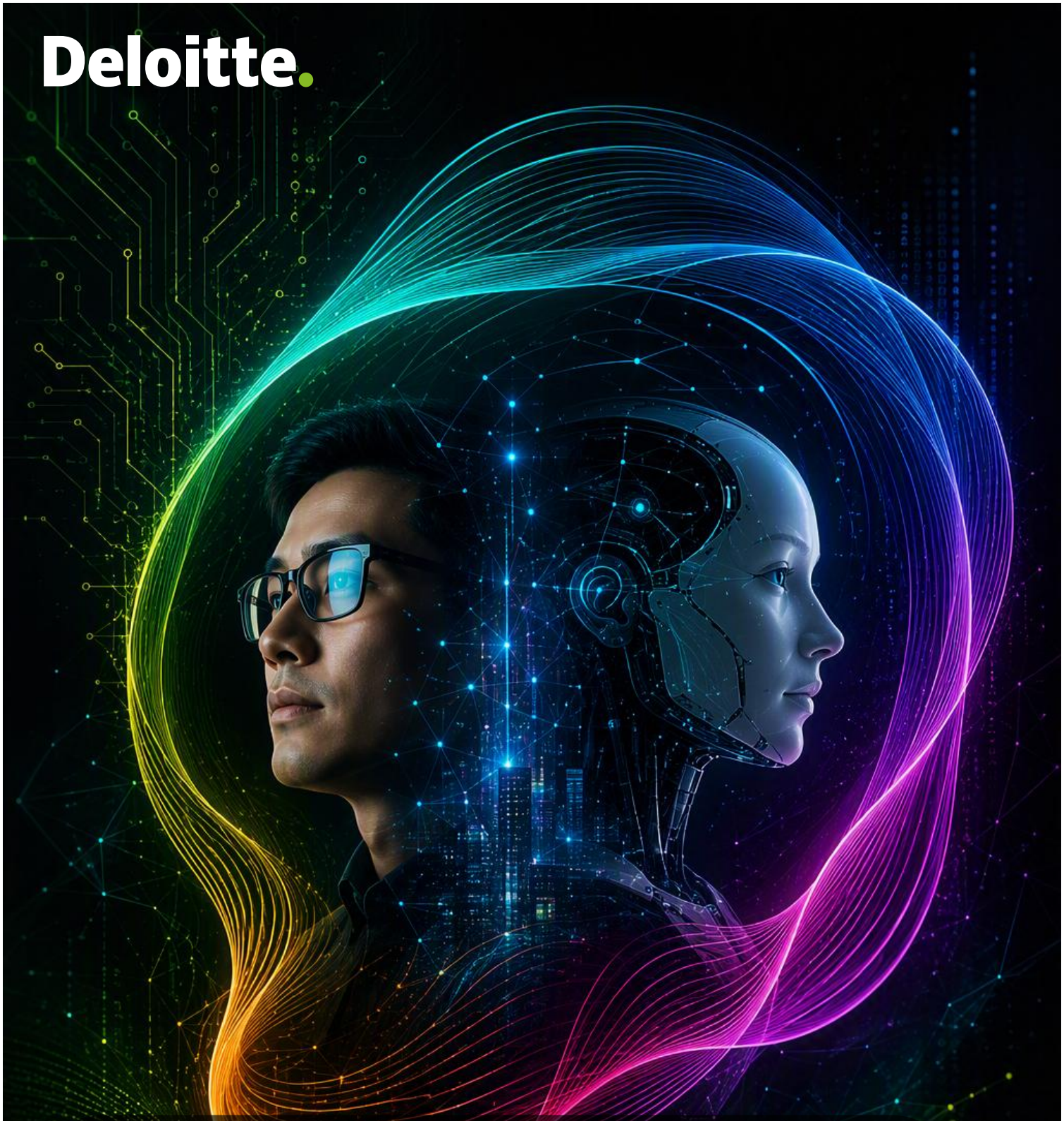
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The Future of Risk and Compliance Management

