



Empowering Good Governance Outcomes

Visionary Leadership is KING
Knowledge and expertise is power



Introduction

KPMG supports good governance and is a platinum sponsor of the “The King IV Report on Corporate Governance for South Africa 2016, Institute of Directors Southern Africa” also known as King IV™.

Good governance is beneficial for stakeholders. A well governed organization inspires the confidence of its stakeholders and lowers the cost of its capitals. Inclusive and integrated governance that aspires to sustainability is good for society, the economy and South Africa. Whilst King IV™ is not law, the governance outcomes achieved and the practices adopted and implemented will likely become the criteria by which the required standard of care and appropriate standards of conduct of the governing body and its members are measured.

¹The King IV Report on Corporate Governance for South Africa 2016, Institute of Directors Southern Africa” is owned by the Institute of Directors in Southern Africa NPC with all rights reserved and is available at <http://www.iodsa.co.za/?page=AboutKingIV>

Governing Body Responsibilities and Good Governance Outcomes

The role of the governing body is to lead the organization through the discharge of its responsibilities in relation to strategic direction, policy approval, oversight and accountability such that the good governance outcomes of an ethical culture, good performance, effective control and legitimacy with stakeholders are achieved by the organisation. In aspiring to fulfill this role and discharge these responsibilities, the King IV Code™ provides the 16 principles and 208 recommended practices that should assist the governing body and the organization attain its ‘good corporate citizen’ status and good governance outcomes.

