

SNG Grant Thornton Transparency Report

2025





Going Beyond business as usual.

Audit | Tax | Advisory

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Foreword

We are pleased to present our third transparency report for SNG Grant Thornton South Africa which provides progress of our quality journey, highlights key milestones as well as objectives that still need to be achieved.

This report is prepared on the backdrop of a radically changed operating environment. In the recent past, we have witnessed frenetic changes in almost every sphere of our operating environment. The adage, change is the only constant has become more real for us. We thus continue to enhance our institutional capacity to effectively manage change.

We are pleased to report that all the planned activities of quality strategic plan as presented last year have been completed. This resulted in visible improvements in the quality of our professional work.

SNG Grant Thornton is the largest home-grown audit and advisory firm in Southern Africa. It is a member firm of Grant Thornton International consisting of firms operating in over 150 countries around the world, with 73,000+ people generating combined global revenues of over USD 7.2 billion.

Our culture of quality is the bedrock of our world class quality system. We have accordingly, since our first quality strategy been prioritising the embedding of consistent culture of quality throughout the firm. We are pleased with visible progress as attested by latest people voice survey. According to the survey, 78,7% of our people believe that the leadership of the firm demonstrates commitment to quality. Similarly, our Client Voice score related to the quality of our deliverables has increased over the past three years. Leadership of the firm is committed to quality and models living our CLEARR corporate values.



Quality Standards

We review and update our quality model/ framework on an annual basis factoring improvements from internal and external reviews. Both ISQM 1 and 2 are now embedded into our operating model. At the end of 2024, we were able to conclude that the system of quality management provides the firm with reasonable assurance that the objectives of the system of quality management are being achieved.

Quality Assurance

We are committed to upholding the highest ethical and professional standards in serving the public interest and reinstating confidence in audited financial statements.

Victor Sekese
CE - SNG Grant Thornton

Historical Highlights

CEO Award at SAICA's Chairman's Difference Makers Awards.



2023



SNG Grant Thornton establishes its footprint in Eswatini.

SNG becomes a member firm of Grant Thornton International Limited (GTIL) and rebrands as SNG Grant Thornton



2020

2018

2015



The firm has its sights set firmly on Africa and continues to partner with other indigenous accounting and audit firms in countries across the continent, integrating them into the SNG Africa structure.

Top Women Awards: Empowered Company: "Financial Award"



2014

2014



BBQ Awards: "Best Established Black Business Award"

Oliver Empowerment Awards: "Top Empowered Company" as well as a "Corporate Leadership Award".



2013

2013



International Accounting Bulletin Awards: "Sustainable firm of the year".

SNG became the first African member firm of Protiviti, a global consulting firm.



2013

2012



The Transnet account was awarded to SNG as sole auditors by then Minister of Public Enterprises, which was a transformative move.

Sizwe Ntsaluba VSP merged with Gobodo Inc. to create a new firm called SizweNtsalubaGobodo (SNG) with Nonkululeko Gobodo as Executive Chairman and Victor Sekese as Chief Executive.



2011

2002



NSN rebranded to become SizweNtsaluba VSP.

Gobodo Inc. merged with Gounden and Co, Hansjee Patel and KMMT Brey to create a new firm with about 20 partners.



2000

Sathie Gounden

1998



Victor Sekese became the Chief Executive of Nkonki Sizwe Ntsaluba (NSN) following Sizwe Nxasana's departure.

A merger between Ebony Financial Services, Ntsaluba & Co, Durban-based Sizwe & Co and Nkonki & Nkonki created Nkonki Sizwe Ntsaluba (NSN) the country's largest black-owned audit firm at the time, with Sizwe Nxasana as the Managing Partner and Juneas Lekgetha as the Managing Partner for advisory services, which were performed through EFS.



Sindi Zilwa

1996



Sizwe Nxasana

1996



Then Minister of Public Enterprises made strategic changes with the objective to position state-owned enterprises under her portfolio as agents of transformation.

The Minister advised black auditors that they would have to work together as one firm to get work at Transnet.

After the country's first democratic elections, Nonkululeko established a medium sized black-owned firm. This led to the formation of Gobodo Inc. in 1996.



Nonkululeko Gobodo

1996

1992



Sithole & Co, changed its name to Ntsaluba & Co, following the departure of Zakhele. Sango Ntsaluba became the managing partner of the firm.

Juneas Lekgetha joined forces with Zakhele Sithole, one of the country's first black African Chartered Accountants to form Sithole & Co which laid the seeds for the creation of SizweNtsalubaGobodo.



1985

1982



Juneas Lekgetha, started Ebony Financial Services (EFS), an advisory and consulting firm.

Juneas Lekgetha

Culture and Values

Collaboration

Ask for help, give help
We work well together

Excellence

Find a better way every time
We never get complacent

Respect

Listen and understand, be forthright
We create honest relationships



Leadership

Have courage and inspire others
We challenge ourselves to be the best we can be

Agility

Think broadly, act quickly
We thrive in change

Responsibility

Use influence wisely
We own our actions

SNG Grant Thornton's culture sets us apart by creating a seamless experience for our people and clients locally and globally, everyone knows they are welcome and included, contributing to our success and fueling our sustainable growth.

Our distinctive culture is underpinned by showing care and respect in everything we do, and by the CLEARR values that the global Grant Thornton community share.

Our people know that our culture is strongest when we:

- demonstrate respect for all;
- collaborate widely;
- deliver high quality and excellence, and
- include others.

That is exactly what our people and clients can expect from Grant Thornton when they work across borders - friendly attitudes, passion for quality, determination to go beyond for clients and an inclusive approach at every level.

SNG Grant Thornton's common values and strategic focus on diversity, inclusion and psychological safety help us meet the demands of a changing and complex business environment.

Our CLEARR values are the basic and fundamental beliefs that motivate and guide the attitudes and actions of our staff. Our values help us determine what is important as it drives our culture and guides our day-to-day behaviours and informs how we shape the decisions we make. We recognise that we all have a role to play in the success of the organisation, and our ability to deliver on that success lies in the strength of our values.

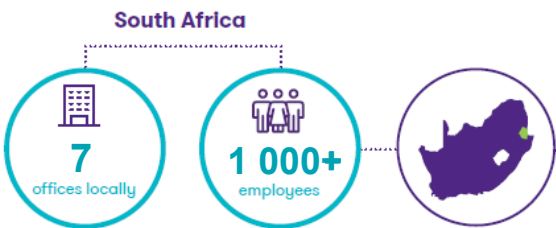
Overview of Grant Thornton

Capacity and Global Reach

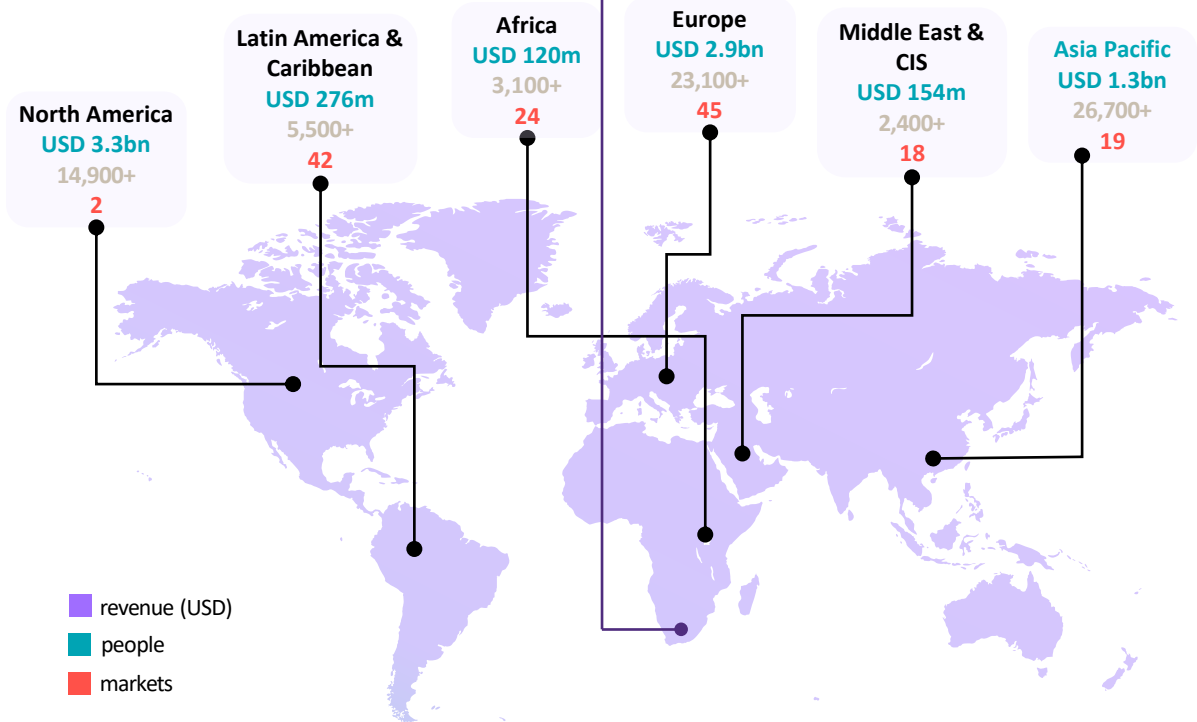
Grant Thornton. Going beyond business as usual so you can too.

We're a network of independent assurance, tax and advisory firms, made up of 73,000+ people in more than 150 markets operating everywhere you are, as well as where you want to be.

8.72 over 10
Client satisfaction rate
Based on our four key engagement drivers. As per **12,000 responses** from **33 member firms** included in the ClientVoice global benchmarking report.



Regional numbers



Data as at 30 September 2024

Our industry experience

Our experience serving clients of different sizes

SNG Grant Thornton is proud to serve clients of all sizes across both public and private sectors and various industries, including large multinational corporations, publicly traded companies, owner-managed businesses, and emerging enterprises. SNG Grant Thornton provides tailored solutions and transparent reporting to meet the unique needs of organisations in various sectors, based on a deep understanding of the complexities and challenges they face. The firm's industry experience ensures that clients of all sizes receive exceptional service and guidance, whether it's navigating global regulatory frameworks, improving financial transparency, or supporting growth strategies. Our industry experience includes the following sectors:



Education



Energy & Mining



Healthcare & Pharmaceutical



Technology, Media & Communication



Finance



Manufacturing



Transport Logistics & Aviation



Property & Construction



Small & Medium Enterprises



Art, Entertainment & Broadcasting



Non-Profit Organisations



Security



Automotive



Engineering & Equipment



Retail & Wholesale



Agriculture



Hotel & Leisure



Trusts

Our commitment to service quality of the highest standards is best demonstrated by the number of clients who call on SNG Grant Thornton's expertise in achieving their strategic objectives

Grant Thornton Industry hub and thought leadership

Our industry focus groups, as listed above, are aligned to and supported through our International Network, with industry specialists residing both locally and internationally. As SNG Grant Thornton, industry focus groups monitor emerging trends and changes to regulations. We issue thought leadership publications which are shared with our staff and clients.

On a number of our multinational listed clients, we have leverage and will continue to leverage insights from these focus groups to provide support when required but also shared these insights providing both a local and international perspective on emerging matters.

