *
Equatorial Guinea	PricewaterhouseCoopers Tax & Legal
Chad	PricewaterhouseCoopers Tax & Legal
Chad	PricewaterhouseCoopers Tchad *
Madagascar	PricewaterhouseCoopers Conseil
Madagascar	PricewaterhouseCoopers *
Madagascar	PricewaterhouseCoopers Tax & Legal

* Assurance entity

Legal and governance structure

SSFA Governing Board



SSFA Territory Leadership Team (TLT)



SSFA Extended Management Group (EMG)



Contact us

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