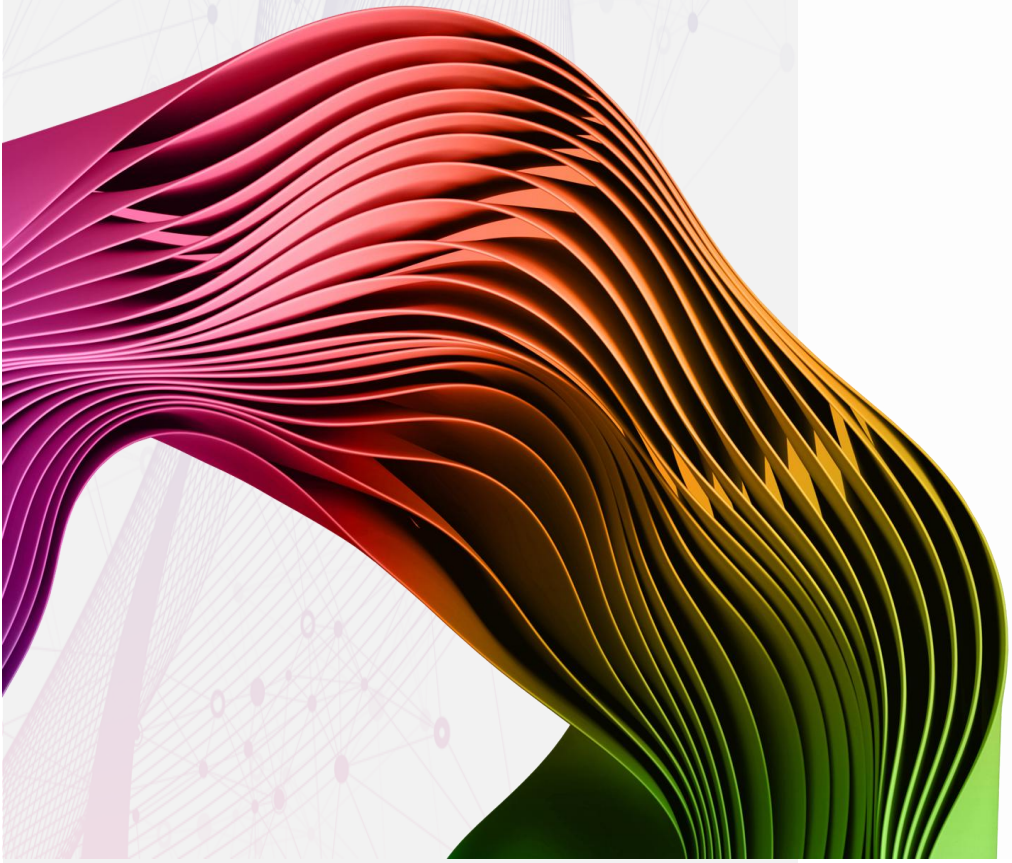
Deloitte Africa Consulting Services - Risk, Regulatory & Forensics Advisory

October 2026

The business will continually change. The risk and regulatory environment will continually change.

The expectations of risk and compliance is that it will continually adapt to keep pace.

Is your function adapting adequately to meet and exceed the changing expectations?



The business you support today is fundamentally different from the one you supported just a few years ago, as is the risk and regulatory environment around it.

Digital transformation has accelerated and continues to do so. Artificial Intelligence (AI) is reshaping decision-making. Regulatory expectations continue to expand. Geo-political uncertainty, cyber threats and stakeholder scrutiny are increasing in both frequency and complexity.

At the same time, expectations of risk and compliance functions have shifted dramatically. The business no longer looks to risk and compliance solely for oversight, assurance and regulatory adherence. It expects strategic insight, faster decision-making, greater agility and proactive guidance on emerging risks.

Yet while expectations continue to rise, budgets and resources are not increasing at the same rate.

This creates a critical question for every risk and compliance leader:

How does your function adapt adequately to meet and exceed the changing expectations?

The challenge is not simply one of capacity. It is one of transformation. Functions designed for a less dynamic, more predictable environment may struggle to meet the demands of today's business landscape.