SNG Grant Thornton Statistics



1 000+
Professionals



CSR
Intentional CSR program



Level 1
B-BBEE Contributor



R741 mil
Revenues in ZAR



65.06%
Black-owned



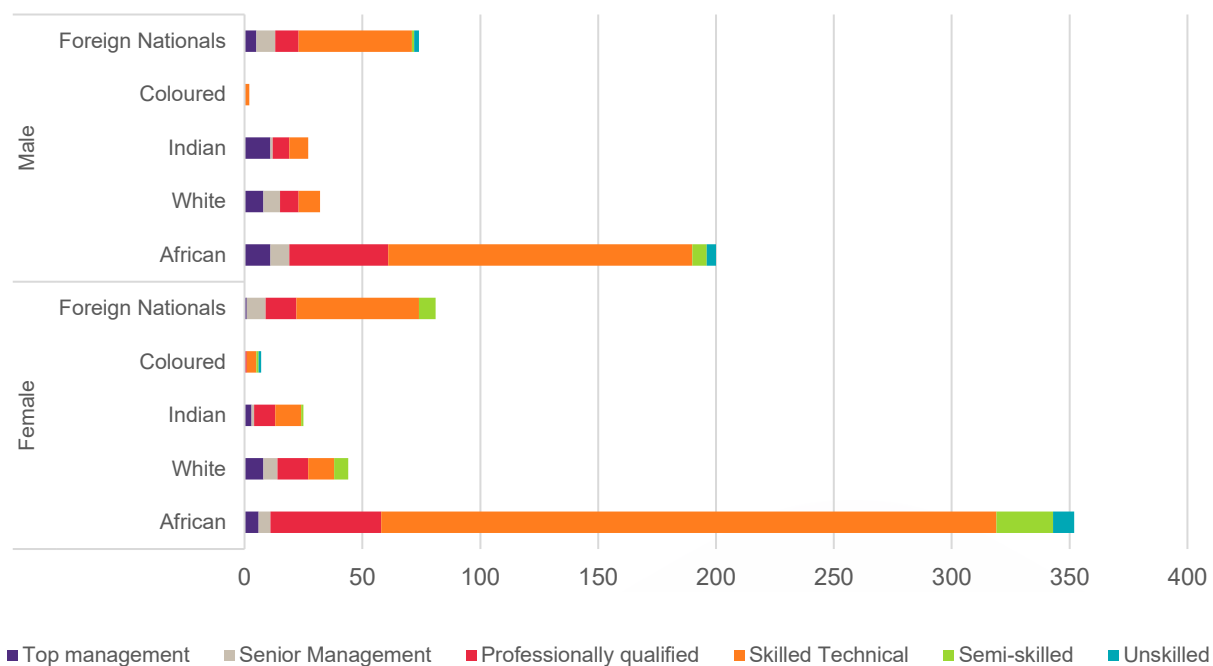
36.17%
Total female ownership



17.47%
Total black female ownership

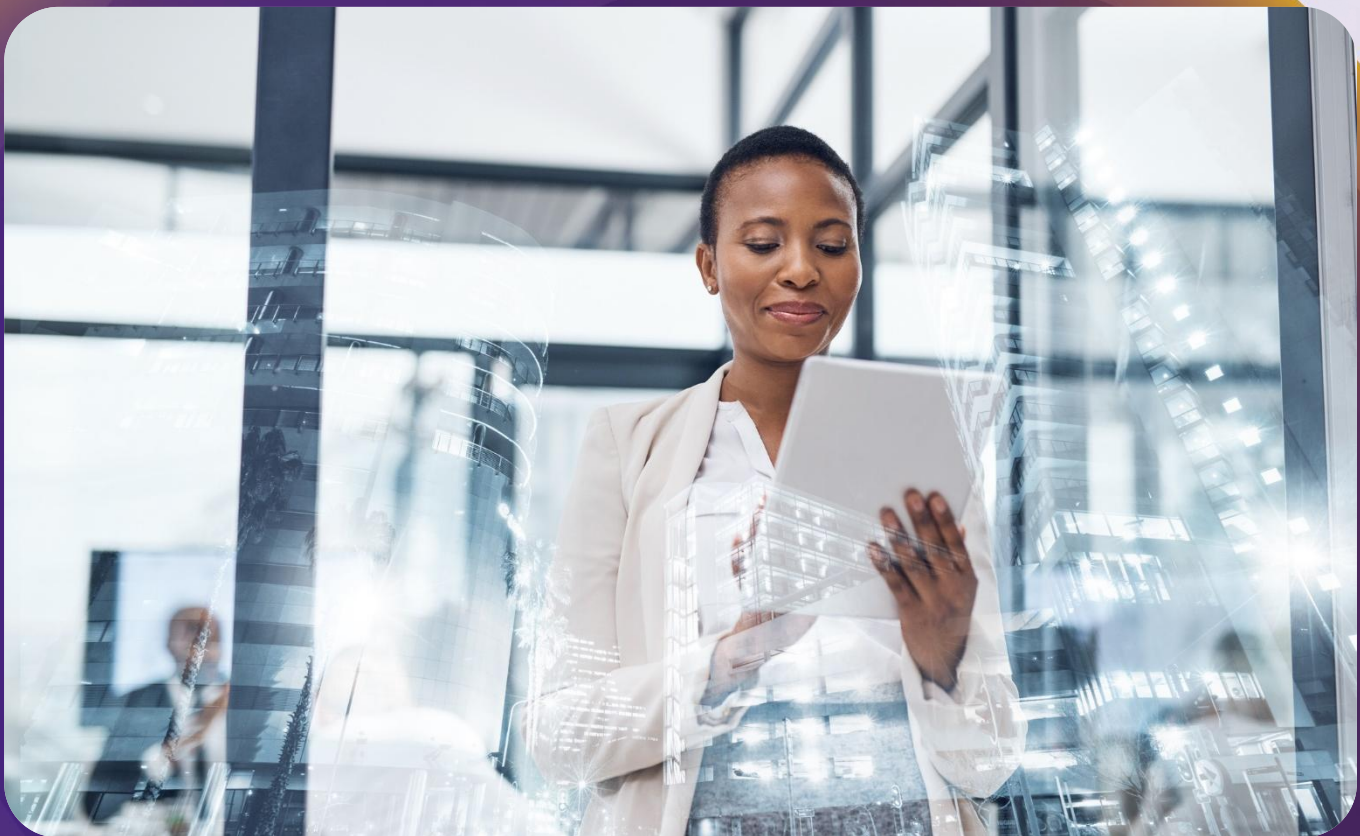


Equity Statistics

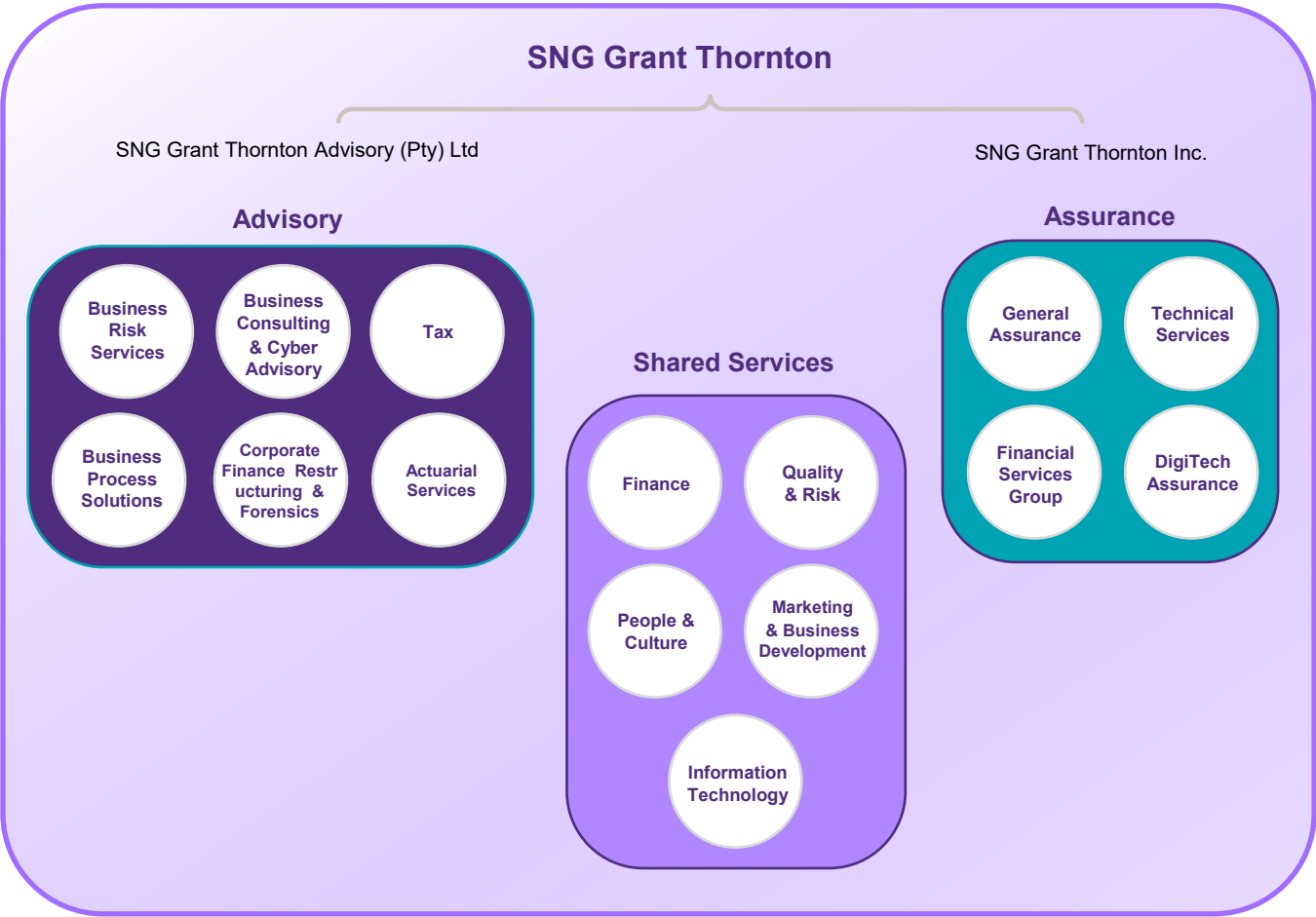


Transformation

As leaders, we have recognised that we hold the power to drive change. We believe that female leadership drives innovation and foster positive work environments, which ultimately leads to increased organisational performance. The development of female leadership has long been a key priority across the Grant Thornton membership network, and we are seeing the results of prioritising this key initiative.



Firm Structure



Membership with various institutions

We are affiliated with the following organisations and regulatory bodies:



Eswatini
Institute of
Accountants



Collaboration in the profession and the network



Alice Chireshe

SAICA Materiality Sub Committee



Azwinndini Magadani

SAICA National Tax Committee



Dirk Fouche

IRBA Public Sector Standing Committee



Nhlanhla Sigasa

SAICA – Banking Project Group



Omar Kadwa

SAICA Medical Aid Schemes Project Group



Patience Bhebhe

SAICA Retirement Funds Project Group



Runyararo Makanza

- IRBA (CFAS)
- SAICA Banking Assurance Matters Working Group



Agnes Dire

- IRBA – Regulated Industries and Reports Standing Committee
- SAICA – Banking Project Group, Basel Task Group and Audit Matters;
- SAICA Assurance Guidance Committee



Darshen Govender

- SAICA Investment Manager Project Group
- SAICA Retirement Funds Project Group



Madelie Olivey

- Accounting Practices Committee (SAICA)
- Financial Reporting Standards Council (DTI)
- Chairperson of the Financial Reporting Technical Committee (DTI)
- Market Practitioners Group (Accounting)



Nkabaneng Mashile

SAICA Assessment of Professional Competence Examinations Committee



Pravesh Hiralall

- SAICA Investment Management Project Group
- SAICA Insurance Project Group



Robert Webb

ESIA representative on ERS Tax Forum

Collaboration in the profession and the network cont.