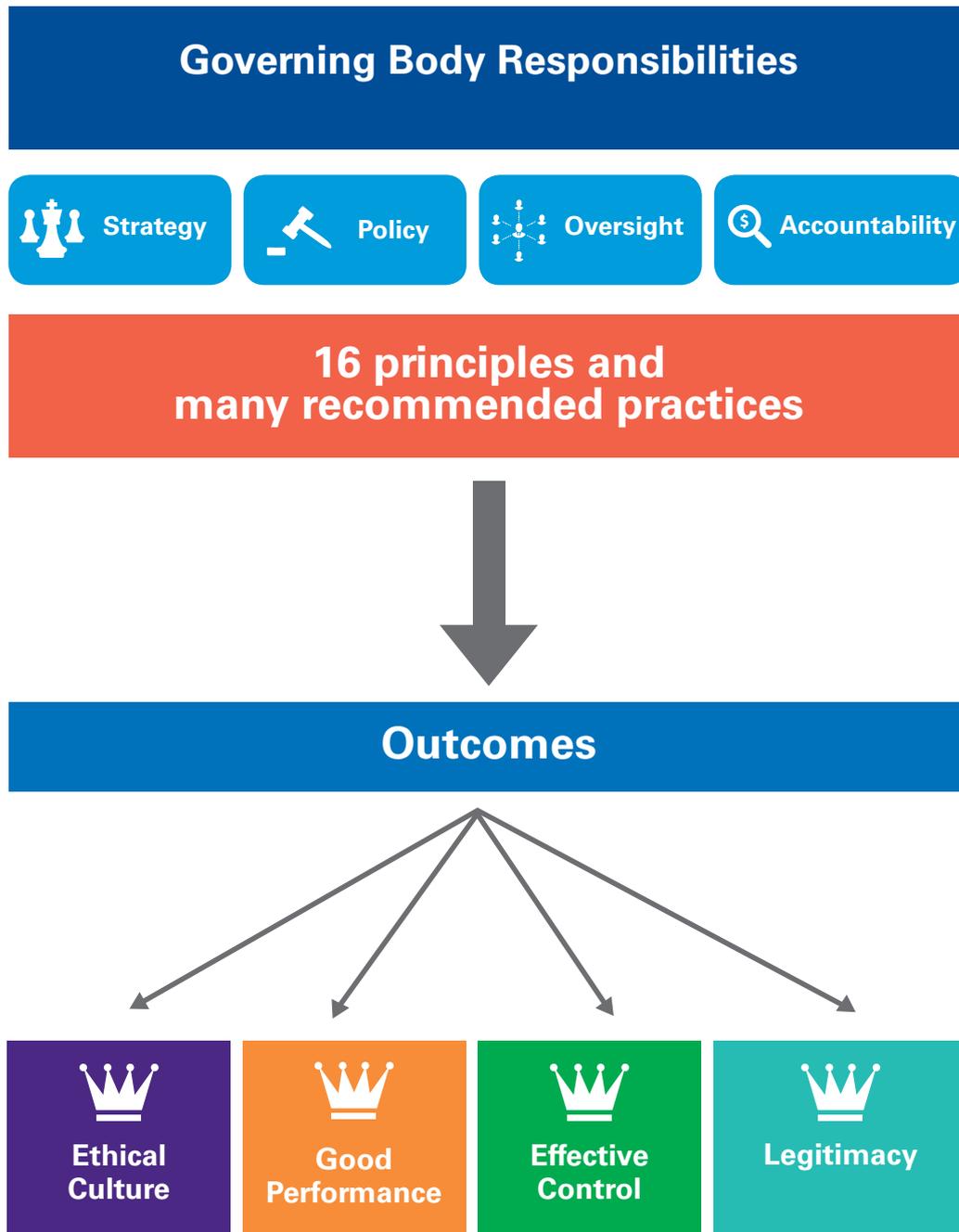


King Protea – National flower of South Africa. Adapts and flourishes in harsh environments. It's not the environment that defines you. You define the environment.

Be visionary.



Governing Body Responsibilities and Good Governance Outcomes



KPMG has assisted organisations in furthering their good governance outcomes.

The services reflected below are by no means the only ones that KPMG provides, and we welcome further enquiries on how we can assist you achieve good governance outcomes.

Good Governance Outcomes

Ethical Culture

Establishment of an ethical culture within the organization, so that interactions with stakeholders are undertaken in an ethical manner.



Good Performance

Well governed organisations should be run for the purpose of and in a manner that is intent on delivering value and they should report or disclose results to stakeholders.



Effective Control

Well governed organisations have appropriate governance structures and processes in place to ensure that the organization is effectively controlled.



Legitimacy

Well governed organisation's attempt to balance the legitimate expectations of its stakeholders by adopting a stakeholder- inclusive approach to governance. This builds trust, legitimacy and a good reputation.



Ethical Culture



KPMG Expert

Issue

KPMG Service Offerings



Nosisa Fubu
Managing Director
Forensics
nosisa.fubu@kpmg.co.za
+27 82 719 2763

Fraud Risk Management incl:

- Fraud Risk Assessments
- Code of Ethics
- Ethical Risk Assessments
- Fraud Prevention Strategy
- Fraud Prevention and Awareness Training
- Ethics Hotline

An effective Fraud Risk Management framework provides an organisation with tools to manage risk in a manner consistent with regulatory requirements and ethical behaviour. We assist clients to identify ethical and fraud risks, develop codes of ethics and fraud prevention policies, design ethics and fraud awareness programmes and facilitate ethics training.



Muhammad Saloojee
Executive Director
Head Tax & Legal
muhammad.saloojee@kpmg.co.za
+27 78 339 1454

Tax Morality

We assist organisations manage their tax affairs in a legal and ethical manner by supporting the concept of Responsible Tax for the Common Good. We help businesses assess their risk profile, develop a tax policy and strategy and, using appropriate technology, determine where resources need to be allocated to minimize error.



Mark Danckwerts
Director
Head of Market Conduct Practise
mark.danckwerts@kpmg.co.za
+27 82 710 3261

Market Conduct

Our Market Conduct practice helps our financial services clients to identify their Market Conduct and Treating Customers Fairly risks, provides guidance and training to client staff and executives and builds reporting platforms to ensure that management has the right information and can take appropriate actions to meet regulatory and stakeholder needs.

Good Performance



KPMG Expert

Issue

KPMG Service Offerings



Brad McCreedy
Director
Management Consulting
brad.mccreedy@kpmg.co.za
+27 82 719 0340

Enterprise Performance Management

We utilise our methodology to assist governing bodies and management design, implement and realize the organisations strategy.



Mark Hoffman
Director Accounting Advisory Services & Integrated Reporting
mark.hoffman@kpmg.co.za
+27 82 496 3697

Integrated Reporting

We assist in the alignment of governance structures and functions to the elements of integrated reporting. This enables coordinated reporting in one process as opposed to creating silo layers of governance reporting.



Ritesh Narsai
Lead Director
Board Advisory Services
ritesh.narsai@kpmg.co.za
+27 82 719 0253

Board Advisory Services

Board Advisory Services supports governing bodies with their performance evaluations. This provides members the opportunity to self reflect, analyse and formally review their performance as a collective and as individuals, with the objective of improving their effectiveness and seeking further efficiency opportunities for the benefit of the organisation.