The future of risk will not be defined by those who do more of the same or more for less alone.

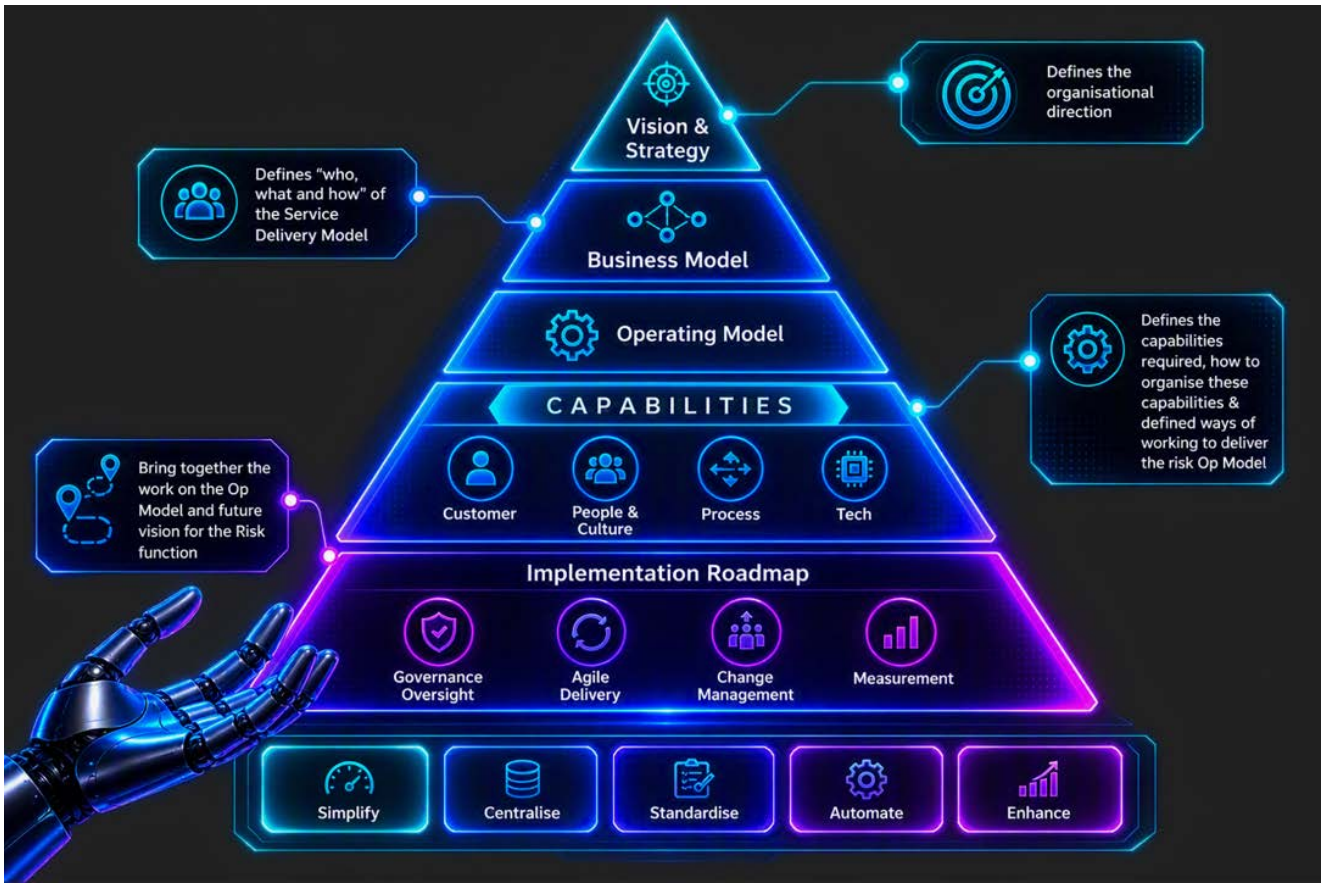
It will be shaped by those who fundamentally rethink how risk and compliance capabilities are organised, enabled, and what and how they deliver.