Azwinndini Magadani

- SAICA National Tax Committee



Grace Muchirahondo

Public Sector Accounting Forum



Mabutho Mthembu

- SAIT VAT Committee



Nokukhanya Madilonga

- SAIT PAYE Committee
- SAICA PAYE Committee



Khanyisa Cingo - Ngandu

- Africa Transfer Pricing Committee GTIL
- SAICA
- SAIT Member
- Africa Transfer Pricing Committee GTIL
- Africa Tax Committee GTIL
- National Tax Office SteerCo GTIL
- National Tax Office SteerCo
- Corporate Tax Committee
- Market Practitioners Group (Tax)
- Chair of the Tax workstream



Vusi Nkabindze

- ESE Market Committee - Market participant and the Deputy Chair of the ESE Market Committee
- Global Reporting Initiative (GRI) - Speaker in ESE and GRI Functions
- Eswatini Bankers Association - Speaker/collaboration during the Fraud Awareness Week
- IIA Eswatini - collaboration during Fraud/Ethics weeks.



Piloshini Daver Rampersadh

- GTIL Global TMT Forum

Ownership and governance

The highest governing body is the Board of Directors which carries ultimate responsibility for the firm. In terms of the Companies Act relating to professional services companies, all directors are shareholders. Shareholding is allocated on an egalitarian basis akin to equal partnership models.

The framework of appointing directors is informed by factors that include professional risk management considerations, capacity, and audit quality indicators. Candidates considered for promotion to directorship undergo a detailed psychometric assessment, panel interview and evaluation of performance quality.

Board of Directors



Aaron Mthimunye



Abendran Govender



Agnes Dire



Alex Philippou



Alice Mnisi



Altaf Fajandar



Andri Booyens



Anoosh Rooplal



Asithandile Ngxabi



Azwinndini Magadani



Darshen Govender



Dirk Fouche



Evidence Njenge



Fikile Zwane



Georgia Diedericks



Gerard Musthan



Gerdileen Taylor



Herman Leach



Jacobeth Ramapela



Jeanine
Nellmapius-Clarke



Jonathan Jansen



Joseph Senoamadi



Khanyisa Cingo



Kudakwashe
Charandura



Leonie Els



Lesiba
Mahlobogoane



Lourenz de Jager



Luvo Mvinjwa



Madelie Olivey



Mathildie van Graan

Ownership and governance (cont.)

Board of Directors (cont.)



Mohammed Hafiz



Muhammad Joosub



Neridha Moodley



Nhlanhla Sigasa



Nick Kyriacou



Nkabaneng Mashile



Omar Hassan



Omar Kadwa



Oupa Mbokodo



Patience Bhebhe



Piloshini Daver
Rampersadh



Pravesh Hiralall



Priya Madhav



Ria Pretorius



Riaaz Mahomed



Robert Sithebe



Rob Webb



Ryan Smit



Runyararo Makanza



Suleman Lockhat



Sizakele Zindela



Thule Hlophe



Veruschka Pekeur



Victor Sekese



Vusi Nkabinde



Willem van Niekerk

Governance Committee

The Governance Committee (GC) is elected by the Board of Directors to oversee overall governance of the firm. Members of **the committee are elected by at least 60% of the Board members** ensuring they have sufficient support for this task.

The broader role of the GC include”

- **The promotion of quality within the firm,** helping the firm secure its reputation more broadly, including in its non-audit business,
- **Monitoring of risks that affect the firm,** assisting the Board in its ongoing oversight of the quality of governance in the firm; and
- **Supporting the Board in maintaining alignment with regulatory and GTIL expectations as regards the governance,** having regard to requirements of the Audit Firm Governance Code.

The current committee is made of 100% female leadership, which further emphasises our firm's commitment to gender parity.

Governance Committee



Agnes Dire



Gerdileen Taylor



Priya Madhav

Other governance structures are within the remit of the Executive Committee, and include the Quality and Risk Committee, Remuneration Committee and Information Technology Committee.



Adoption of a coherent climate reporting standard: IFRS S1 and S2.

The IFRS Foundation established the International Sustainability Standards Board (ISSB) to address the fragmented landscape of voluntary, sustainability-related standards and requirements that add cost, complexity and risk to both companies and investors. The ISSB's mandate is to develop and issue a comprehensive global baseline of sustainability reporting standards for consistent, comparable and high-quality sustainability reporting designed to meet investor needs.

The ISSB issued its first two sustainability reporting standards on 26 June 2023:

- General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1). IFRS S1 is the core framework for the disclosure of material information about sustainability-related risks and opportunities across an entity's value chain.
- Climate-related Disclosures (IFRS S2). This is the first thematic standard, given the global focus on climate, and sets out requirements for entities to disclose information about climate-related risks and opportunities.

The IFRS Sustainability Disclosure Standards are based on the four-pillars of the Task Force on Climate-Related Financial Disclosures (TCFD framework): governance, strategy, risk management and metrics and targets. [IFRS S1 para BC3]. The TCFD framework is required or used voluntarily in several territories. Therefore the structure of the IFRS Sustainability Disclosure Standards will be familiar to preparers and users of sustainability reporting that have used, or have an understanding of, the TCFD framework.

Consistent with the process to adopt International Financial Reporting Standards (IFRS), IFRS Sustainability Disclosure Standards need to be adopted locally, this includes both an amendment to the Companies Act in terms of the company's legislative framework as well as the adoption by local securities exchanges, for the Standards to become mandatory in South Africa. An entity can choose to voluntarily apply IFRS Sustainability Disclosure Standards, even if the entity does not apply IFRS.

South Africa is supportive of these standards and has already embarked on a pathway of amending relevant sections of the Companies Acts to accommodate the adoption of the IFRS Sustainability Disclosure Standards. The jurisdictional journey towards the implementation of IFRS S1 and S2, particularly in Africa and South Africa is highly dependent on the range of capabilities and preparedness of reporting entities to apply these Standards. The success of local adoption and implementation is a matter of relevance, proportionality and scalability.

Globally, Grant Thornton is pleased to support the IFRS Foundation in their push for a common global standard for climate-related disclosures. The purpose of our firm is to make business more personal and to build trust into every result. We make business more personal by listening and responding to the needs and priorities of people - our clients, our teammates and all those we serve across our communities.

We build trust into every result by reporting on our work with transparency and accountability. Sustainability is quickly becoming a must-have rather than a nice-to-have for the mid-market. Firms are being driven by market competition, client demands and investor pressure, whilst in parallel they are under pressure to meet increasingly stringent regulations and standards.

The mid-market's role in the global supply chain means that it forms a vital part of the business ecosystem, connecting and serving organisations and their clients across the globe. As the mid-market becomes more sustainable itself, it will enable larger corporations to comply with supply chain requirements as well as set an example and pave the way for smaller firms: it becomes a lynchpin for the sustainability of the global ecosystem. In order to play its full role, the mid-market will need the right guidance, support and business environment that allows these businesses to thrive.

Our research suggests that the sophistication of sustainability regulations and standards that an organisation is compliant with, is most likely to determine where they are on the sustainability journey. Those at the start of their journey are less likely to have been subject to regulation previously and are therefore likely to have undertaken fewer sustainability actions or phases and have invested less in sustainability initiatives. Where companies start in the cycle is usually determined by the driver that has led them to invest in sustainability. If exposed to regulations and disclosure requirements, often they will begin with data gathering and reporting.



Adoption of a coherent climate reporting standard: IFRS S1 and S2. (cont.)

For others, it makes more sense to begin with a strategy, and then begin gathering data to reinforce that strategy and make it more robust. It will be a cyclical, iterative process that relies on small refinements over time. For many firms this is brand new territory, and they don't have a road map or blueprint to follow. A 'one-size-fits-all' approach to sustainability doesn't work.

At SNG Grant Thornton, we are well positioned and ready to support you on your sustainability journey. Our job is to understand new requirements, we have a whole team of resources dedicated to this, and experience implementing requirements for clients within South Africa whilst we wait for the formal adoption of the reporting requirements.



Take action sooner rather than later when it comes to reporting requirements.

Acting now will give you time to build up your knowledge and processes.



Being sustainable can offer a competitive advantage for mid-market firms who get it right.

Increasing your brand reputation helps drive business and investment.



Speaking to an adviser can help simplify the process and plot the right course.

Our job is to understand new requirements and help you navigate them



Larger companies need to work with their mid-market partners.

Sharing expertise from navigating regulations can reduce risk and improve efficiency.



The sustainability journey is not a sprint.

It could take years to perfect a strategy. But the most important action is to take the first step.

To establish where you are and to find out where you need to go next on your sustainability journey, find your nearest SNG Grant Thornton Sustainability services team

Taking the first step in the sustainability journey is crucial regardless of a business' size or industry. Our latest SNG Grant Thornton International Business Report (IBR) explores the significance of sustainability reporting, highlighting the progress and actions of the mid-market on their journey towards a sustainable future. Our report can be accessed here:

<https://www.grantthornton.co.za/insights2/the-journey-to-a-sustainable-future/>



Building a Better Tomorrow



Founded on the three guiding principles to Act, Commit and Share, Grant Thornton’s global approach to Corporate Social Responsibility (CSR) advocates each of us to have an impact by being passionately involved in our communities.



Act

Take Action

By volunteering your time or making a financial contribution toward a socially responsible cause.



Commit

Make a commitment

To take action in the future.



Share

Share your stories

Take the time to share your Success stories and commitments.

At SNG Grant Thornton, caring for our communities is as important to us as being financial partners of choice. For us the two are interlinked, we believe that through caring for our neighbours, we develop a better appreciation for people. This enables us to better understand and serve our clients. As such SNG Grant Thornton recognises its obligation to be a responsible corporate citizen, an organisation with a social conscience! We strongly feel that we have a responsibility to shape a sustainable future.

Our CSR approach is aligned with our organisation’s values and strategy. We strive to be responsive to the needs of our communities where we work and live, where our ideas, people and resources can contribute towards building a positive legacy.

We as a firm, we recognise the role played by martyrs in our history to create an enabling environment for a better South Africa for everyone. As such, we seek to honor those martyrs through our participation in various CSR programmes.

Our CSR focus areas are in line with the UN Sustainable Development Goals, specifically on:



Building a Better Tomorrow



Commitment to Development

- Mandela Day initiative – SNG Grant Thornton participated in the STOP Hunger Now;
- Donate a book;
- Sanitary drive.

Women Ownership

Initiatives include:

- Advanced Management Programme;
- Leadership Development Programme;
- Senior Leadership Programme.

Our Transformation Journey

Our transformation and B-BBEE strategy is aligned to the elements contained in the DTI's revised generic code.