Effective Control



KPMG Expert

Issue

KPMG Service Offerings



Siphon Ndaba
Managing Director
Technology Advisory
siphon.ndaba@kpmg.co.za
+27 82 451 4297

Technology Advisory incl:

- IT and Data Governance
- Reporting and Analysis Tools
- Cyber Security
- Data Analytics
- Technology enablement

KPMG Technology Advisory assists organisations with many services including understanding and improving the current state of preparedness against cyber-attacks by designing and implementing cyber defence infrastructure. Our approach to cyber security includes understanding the impact of cyber weaknesses and attacks and embedding cyber security into the culture and decision making of the organisation.



Mark Craddock
Director
Technology Advisory
mark.craddock@kpmg.co.za
+27 83 303 9214

Technology Advisory incl:

- Data Governance
- Privacy and
- POPI Services

KPMG's POPI team has established and applied our POPI methodology to help measure, design and implement change in a manner that can be tailored to the specific needs of your businesses. The POPI methodology applies technology and tools in many aspects of POPI integration projects, which ensures a streamlined, well-run and cost-effective project. KPMG POPI teams' approach to providing POPI support is consistent with our approach to delivering other regulatory consulting services. Once we understand where you are in terms of POPI compliance, we can help you find the right synergies with existing initiatives, to meet your compliance and business needs.

Effective Control



KPMG Expert

Issue

KPMG Service Offerings



Thomas Gouws
Director
Enterprise Risk Management
thomas.gouws@kpmg.co.za
+27 82 718 8432

Enterprise Risk Management

We assist organisations identify and respond to risk (downside) and opportunity (upside) through a range of integrated risk solutions, delivered by multi-disciplinary teams.



Granville Smith
Managing Director IARCS
granville.smith@kpmg.co.za
+27 82 374 5234

Internal Audit

KPMG has a leading Internal Audit, Risk and Compliance Division. We provide co-sourced and outsourced internal audit services using internal audit methodology and computer assisted auditing tools.



Dane Ashe
Global Leader
Mining Internal Assurance
Director IARCS
dane.ashe@kpmg.co.za
+27 82 828 4812

Combined Assurance

We assist organisations by developing assurance programmes that integrate key risk and assurance concepts in an innovative, practical and cost-effective manner.

Effective Control



KPMG Expert

Issue

KPMG Service Offerings



Kerry Jenkins
Lead Director of Corporate Governance
Head of KPMG Regulatory and Compliance Services
kerry.jenkins@kpmg.co.za
+27 83 297 1197

Governance & Compliance

We provide governance and compliance services including inter alia - governance reviews, establishing Compliance Functions, regulatory universe identification, compliance risk management plans and monitoring, running and reviews of procurement tenders and Compliance Function maturity assessments.



Nicky Kingwill
Associate Director
Head of Regulatory Center of Excellence
kpmg.com/za/regulatory
nicky.kingwill@kpmg.co.za
+27 82 718 7291

Regulatory Centre of Excellence

KPMG's Regulatory Centre of Excellence provides information on new and emerging laws and regulations, including benchmarking and best practice insights in various industries.

Legitimacy



KPMG Expert

Issue

KPMG Services Offerings



Shireen Naidoo
Director
Climate, Change & Sustainability
shireen.naidoo@kpmg.co.za
+27 83 381 9235

Climate Change and
Sustainability

We assist clients develop future-fit businesses through multidisciplinary, global team comprising of specialists in climate change, environmental management, health and safety, socio-economic development assurance, and monitoring and evaluation.

Audit Committee Forum

In 2002, the Institute of Directors and KPMG established the Audit Committee Forum™ to serve as a technical resource and sounding board for audit committee members and senior management.

Our primary mission over the years has been, and continues to be, to communicate with audit committee members and share information relating to governance, risk management, auditing, accounting and financial reporting, current issues, future changes and international developments. Internationally, the Audit Committee Institute has been running successfully with 18 affiliates operating across the globe. The South African Audit Committee Forum™ draws from these associations for content and information. It approaches its mission by learning and focusing on the issues and concerns of audit committees and other participants in the financial reporting process.

KPMG also recognises the importance of audit committees. We have established several other initiatives over and above our support to the Audit Committee Forum to serve audit committee members and help them adapt to their changing role.



Thingle Pather
Director
Audit Committee Forum
thingle.pather@kpmg.co.za
+27 83 704 0064