1. The Future of Risk Management & Compliance Operating Model

The Future of Risk Management and Compliance Operating Model must become more agile, integrated and business-aligned – shifting from siloed oversight to embedded, real-time decision support. It will integrate across all operating components, aligning to customer journeys, driving more effective risk management and embedding new ways of working.

Organisations today require risk management and compliance functions that go beyond procedures to driving value through insights.



2. Cost Optimisation & Value Maximisation in Risk

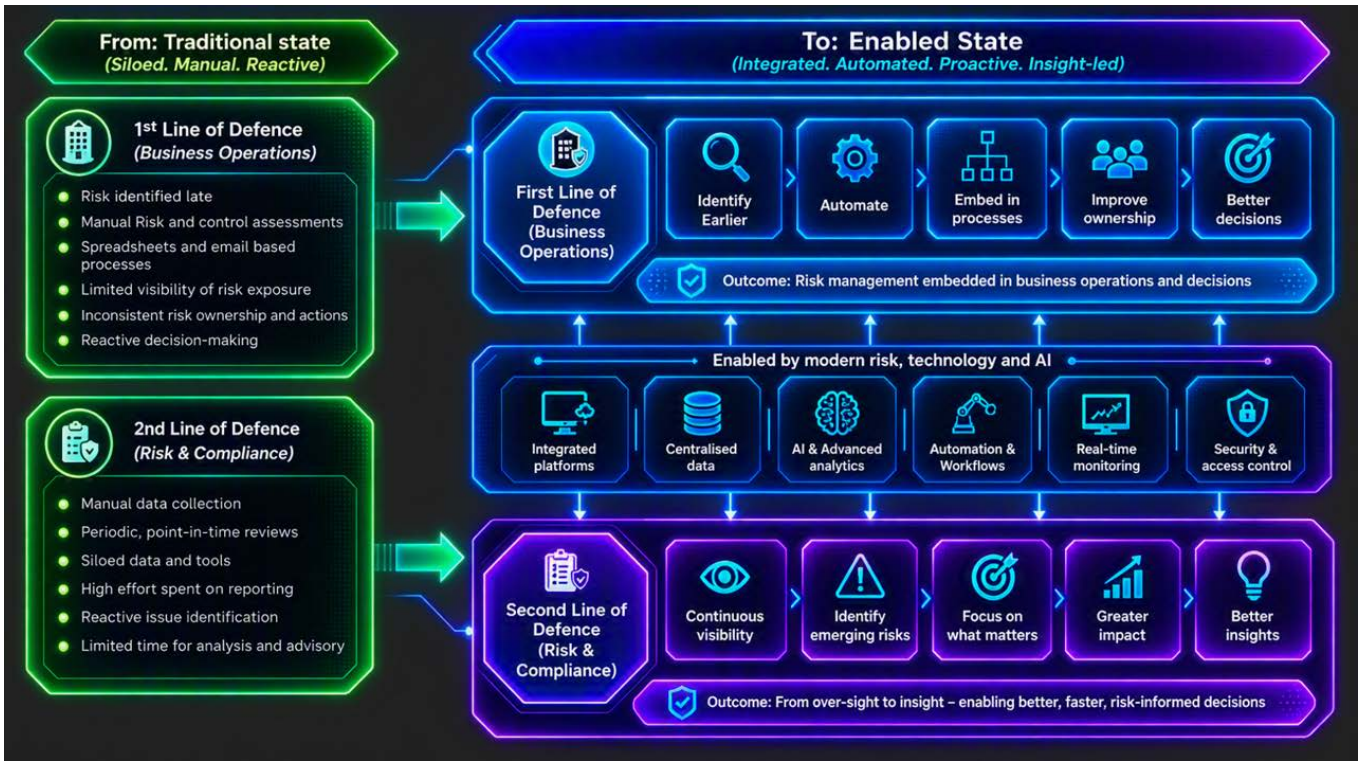
Cost optimisation and value maximisation in risk is not simply about reduction, but redeploying resources toward high-value activities through smarter prioritisation and leveraging AI and Data. Rather than making short-term changes that can be detrimental, there is an opportunity to implement cost optimisation strategies that support and enable the long-term business priorities sustainably.