- Growing Sustainable Black Business and Driving Transformation within the Accounting Profession;
- A transformation strategy that promotes the Economic Empowerment of all black people.

Our Transformation Efforts

- Home-grown Leadership;
- SNG Grant Thornton Bursary Scheme;
- Community Focus;
- Enterprise and Development Initiatives;
- Commitment to Women Empowerment.

Commitment to Education

As a firm, our focus has always been in the advancement and growth of the profession. Our key strategic initiative in building a pipeline has been our commitment to education, which has taken various forms. In support of our employees, we run a CTA bootcamp to enhance candidates' chances of success.

For our communities, we continue to participate in industry initiatives such as the Thuthuka Bursary Fund. The firm successfully managed its internal bursary fund for a number of years, making contributions of up to R5 million in certain years. The firm has outsourced our internal bursary fund to Thuthuka to further enhance our impact in education.



Expertise – Integrated Team



Audit

General Assurance

- Audit of Financial Statements
- Sustainability Reporting
- Agreed Upon Procedures
- Integrated Reporting

Financial Service Group

- Audit of Financial Institutions
- Debt and capital markets
- Actuarial Services

Technical Services

- Accounting Standards
- Auditing Standards
- AFS reviews
- IFRS S1 and IFRS S2 technical support

DigiTech

- IT assurance
- Cyber security
- Data analytics



Tax

Taxation Services

Direct Taxes

- Companies, Branches, Trusts etc,
- Individuals

Indirect Taxes

- Value-Added-Tax
- Customs and Excise
- Other

Tax Technology



Advisory

Business Consulting

- Strategy & Performance
- Digital and Data (Centre of Excellence)
- Human Capital
- Sustainability – ESG & ESD (IFRS S1 & IFRS S2)
- Cyber Consulting (Cybersecurity, Data Privacy & Managed Services)
- Project Management Consulting

Corporate Finance, Restructuring and Forensic Services

- Mergers and Acquisitions
- Due diligence (Financial, Commercial, Tax, Tech, Cyber Security, Legal, etc.)
- Transactional Advisory Services & Valuations
- Recovery & Re-organisation
- Infrastructure Advisory
- Forensics – investigations, corporate intelligence, fraud risk, anti-financial crime, digital forensics, cybercrime, disputes, and accounting integrity and conduct

Business Risk Services

- Governance, Risk & Compliance
- Internal Controls
- Internal Audit
- Tech & Change Risk (Programme Assurance)

Business Process Solutions

- Accounting and Reporting
- Payroll
- Independent Reviews
- Tax Compliance
- Secretariat Services
- Backoffice Outsourcing/Managed Services

Actuarial Services

- Financial Services
- Specialist Services
- Independent Peer Review

Accounting Technical services

- AFS preparation and review support
- Technical memorandums
- Transaction impact assessment (IFRS Accounting Standards)

Our proactive teams led by our approachable directors, use insights, experience, and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions.

Our teams and member firms worldwide work and train together, sharing industry experience, technical expertise, and a commitment to excellence. Whatever the geographic location, we apply the same insight, flexibility and relevant experience. We examine each transaction objectively and work to involve all parties to ensure you receive the highest quality advice, providing a truly distinctive client experience.

Our client promise

As part of our client promise, we provide a transparency report, ensuring that our clients have access to comprehensive and accurate information regarding our processes, methodologies, and interactions. This commitment further enhances the trust and effectiveness of our client experience, resulting in more profound guidance and fostering stronger collaborative partnerships.

We discover what’s important to you and make it important to us

The bottom line

- A relationship-led approach with more time and attention from directors and senior advisers.
- A deeper understanding of your business for more meaningful advice and recommendations.

Agile and responsive service

The bottom line

- A faster response when you need quick answers and clarity.
- Anticipating the answers you’ll need before you ask.

Pragmatic solutions to help you improve and grow

The bottom line

- Helping you think ahead and think more broadly.
- Proactively identifying opportunities for improvement and growth.

Collaborative teams with a different mindset

The bottom line

- Teams and solutions built around your needs not our structures.
- A better working relationship with you and your team.

Client Indicators

Net Promotor Score

How likely is it that you would recommend SNG Grant Thornton to another organisation or a colleague?

- 2023: 63.3%
- 2024: 68.7%

Client Satisfaction Score

- 2023: 88%
- 2024: 89%

Client experience Score

The four key elements of our Client Promise

- 2023: 86%
- 2024: 86%

What some of our clients have said?



Communication and understanding of what our needs are.

Willingness to understand our business.

The team understood my challenge, had in-depth knowledge of my industry and challenge at hand. As a result, were able to respond timeously.

They listen carefully to our needs and provide us with distinctive customer service.

The team makes an effort to understand our business and its challenges well. Apart from the normal audit engagement, they are always willing to listen and give advice.

The entire team at SNG Grant Thornton that assists us with various functions from auditing, tax services, secretarial services, know our business very well and provide services to us effectively and efficiently and are pro-active in pointing out areas that require attention. The team has an in-depth knowledge of our business and are able to offer a quality service as a result thereof.

Professional with strong technical knowledge, good in communication and feedback, added value to our accounting methodology.

Relatable partner and team that understands our business and has become a partner on our journey.

Fast, friendly and exactly what I needed and requested.

Constant and regular communication.

We could have open discussions about the business. Whenever we had questions that the team could not answer, there was someone in the organisation that could provide the answer.

They send competent staff, and do not ask the same question ten times, but gather all the queries, and book a meeting to discuss.

Helpful, patient and knowledgeable.

Timeliness and Efficiency: They consistently delivered services on time, showcasing their efficiency and commitment to deadlines.

Comprehensive Support: They provided comprehensive support across various aspects of our financial and operational needs.



Technology and its impact on audit

The auditing landscape continues to undergo significant transformation driven by several key technology trends. We keep abreast of latest trends and monitor the impact on the business, auditors and the practice. Our strategy is integrating our audit methodology and auditors with tech savvy solutions thereby building the digital auditor of the future.

We are therefore looking at:

- **Shifting skillset:** From manual tasks to data analysis, critical thinking, and technology expertise.
- **Increased efficiency:** Faster audits, more accurate results, and better resource allocation.
- **Focus on judgement:** Emphasizing auditors' expertise in interpreting data and providing insights.
- **Collaboration and communication:** Encouraging collaboration with clients and stakeholders using technology platforms.

The overall impact of technology is positive, leading to a more efficient, insightful, and future-proof audit practice.

However, the following challenges cannot be ignored:

- **Cost and implementation:** Integrating new technologies requires investment and training.
- **Data security and privacy:** Protecting sensitive data in a connected environment is crucial as cybercrime is on the rise.
- **Regulatory landscape:** Keeping pace with evolving regulations and adapting technologies accordingly.



LEAP



IDEA



Alteryx



ARI



Pentana



Inflo Project Management Tool

Our Innovation and Digital Technology committees review the available technologies that would benefit the business and together with the audit teams, assess the product viability for possible implementation. Our approach is to run tools in 'Pilot' phase to ensure they achieve the desired outcomes rather than implementing without assessing the impact. In this review we continued our progress with 3 tools; namely ARI (Audit Risk Insights), Client Portal and Collaboration Tool (Inflo) and ARRMS (Audit Report Risk Management System).

ARRMS is an in-house developed tool, which assists the assurance team to capture information related to signed audit opinions, as well as to track the status of engagements through the engagement life cycle, sending reminders and/or confirmation e-mails at various stages. Currently, both Assurance and Advisory teams are using the application for this purpose. The application plays a major role in ensuring that our assurance files are locked within the required timeframe per the firm's Archiving Policy. The application also ensures reporting is accurate, complete and that information is readily available to various stakeholders. We also use the application to track partner rotation on our assurance engagement files. The latest edition was to digitalise and automate our client acceptance and/or continuance process on our ARRMS tool.

ARI is also in-house developed and has various modules. ARI enables the auditor to select entire data populations and test it in its entirety as opposed to sampling. Currently, journal testing using digital tools has been deployed on audit clients and uptake will be ramped up in the upcoming period.

Payroll/ HR and Revenue are the next modules that are planned to be deployed.

The Inflo Project Management Tool monitors the audit cycle to ensure key performance indicators are met, while providing a secure and centralised portal to request and store data and enhance collaboration between the client and the audit team. We have deployed the tool on the majority of our assurance engagements across selected clients in advisory. This tool has been well received.

Leap is Grant Thornton's global assurance and related services technology platform. This proprietary, cloud-based tool delivers the best possible value to our clients, no matter where they are. The tool has been built to keep quality at the centre of our global audit approach. The Leap platform delivers on our three-part vision to provide the very best client experience through high-quality engagement, faster service delivery and an enriched experience.

Alteryx is a platform that we use in our analytics and provides insights for teams to make decisions on the engagements

The Pentana checklist is an application for assessing the consistency between the disclosures in the financial statements and the requirements of IFRS and IFRS for SME's. The application is updated annually to ensure quality and relevant information is presented in the financial statements of our assurance clients.

The enhancements of our tools and the consideration of further technologies remain a key strategic initiative.

Technology and its impact on audit (cont.)

Our digitisation strategy and plans going forward are:



Increased Use of Automation and AI:

Impact: This will allow for efficient processing of large datasets, identifying risks and opportunities faster. Auditors can focus on complex judgements and insights, leaving repetitive tasks to automation.



Data Analytics and Visualisation:

Impact: This will enable deeper analysis of financial data, revealing hidden patterns and trends. Visualisations will help with clear communication and stakeholder understanding.



Continuous Auditing:

Impact: This will allow for a shift from periodic audits to continuous monitoring, providing near-real-time insights into risk areas. It will also improve responsiveness and enable more proactive risk mitigation and management.



Cloud Computing, Cybersecurity and Connectivity:

Impact: It will facilitate remote collaboration, real-time data access, and improved scalability. Audit teams can work seamlessly across locations and access data securely.



Cyber:

Impact: Interactive dashboarding solutions designed using Artificial Intelligence (AI) to provide a 360-degree view on the organisations cyber security posture.



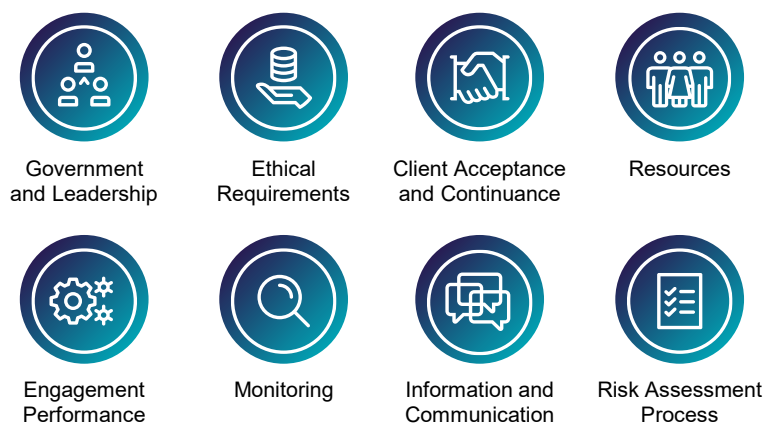
Quality

Networks, associations and similar structures, are how the firm ensures a consistent approach to audit quality from all members of the structure.

GTIL has developed a global quality framework which sets quality standards for all member firms across assurance, tax and advisory services. This framework is a permanent reference point, setting the expectations of member firms to deliver services to agreed quality standards.

Quality is the foundation of all we do. It is a core element of our 2025 Go Beyond network strategy.

Member firms are required to meet certain standards on the following:



These core areas of quality are aligned to the requirements of the International Standard on Quality Management 1

In addition, GTIL has established more than 50-member firm obligations which set out detailed policies and procedures that all member firms are required to follow to support high-quality services.

These include, but not limited to implementing our global audit methodology and complying with cybersecurity standards.

Global audit support and monitoring

Grant Thornton's emphasis on global quality is demonstrated in the continued focus on delivering high-quality audits. Our network has established standards, service delivery systems, controls and risk management systems to provide the necessary framework to help meet professional standards. Member firms receive support and resources to help maintain quality, including the following:

- A global audit methodology, with supporting software.
- Audit manuals containing policies and procedures that are benchmarked against international auditing, quality management, independence and ethics standards.
- Protocols that enable member firms to consult with the global auditing standards team and, if necessary, with audit specialists in other member firms.
- Protocols that enable member firms to consult with an International Financial Reporting Standards (IFRS) helpdesk.
- A comprehensive intranet service that includes up-to-date information for member firms on auditing, financial reporting, ethics and independence standards, and guidance on applying these effectively.

People and Culture

At SNG Grant Thornton, our people are at the heart of everything we do. Our People and Culture space is dedicated to fostering an environment where individuals can thrive, grow, and contribute meaningfully to our shared success. Our People Strategy is powered by our Purposefully Purple People, a reflection of our commitment to creating a workplace where every individual is valued, empowered, and inspired to be their best.

Through a holistic Talent Management Life Cycle, we ensure that every stage of our employees' journey—from recruitment to offboarding—is aligned with our core values of Collaboration, Leadership, Excellence, Agility, Respect, and Responsibility.

Recruitment and Selection

We attract top talent through a rigorous and inclusive recruitment process that values diversity, equity, inclusion, and belonging (DEIB). Our goal is to onboard professionals who embody our culture, demonstrate technical excellence, and align with our values. We implement structured assessments, competency-based interviews, and culture-fit evaluations to ensure we select individuals who can drive our firm forward.

Feedback and Continuous Development

At SNG Grant Thornton, we foster a culture of continuous development, where ongoing feedback is essential. Our performance management framework includes regular coaching conversations, 360-degree feedback, and structured learning programs to help our people reach their full potential. Through mentorship and tailored learning pathways, we ensure that professional growth remains a priority and together with our people, we assume joint responsibility for ensuring that their development needs are timely identified and addressed.

We are committed to equipping our people with the skills and knowledge necessary for success. Our people development programs include comprehensive technical training to ensure our professionals remain at the forefront of industry developments. Additionally, we place a strong emphasis on leadership development, offering in-house programs designed to build future leaders within our firm. Our people also have the opportunity to participate in global leadership programs run by Grant Thornton International, enabling them to gain insights from world-class experts, collaborate with colleagues from across the network, and develop the skills required for leadership excellence.

Career Progression

We believe in empowering our people to shape their careers through structured progression opportunities. Whether through technical specialization, leadership development, or lateral career moves, we provide clear pathways for advancement. Our commitment to career growth ensures that every individual has access to the tools and guidance needed to excel.

Global Mobility Program & Offboarding

SNG Grant Thornton is proud to be part of a global network, offering opportunities for cross-border experiences through our Global Mobility Program. This initiative allows our professionals to gain international exposure, broaden their expertise, and collaborate with Grant Thornton firms worldwide. Additionally, we facilitate the seamless placement of individuals exiting the firm within other Grant Thornton offices, ensuring continued career growth within our global network.

Purposefully Purple People & Our Culture

Our people are what make us "Purposefully Purple"—a term that reflects our commitment to a culture where everyone feels included, valued, and inspired. Our People Promise is built on fostering a supportive and high-performing environment where individuals can bring their authentic selves to work. By upholding our values of Collaboration, Leadership, Excellence, Agility, Respect, and Responsibility, we create a workplace that thrives on trust, innovation, and shared success.

At SNG Grant Thornton, we recognize that our greatest asset is our people, and we remain committed to nurturing a workplace that supports professional growth, well-being, and excellence in everything we do.



The process to appoint the firm's Leadership

Appointment of CEO

The Governance Committee, on behalf of the Board, is responsible for appointing the Chief Executive Officer (CEO) in accordance with the Terms of Reference. If no suitable candidate is found through the nomination process, the committee may insource a candidate with approval from a Special Majority of Shareholders. Directors may nominate candidates, and the committee will assess their suitability before making an appointment. The CEO may serve up to two terms unless an extension is approved by a Special Majority of Shareholders.

Appointment of EXCO

The Chief Executive Officer (CEO) is responsible for appointing the Executive Committee. Such members are selected at the CEO's discretion, excluding Level Two Directors and Governance Committee members. The CEO may also second individuals to the committee for specific purposes, though they will not have voting rights.

Appointment of Governance Committee

The Governance Committee oversees the company's governance structures, Directors, and Shareholders but does not manage day-to-day operations. The committee consists of 3 to 7 Equity Directors, ensuring diversity in gender, experience, generation, and region, and with suitable tenure and experience. Non-Equity Directors and Executive Committee members cannot serve on the Governance Committee. The committee may second individuals for specific purposes, but they will not have voting rights.

When a vacancy arises, the Executive Committee calls for nominations from Level One Directors. Each Director may nominate a candidate, excluding themselves, within the specified timeframe. The Board then votes on the nominees in a meeting, with the candidate receiving the highest number of votes appointed via a secret ballot. Nominees cannot vote in their own election.

Director Appointment Process

The appointment of a director follows a structured and transparent process:

1. Recruitment & Screening

The vacancy is advertised externally, and the Talent Acquisition team sources and interviews candidates. Background, reference, and MIE checks are conducted.

2. Assessment & Selection

Qualifying candidates undergo psychometric testing, with results considered alongside interview outcomes. Shortlisted candidates present a business case to the Executive Committee, which evaluates their suitability.

3. Governance & Ratification

The process is documented and reviewed by the Governance Committee for compliance. Upon approval, the appointment is submitted to the Board of Directors for ratification and formal registration with CIPC.

This process ensures a rigorous and compliant selection of directors.

People and Culture

The firm's basis for the incentives and the remuneration of partners and/or directors, including in relation to key performance indicators.

Recognition and reward are key strategies to foster a high-performance culture with engaged employees. Performance related pay (PRP) forms the cornerstone of our reward philosophy, supported by a robust performance management system. The firm's basis for incentives and remuneration of partners and/or directors is typically structured around key performance indicators (KPIs) that align with the organization's strategic goals and values. These may include:

1

Financial Performance

Revenue growth, profitability, and cost management..

2

Client Satisfaction & Retention

Feedback scores, client retention rates, and business development success.

3

Leadership & Collaboration

Contribution to teamwork, mentorship, and alignment with the firm's values (collaboration, leadership, excellence, agility, respect, and responsibility).

4

Operational Efficiency

Process improvements, practice management, innovation, and risk management.

5

Employee Engagement & Development

Talent development, diversity, and fostering a positive work culture.

6

Strategic Contribution

Participation in key initiatives, governance, and long-term business impact.

7

Quality and Risk Management

Quality control procedures that comply with laws and regulations and applicable standards.

People and Culture

Basis for remuneration of partners or directors

At SNG Grant Thornton, we structure the remuneration of our directors in alignment with market dynamics and the broader operational context of our firm. Our Remuneration Policy is designed to support the strategic direction of the organization while reinforcing the key value drivers that underpin our success.

Recognizing that remuneration plays a pivotal role in attracting, motivating, and retaining top-tier talent, our approach ensures that high performance is not only encouraged but also rewarded.

The Directors' Remuneration Policy provides a structured framework that guides and supports our leaders through the Director Development and Reward System. This system is carefully designed to align with the firm's strategic objectives, ensuring that directors are recognized and compensated based on their roles, contributions, and sustained performance.

Basis for Incentives and Remuneration in Relation to KPIs

Our remuneration framework is structured as a two-tier system, directly linked to the Paterson grading system to ensure fairness, transparency, and alignment with organizational goals.

- Tier One encompasses fixed remuneration, which is determined primarily by an individual's role and responsibilities within the firm.
- Tier Two consists of the incentive system, which is performance-based and directly tied to both organizational success and individual achievements.

Individual performance is rigorously assessed using a Balanced Scorecard approach, which is approved at the director level. This scorecard is carefully designed to reflect the firm's strategic objectives, goals, and key performance targets, cascading from the Business Unit, Service Line, and Provincial Office down to the individual director. By ensuring that performance incentives are directly aligned with the firm's broader vision, we create a system that drives accountability, excellence, and sustained growth.



Skills Development Focus Areas



Basis of remuneration of partners or directors

Our organisation remunerates directors based on the dynamics of the market and the context within which the company operates. The Remuneration Policy aligns to the strategic direction and specific value drivers of the business within which our organisation operates. Remuneration plays a critical role in attracting, motivating, and retaining high performing individuals. Remuneration also reinforces, encourages, and promotes superior performance.

The directors' Remuneration Policy serves to guide individuals as directors of the firm through the implementation of the Director Development and Reward System. The system was designed to support the firm's strategies and to recognise and reward individuals based on their roles and the extent of their sustained performance.

Basis of incentives and remuneration in relation to KPIs

The organisation's remuneration structures comprises of a two-tier system linked directly to the Paterson grading system. Tier one links to the fixed remuneration of the individual and is largely dependent on the roles and responsibilities of the individual in the organisation.

Tier two is attributable to the organisation's incentive system and is dependent on the performance of the organisation and individual performance. Individual performance is assessed and scored per the director's approved Balanced Scorecard that further reflects the firm's strategic objectives, goals, and targets, cascaded downwards from the Business Unit, Service Line, Provincial Office to the individual director.



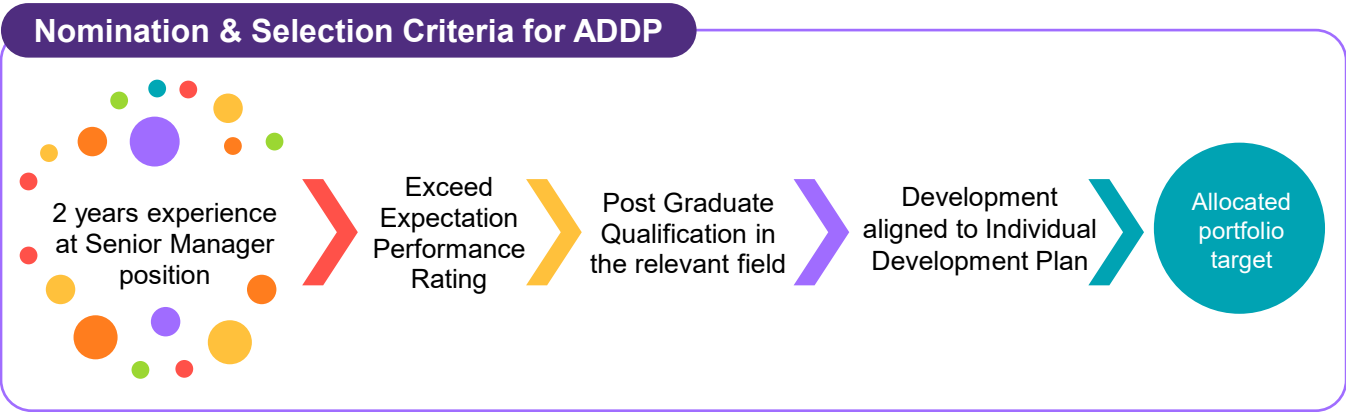
Africa Director Development Programme (ADDP)

The ADDP programme drives the development of our succession pipeline for Directorship positions.