Technology and people remain the largest cost drivers. The starting point is a clear understanding of the role each plays, the value each delivers, and how they can be combined to create a more efficient, effective, and scalable risk function. By optimising this interplay, organisations can reduce costs while strengthening risk management, improving decision-making, and enabling growth.

3. Tech & Digital Innovation

Tech & Digital Innovation has become a core driver of how risk is identified, assessed, monitored, and managed across the enterprise. AI is at the forefront of this transformation. The future of risk function will not compete on the size of its team, but on the intelligence of its capabilities and the insights it can provide proactively.

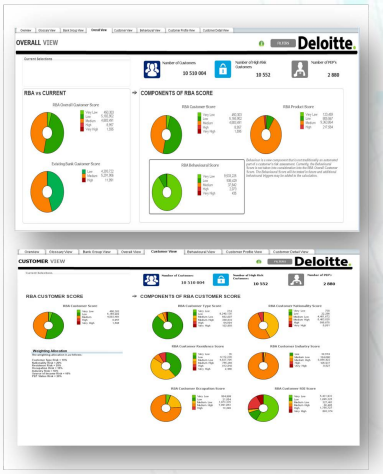
Technology and digital innovation provide the opportunity to scale insight, improve responsiveness, strengthen resilience, and deliver greater business value without a proportional increase in resources. The objective is not better technology. The objective is better risk management. Technology is the enabler to enhance 1st and 2nd line risk management to manage risks more effectively and beyond that to drive insights. The outcome of which will be developing a risk and compliance tech, data and AI hub that all areas of the business can interact with.

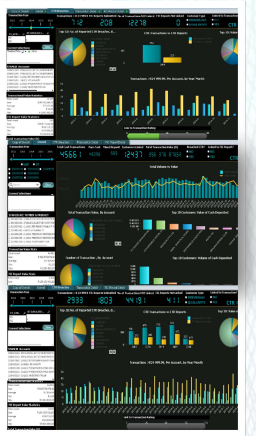


4. Data & Analytics

Data and Analytics should be leveraged to generate forward-looking insights, enhance predictive capabilities and strengthen decision-making under uncertainty. High quality, available, integrated data analytics across risk and compliance, across other assurance providers and across business functions driving AI-driven decisions is what is needed.

Risks and regulatory obligations need to be viewed from the perspective of knowing what we want to understanding about them, identifying the data that provides that understanding and visualising it in a dynamic manner that allows for integration and insights.