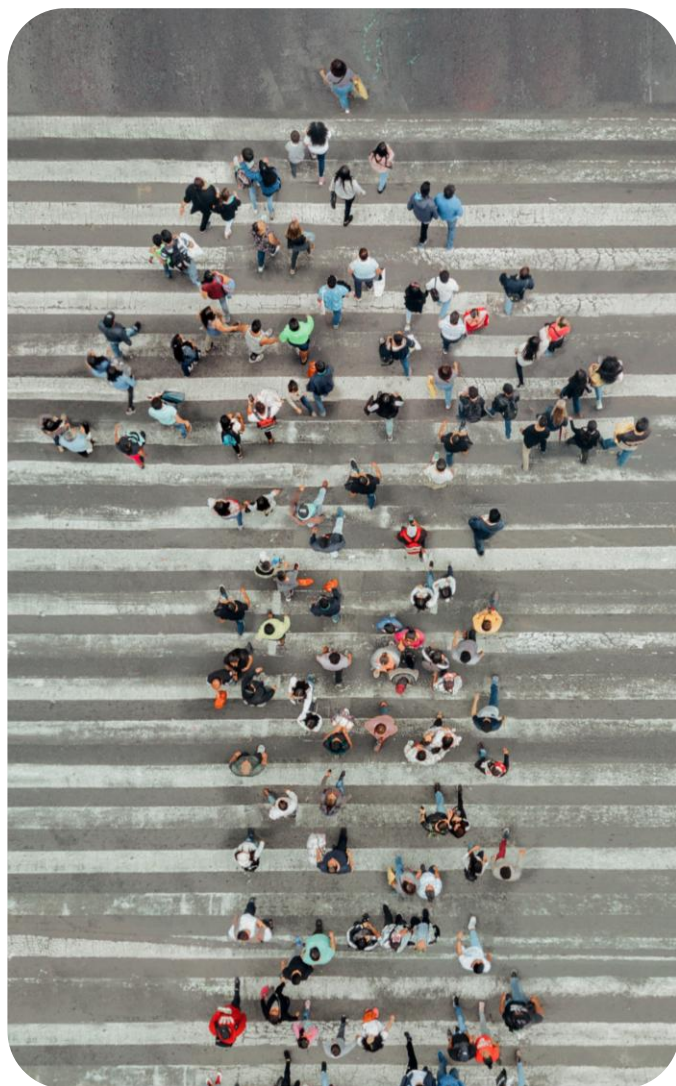
This leadership programme is delivered in partnership with one of the top Business Schools in the World – Henley Business School for 9 sessions over a year.

The programme equips our Senior Managers with the ability to be adept at moving quickly in today's complex, fast-paced, competitive environment and to build new leadership capabilities to envision the SNG Grant Thornton Future.

We had two successful cohorts:
Cohort 1: 14 individuals graduated
Cohort 2: 13 individuals graduated



Grant Thornton International Limited Leadership Programmes



Emerging Leaders Programme

Programme Objectives:

This programme aims to provide participants with an opportunity to develop the knowledge, skills and confidence to maximise collaboration and impact across the region.

Target Audience:

High-performing, experienced senior managers and recently promoted directors, who are recognised as future leaders by their firm.

Delivery Method:

A combination of virtual and in-person sessions.

Advanced Leadership Programme

Programme Objectives:

This is a highly transformative programme that builds cohorts of culturally aware, widely connected and collaborative leaders who can work across borders to grow our international business.

Target Audience:

High-performing, experienced senior managers and directors and recently promoted partners, who are recognised as future leaders by their firm.

Delivery Method:

A combination of virtual and in-person sessions.

Senior Leadership Programme

Programme Objectives:

This senior leadership development programme aims to develop transformational leaders with a global mindset, through thought-provoking new thinking and strategically aligned interventions aligned to the Go Beyond Strategy 2025 and our global aspirations.

Target Audience:

CEOs and leaders in senior strategic positions and those leaders who are starting a board, board office, or firmwide leadership role.

It is also ideal for high potential partners being prepared to take on leadership roles in their firms.

Delivery Method:

A combination of virtual and in-person sessions.

SNG Grant Thornton's Participation in the South African FASSET TVET WBE Internship Program.

SNG Grant Thornton proudly participated in the South African FASSET TVET Work-Based Experience (WBE) internship program, which aims to bridge the gap between theoretical knowledge and practical workplace skills for Technical and Vocational Education and Training (TVET) college students.

This initiative is designed to enhance the employability of young South Africans by providing them with valuable hands-on experience in their chosen fields.

SNG Grant Thornton hosted six interns during the program, offering them a comprehensive and immersive experience in various aspects of our business operations. The interns started on the First of June 2023 and were integrated into Finance, Human Resources, and Office Support, where they received mentorship, training, and real-world exposure to the professional environment.

The success of the program was evident as five out of the six interns were retained for an additional six months after the eighteen-month internship period ended. This decision was based on their exceptional performance, dedication, and the positive impact they had on our teams. We are pleased to report that four of these five retained interns are still employed with us, continuing to contribute to our organization's growth and success.

We look forward to participating in future programs and continuing to make a positive difference in the lives of young professionals.

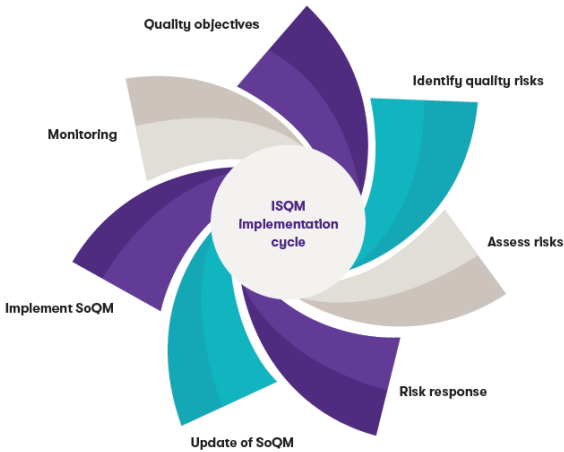


System of Quality Management

Risk assessment process

Our firm has established a structured risk assessment process to ensure the effectiveness of our System of Quality Management (SoQM). This process involves designing and implementing quality objectives, identifying and assessing quality risks, and developing targeted responses to mitigate those risks. We employ a proactive approach with the guidance of our international network, integrating industry best practices, regulatory requirements, and firm-specific risk factors to continuously refine our system of quality management.

We annually conduct robust audit quality risk assessment workshops where the appropriateness of identified quality risks is reviewed and whenever significant regulatory, operational, or environmental changes occur these are discussed and processed into our risk assessment. This ongoing evaluation ensures that our risk management strategies remain relevant, effective, and aligned with our commitment to audit quality and professional excellence.



Governance and Leadership



Investment in Maintaining and Improving SoQM

Our firm is committed to continuously strengthening our System of Quality Management (SoQM) through strategic investments in technology, training, and process enhancements. We allocate resources to advanced audit tools, data analytics, and automation to improve the efficiency and effectiveness of our audit quality. Furthermore, the firm has a dedicated Risk and Quality department that supports the implementation of the firm's SoQM.

We invest in continuous professional development, ensuring our teams remain up to date with evolving regulatory requirements and industry best practices. Regular internal and external quality reviews further support our commitment to maintaining and improving our SoQM, reinforcing our dedication to delivering high-quality assurance services.



Individuals Responsible for Quality and SoQM

Quality is embedded in our firm's leadership structure, with dedicated individuals responsible for overseeing and maintaining the effectiveness of our SoQM. The firm's Chief Executive is supported by the Head of Quality and Risk, the Quality Management Leader and our Quality Risk Management Committee (QRMC), which ensures that our quality policies and procedures align with regulatory and professional standards. Engagement partners and senior leadership are actively involved in quality oversight, fostering a culture of accountability and continuous improvement.



Performance Reporting and SoQM Effectiveness Assessment

We have established robust processes for monitoring and reporting on the performance of our SoQM against key performance indicators (KPIs). Regular assessments are conducted to evaluate the effectiveness of our SoQM, including root cause analysis of findings from internal and external reviews. These insights inform necessary enhancements to our policies and procedures, ensuring that our quality objectives are consistently met.



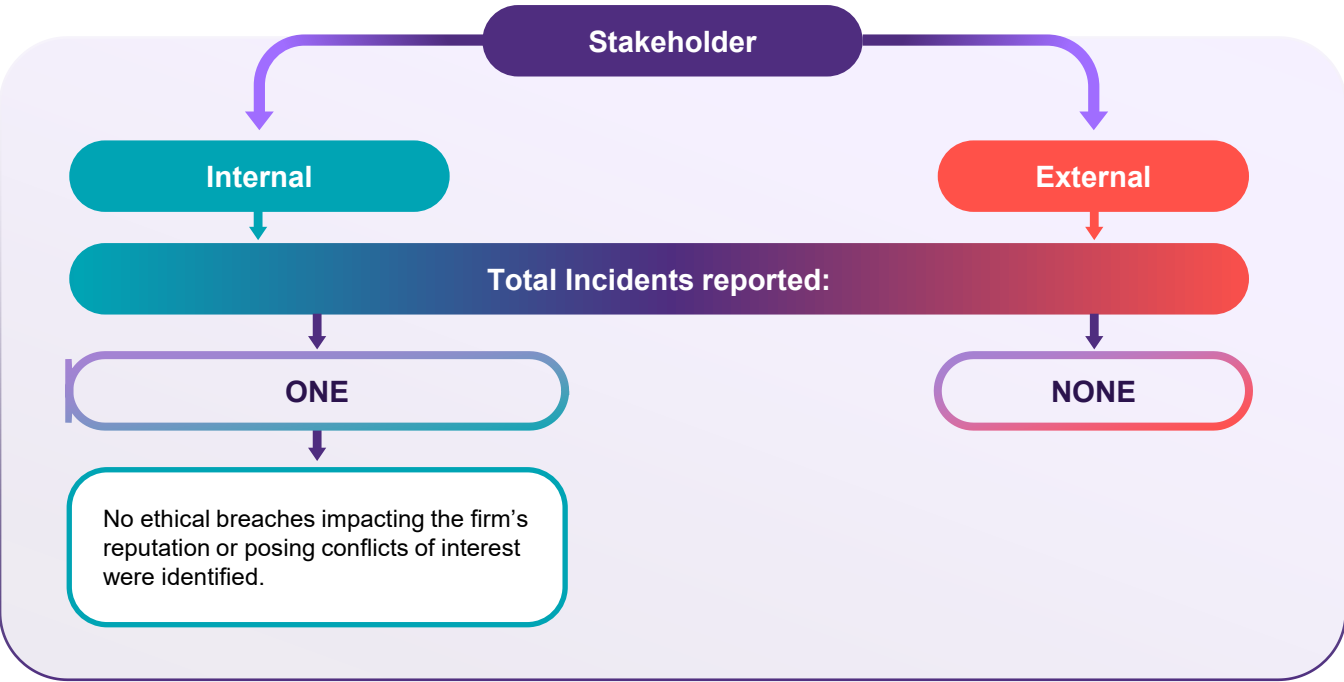
System of Quality Management (cont)

Relevant Ethical Requirements



Internal Whistleblower Policy and Statistics

Throughout the year, awareness is raised through internal reporting processes such as the quarterly quality bulletins regarding the necessity of reporting potential unethical behaviour. Attention is drawn to the services provided by an independent external provider that assists with the anonymous reporting of possible unethical conduct behavior. Although the whistleblower policy aims to protect the firm's reputation and eliminate unethical actions, the process also aims to protect whistleblowers' identities and possible retaliation within reasonable limits.



How the firm and its personnel understand and fulfil their responsibilities in relation to the relevant ethical requirements

The firm faces the ultimate challenge of effectively communicating new developments and environmental changes to the respective teams. Various internal communication channels are employed, with a Risk Snippet serving as a brief message that highlights a specific issue, while Risk Memos offer considerably more detail to support these developments and changes. Additionally, the Corporate Executive is passionate about preserving the firm's independence and ethical values, which is reflected in his quarterly bulletin that addresses a wide range of topics, including highlighting the Snippets and Risk Memos issued during the previous quarter.

The firm maintains the highest level of independence by adhering to the IRBA's Code of Professional Conduct for Registered Auditors. Furthermore, as a member of Grant Thornton, we also comply with the network's independence manuals and policies. Practices that support this commitment include conducting local and international conflict checks, which are circulated daily when the firm proposes to a new client or confirms its relationship with existing clients. These conflict checks are communicated via internal email. International checks require a positive confirmation from directors that no independent threats exist. All potential conflicts of interest are evaluated by the Ethics Leader, with appropriate safeguards implemented if the client relationship is not terminated. The beforementioned emphasise the importance of safeguarding both our independence of mind and appearance. The latter not only ensures our objectivity in evaluations and assessments but also instils confidence in our clients and the public regarding our assurance services.

Our annual independence training incorporates the latest technical guidance and a comprehensive declaration from all professionals affirming their responsibilities regarding firm and regulatory independence requirements. The ethics leader evaluates the Annual Independence Declaration submission to identify potential threats. This analysis and the mitigating actions taken to protect the firm's independence are discussed with QRMC to ensure transparency.

System of Quality Management (cont).

Relevant Ethical Requirements



Rotation of Directors and Staff

To ensure independence, we evaluate various factors when rotating audit engagement directors, including financial, employment, business relationships, services provided, current and previous engagements, fee arrangements, and internal reporting structures. We comply with the IRBA's Code of Professional Conduct and the Companies Act rotation requirements to maintain independence while retaining client knowledge.

Key policies include:

1

Rotating the lead engagement director every five years.

2

Rotating the engagement quality reviewer every seven years.

3

Implementing a two-year cooling-off period for key audit partners and engagement quality reviewers after their maximum service period.

We use automated tools to monitor compliance and document considerations. Final decisions involve consulting with affected directors and obtaining Manco's approval. Engagement quality reviewers are assigned based on skills, experience, and availability, ensuring they do not exceed seven consecutive years in the role. All staff are assessed for potential long associations at the start of an engagement.



Gifts Policy

Offering or accepting inducements might create various threats to the objectivity of the firm personnel as it may implicitly or explicitly seek to influence the behaviour of such individuals. All inducements received or given above R 5,000 require pre-approval from the QRMC, while all gifts exceeding R 1,000 must be declared on a monthly basis. Consequently, the firm implements the policy requirements by overseeing the submissions as part of a self-declaration process. All declared inducements are assessed by the Ethics Leader to determine whether safeguards should be implemented to mitigate potential threats.



System of Quality Management (cont.)



Non-Assurance Service

We thoroughly assess all additional service offerings to our assurance clients, particularly those defined as Public Interest Entities, to ensure that no conflict of interest or independence threats exist. The ethics leader examines the non-assurance service offering against various criteria, including firm thresholds, the IRBA Code of Professional Conduct for Register auditors, International Standards on Auditing 600 (revised) *Special Consideration -Audit of Group Financial Statements* and conflicting non-assurance service offerings. Adequate safeguards are implemented, such as declining the non-assurance service request or limiting the scope and extent of the offering. All breaches are reported to the Quality Risk Management Committee to determine the best course of action, including notifying the appropriate regulator. In 2024, only minor breaches were noted, and in no instance did the transgression pose a threat that could not be mitigated with the implementation of appropriate safeguards.



Audit fees

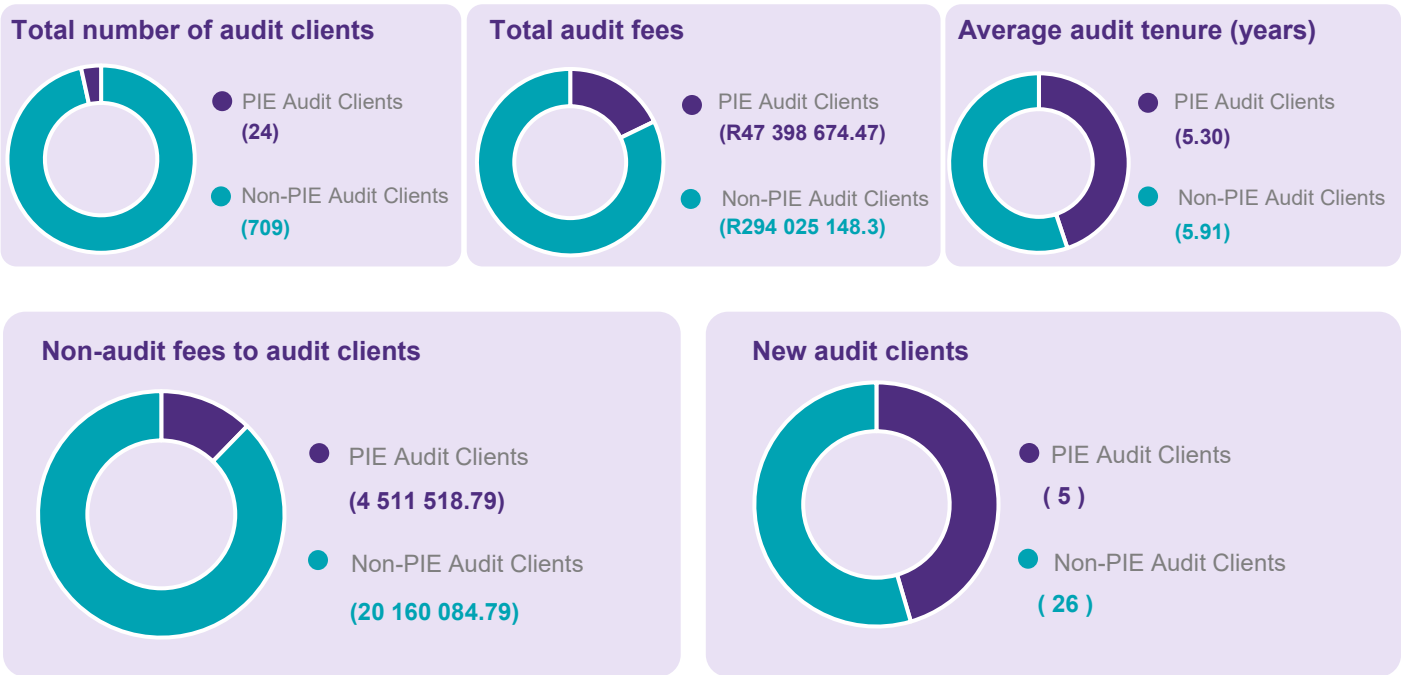
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Identification of Public Interest Entities (PIEs) for which the firm has carried out statutory audits

The firms' Public Interest Entity (PIE) policy, aligned to the Independent Regulatory Board for Auditors' (IRBA) definition of a PIE, sets the parameters for identifying PIE audit clients.

Public Interest Entities (PIEs)

(Information relates to the 2024 year)



System of Quality Management (cont.)

Acceptance and Continuance of Client relationships and specific Engagements

Engagement Performance

Allocation of Engagement Quality Reviewers

One element of the firm’s quality management is the allocation of Engagement Quality Reviewers (EQ reviewers). EQ reviewers are allocated by the Head of Risk for all engagements meeting the criteria to have an engagement quality review (EQR). The Head of Risk allocates EQ reviewers after taking into account the following criteria:

- The competence and capabilities, including sufficient time, of the EQ reviewer
- The objectivity of the EQ reviewer, ensuring that such person is not a member of the engagement team and is independent.
- Such person is a Registered Auditor in compliance with the IRBA quality rules.

Resolution of differences of opinion within the firm

Most questions and concerns will ordinarily be resolved within the engagement team or within the firm. If there continues to be a disagreement within the engagement team, between the engagement team and those consulted, or between the engagement director and the EQ reviewer on a technical or ethical issue, or between any individuals concerning an ethical issue, the authority to take the ultimate decision has been assigned to the following individuals in the following areas:

Consultation area	Ultimate decision maker
Ethics and independence	Ethics leader / Head of risk / Chief executive
Engagement technical matters	Managing director
Accounting technical matters	Managing director /Chief executive
Legal or regulatory matters	Head of risk / Legal counsel
Client service matters	Chief executive / Managing director

All differences of opinion should be resolved before the report is issued.



System of Quality Management (cont.)

Resources

Information and Communication

Communication of SoQM Information to Personnel and Engagement Teams

Our firm ensures that personnel and engagement teams receive timely and relevant information regarding the System of Quality Management (SoQM) to effectively carry out their responsibilities. Information is communicated through structured training programs and workshops, firm-wide policies, internal guidance documents, and ongoing leadership updates. Regular risk memos, snippets and technical alerts further support awareness and understanding.

Communication from Personnel and Engagement Teams to the Firm

To maintain an effective SoQM, engagement teams and personnel are encouraged to provide feedback and report quality-related matters through established communication channels. These include formal reporting lines, structured consultation mechanisms, and escalation processes for quality concerns. The firm fosters a culture of open communication where employees can raise issues related to quality management, independence, and regulatory compliance without hesitation.

Intellectual Resources

SNG Grant Thornton focuses on developing intellectual resources through its services like assurance, technical accounting, tax advisory and sustainability reporting. These services are delivered by our national teams, supported by the strength of our global network. SNG Grant Thornton emphasises technical expertise, providing training and guidance papers on audit and industry related matters.

The firm has a dedicated Technical Services department, which supports all teams with audit methodology, corporate reporting, technical advice and training on developments within corporate reporting environment. This department develops guidance for advisory and assurance professionals and provide training to ensure we deliver consistent and effective audit and advisory engagements. It also publishes articles and insights on various topics, including IFRS standards. The firm has also embarked on a standardisation project where templates for common processes, procedures and work programs have been developed to support the quality and efficiency of the work delivered on all engagements.

Furthermore, the firm also has an established Africa Tax desk. This thought leadership helps clients stay informed about changes in regulations and transfer pricing rules. The department has also developed tools to streamline the tax computation process.

In essence, SNG Grant Thornton develops intellectual property through its diverse services, technical expertise, global network, focus on clients and commitment to thought leadership

System of Quality Management (cont.)