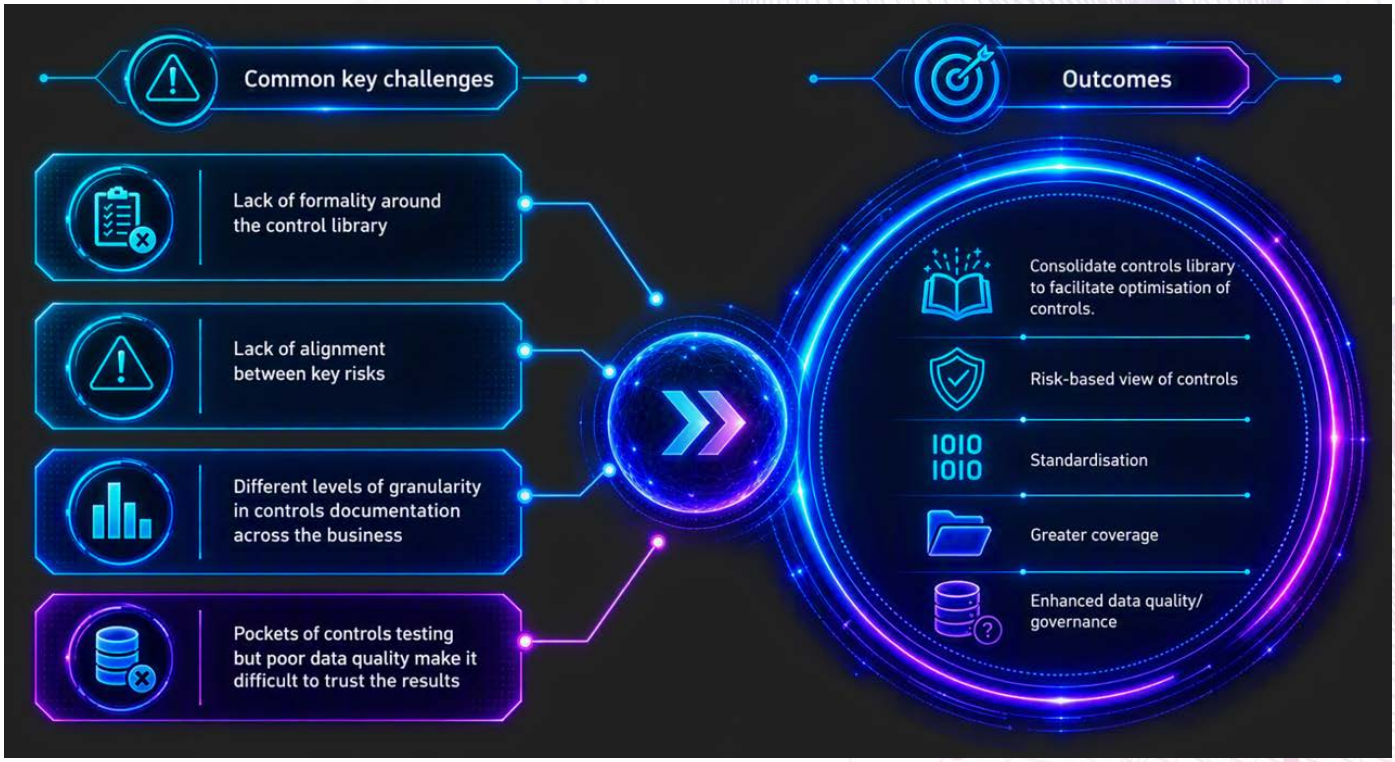




5. Enhanced Controls

Enhanced controls requires a move toward continuous monitoring, dynamic controls and a more proactive posture - ensuring that risk and compliance management not only protects value, but actively enables growth and resilience in an increasingly complex environment. The industry has struggled to integrate controls within business processes, yet assessment of controls remains a focus point for regulators, to strengthen the environment against threats and to position controls as assets.

The future control environment should be invisible to the business but invaluable to the organisation. Controls should be embedded into processes, enabled by technology, continuously monitored, and intelligent enough to identify issues before becoming incidents.



Bringing it together - what comes next?

The five business drivers outlined in this paper – operating model transformation, cost optimisation & value maximisation, technology and digital innovation, data and analytics and enhanced controls – provide a practical framework for building a more resilient, intelligent, and business-aligned risk and compliance function. While every organisation's journey will be different, the underlying challenge is the same: ensuring that risk and compliance capabilities are equipped to meet the demands of tomorrow, not just today.

This is a transformation journey every risk management and compliance function must undertake, not only to remain relevant in an increasingly complex and dynamic environment, but to become truly indispensable to the organisations success. The journey begins with an honest assessment of the current, identifying the gaps, capabilities and opportunities, and defining a clear vision of the future state. From there organisations can develop a structured to evolve from a reactive control function into a proactive strategic partner that enables growth, resilience and trust.



If this paper has prompted you to reflect on your own operating model, or if you recognise opportunities to strengthen any of these business drivers within your organistation, we welcome the opportunity to continue the conversation. Whether you are exploring where to start, assessing your current maturity, or defining your future-state vision, an open discussion can often provide valuable perspective.

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We combine global consistency with local market relevancy and offer deep inter-sectional knowledge across all industries to help you achieve your organisation's required outcomes. Our meticulous approach to data management, experience with regulatory nuances and shrewd application of advanced technologies have earned us the trust of the regulators everywhere.

The Deloitte RRF business is specifically designed to leverage subject matter expertise, AI, data and technology to optimise the risk and compliance environment an organisation faces.

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