Monitoring and Remediation process

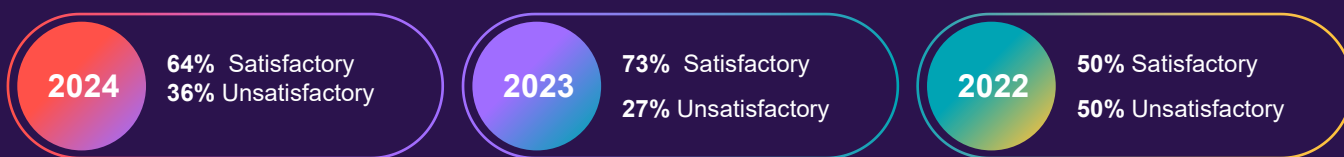
A description of the firm’s monitoring and remediation process

The internal quality control reviews are performed in terms of a monitoring plan which covers a 3-year cycle (current cycle 2023 to 2025). All engagement directors are required to be reviewed at least once in a 3-year cycle. Our internal quality reviewers monitored the implementation of the responses to significant quality risks and a sample of the remainder of the quality risks, for all components of the system of quality management , in line with the firm’s 3-year monitoring plan and presented the results to the Quality Risk Management Committee. The results of these reviews also assisted the Chief Executive in formulating the overall opinion on our system of quality management as required by ISQM1.

Our Internal Quality Reviews are carried out by a dedicated team of experienced quality reviewers.

Results of Internal Quality Reviews

Regarding the engagement performance component of the system, the internal quality reviewers reviewed 9 engagement files in 2024, which included 7 (2023: 11 files) new reviews and 2 (2023: 1 file) re-reviews. While we recognise that there are still areas of improvement noted by these reviews, we are encouraged to see an increase in the number of engagement files that had no reportable findings.



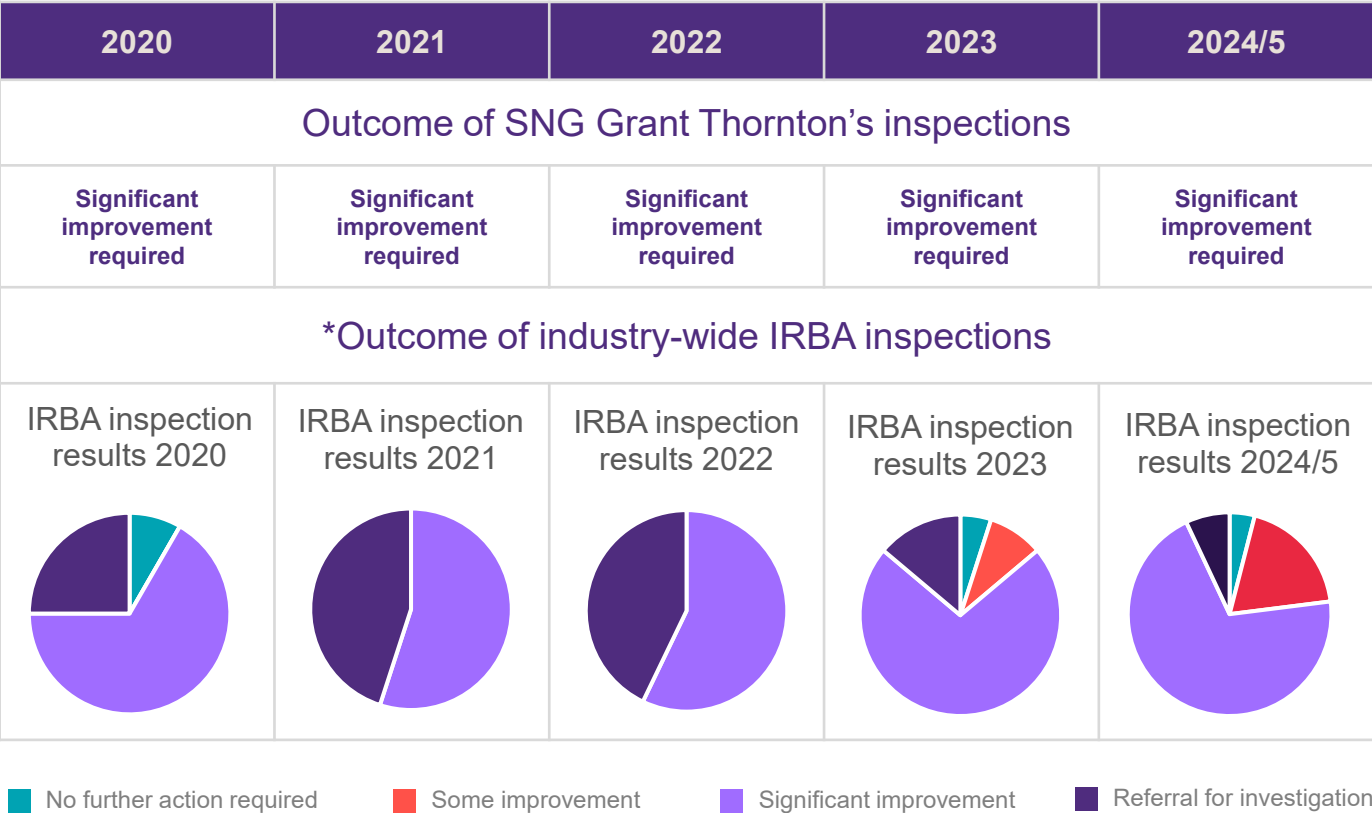
Root Cause Analysis and Remedial Actions

As part of our commitment to maintaining the highest standards of quality, our firm conducts comprehensive root cause analysis to address findings from both internal and external monitoring processes. This rigorous approach enables us to identify underlying causes of deficiencies, ensuring that corrective measures are targeted and effective. During the reporting period, the root cause analysis highlighted key areas for improvement, including technical training and client acceptance and continuance. To address these findings, we implemented a series of remedial actions designed to enhance the effectiveness of our System of Quality Management (SoQM). These actions included specific training interventions and automation of the client acceptance and continuance process on our management reporting system (ARRMS), aimed at strengthening our controls and preventing recurrence of identified issues. We continuously monitor the effectiveness of these interventions to ensure sustained improvements.

System of Quality Management (cont.)

The leadership within SNG Grant Thornton are fully committed to delivering quality audits on a consistent basis. The firm has seen the benefits of conscious remedial actions and transparent reporting which has led to increased accountability. Below are the results of the firm's inspections from the IRBA 2024/5 and prior years.

Results of regulatory reviews



In 2024/5, the IRBA inspection department also performed firm level theme-based inspections with the following results:

- Theme 1: Archiving of engagement files**
No reportable deficiencies were identified
- Theme 2: Evaluation of independence consultations and non-assurance services**
No reportable deficiencies were identified



**IRBA Public Inspections Report*

System of Quality Management (cont.)

Evaluation of the system of quality management

In alignment with ISQM 1 requirements, we conducted a thorough evaluation of our System of Quality Management (SoQM). The outcome of this evaluation confirmed that our SoQM is effectively designed and operating as intended, achieving the desired quality objectives. However, we concluded an except for conclusion on our advisory services in South Africa, due to specific matters identified during our evaluation.

In contrast, we reached a reasonable conclusion on our assurance services in South Africa, reflecting our confidence in the effectiveness and compliance of these engagements. These conclusions were supported by the implementation of robust policies and procedures, continuous monitoring, and active leadership engagement to foster a culture of quality. Our firm remains committed to maintaining an agile and proactive approach to quality management, ensuring that our SoQM adapts to emerging risks and regulatory changes.



South Africa

Advisory: Satisfactory, except for

Assurance: Reasonable

System of Quality Management (cont.)

Reporting on performance against key performance indicators

The firm’s Audit Quality Indicators (AQIs)

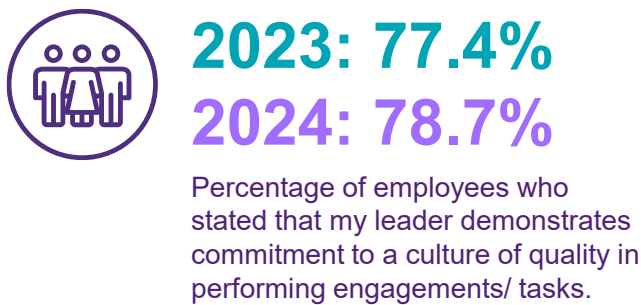
The firm is committed to achieving and maintaining the highest audit quality. High audit quality does not only protect our brand and reputation but also protects the financial interests of the investing public and provide them with the much-needed confidence. We use AQIs to benchmark and manage audit quality within the firm.

We recognise that no one measure can determine whether an audit is of high quality, we therefore use AQIs collectively to enhance dialogue and understanding about audit quality, which can in turn lead to higher quality audits.

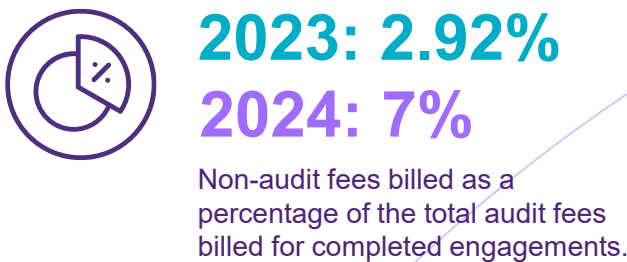
GTIL has a global methodology on AQIs. We use the global benchmarks as a guide when assessing results from the firm’s AQI process.

2024

Employee survey results:



Independence: Non-audit Fees



Training (hours per person)



List of Abbreviations

Abbreviation	Definition
A	Alteryx
AWB	Amazon Web Services
AI	Artificial Intelligence
ACCA	Association of Chartered Certified Accountants
ACFE	Association of Certified Fraud Examiners
AQIs	Audit Quality Indicators
BPG	Banking Project Group
BMF	Black Management Forum
B-BBEE	Broad-Based Black Economic Empowerment
BI	Business Intelligence
CA(SA)	Chartered Accountant (South Africa)
CPD	Continuous Professional Development
COVID-19	CoronaVirus Disease of 2019
CSR	Corporate Social Responsibility
DTIC	Department of Trade, Industry and Competition
ERP	Enterprise Resource Planning
ETL	Extract, Transform, and Load
GRAP	Generally Recognised Accounting Practice
GT	Grant Thornton
GTAR	Grant Thornton Assessment and Review
GTIL	Grant Thornton International Ltd
IRBA	Independent Regulatory Board for Auditors
IT	Information Technology
IoD	Institute of Directors
IIA	Institute of Internal Auditors
IQCR	Internal Quality Control Review
IAASB	International Auditing and Assurance Standards Board
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
ISQM	International Standard on Quality Management
IMPG	Investment Management Project Group
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LEAP	Leading Effective Audit Practice
MIPA	Mauritius Institute of Professional Accountants
NYSE	New York Stock Exchange
PCAOB	Public Company Accounting Oversight Board
PIE	Public Interest Entities
RIRSC	Regulated Industries and Reports Standing Committee
SMME	Small Medium and Micro Enterprises
SAICA	South African Institute of Chartered Accountants
sas	Statistical Analysis Software
SNG	SizweNtsalubaGobodo
SQL	Structured Query Language
TEUF	Thuthuka Education Upliftment Fund



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