CEO’s message

CSSA women presidents lead the way

Although women’s month has ended, I would still like to take this opportunity to write about our women presidents. A good place to start is with Val Mickleburgh. Many of our younger members and students will ask “Who is Val Mickleburgh?” Well, Val was the first woman president of CSSA in 1979.

Val Mickleburgh completed her CSSA qualification in 1957, became an associate member in 1959 and a fellow in 1974. She also obtained a few degrees – BA, BSc (Econ) and MSc. She joined Total South Africa as a secretarial assistant in 1957 and worked her way up to group personnel manager, marketing manager and eventually as an alternate director. She left Total South Africa in 1983.

Val was the national president of the Institute of Personnel Management in 1969 and in 1980 was named South Africa’s Business Woman of the Year by the Barclays Executive Women’s Club and the Public Relations Institute of South Africa.

There was a hiatus of 27 years before the second women president was elected – Jean Caddy in 2006. Unfortunately Jean died a few weeks ago on 3 September 2019. We are indebted to Jean who spent many hours training younger company secretaries.

Then the doors opened swiftly and we have had a quick succession of women presidents.

- Jill Parratt – 3rd in 2010 (Group Company Secretary, Liberty Holdings)
- Nicky Edmunds – 4th in 2011 (Company Secretary, Mary Oppenheimer and Daughters (Pty) Ltd)
- Carina Wessels – 5th in 2012 (Executive: Governance, Legal and Compliance, Alexander Forbes)
- Zernobia Lachporia – 6th in 2014 (Company Secretary, Adcorp)
- Karen Southgate – 7th in 2016 (Owner, TidySum Solutions CC)
- Shamida Smit – 8th in 2017 (Company Secretary, St Gobain)

While the company secretary profession may have been dominated by men in the early years, the balance has definitely shifted.

Stephen Sadie
CEO, CSSA

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These women presidents have led CSSA through some challenging periods over the past 13 years. Today Jill Parratt is the ICSA vice president and Karen Southgate is the CSIA president.

While the company secretary profession may have been dominated by men in the early years, the balance has definitely shifted. The majority of JSE listed companies have female company secretaries.
boardroom advertising rates – 2019

Advert Sizes

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All rates include VAT and exclude production charges.

CSSA reserves the right to withhold any advertisement from publication and to cancel any advertisement order that has been accepted. CSSA reserves the right to edit, revise or reject — even after acceptance for publication — any advertisement deemed to be untruthful or objectionable in subject matter or wording, discriminatory, offensive, or unsuitable for any other reason, whether space for the advertisement has been booked in advance or not.

Deadlines

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Circulation of 4 000

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Events and updates

Awards Ceremony 2019 – The search for the holy grail of intentionality

CSSA is doing much for the governance landscape with our new curriculum and two routes to qualifying, namely company secretary and governance professional. Our intellectual capital is also significant as we continually educate our members through continuous professional development and thought leadership.

Deborah Duncan
Marketing and Membership Manager

Stephen Sadie welcomed graduates and their guests to the Linder Auditorium at the University of the Witwatersrand for the capping of the October 2018 and May 2019 graduates. Karen Robinson, Senior Vice President of CSSA gave the opening address with a special mention to Jean Caddy, Past President for her contribution to the profession. Robinson thanked all those attending in a support role and reiterated the importance of asking, “Can we unleash the graduates onto corporate society?” She affirmed that the graduates would continually have to question the purpose of their role and use the resources available to them with reference to the six capitals of King IV. She equated the capitals to buckets, which would need filling in different amounts over time depending on the value placed on each. With this in mind she stressed the importance of becoming a member in order to keep the intellectual capital bucket topped up through CPD hours and networking with like-minded professionals.
Mark Peters who has a wealth of experience in academic institutions in South Africa namely Henley Business School, University of Witwatersrand, University of Cape Town and the Institute of Marketing Management broke the nervous tension palpable in the room with a quirky joke in keeping with his Irish charm about someone seeking marriage guidance that mistakenly descended on a corporate governance talk. When asked why he’d sat through the entire presentation, he said, “It was the best advice I’d ever been given.” Peters quizzed the audience about what they would tell their 25-year old self now that they have been through the journey and questioned the significance of being there on that day. I would certainly have a few words of advice to impart on myself. He encouraged graduates to make a daily habit of living life with “intentionality”. He reiterated that no one has their unique set of gifts, skills, experiences, opportunities and timing. One has to act oneself into significance. Peters cited some of his favourite quotes. As Bill Gates says, “We cannot stop marketing ourselves in organisations.” This is intangible and is achieved through good relationships, succession planning, attitude and leadership. Michael Jackson, Business guru shares the same sentiment, “If it is to be, it’s up to me” and Richard Branson concedes, “You can become anything you set your mind to.” Margaret Thatcher advised that she was always in the meeting before others and always better prepared than anyone. Peters encouraged the new graduates to embrace change and in closing said, “When the ship comes in young grads, don’t be waiting at the airport.”

Stephen Sadie opened his address by saying that it was a special year in which to graduate on this 110th anniversary of CSSA. Sadie equated the newly graduated students to being on the threshold of becoming GradICSA's to turning 21 and earning the right of passage. He encouraged the graduates to take up membership on the basis of opposing corruption and corporate governance scandals. Sadie emphasised the King Code’s principles 1 and 2, which relate to an ethical culture. Principle 1 concerns the governing board leading ethically and effectively and principle 2 refers to the governing board governing the
Events and updates (continued)

Awards Ceremony 2019 – The search for the holy grail of intentionality

ethics of the organisation in a way that supports the establishment of an ethical culture. He asked the question, “Where were the company secretaries, lawyers, accountants and engineers in the last 5 years?” He attested that whistleblowers were the ones who saved us from going over the precipice and that it is the company secretary’s role to protect whistleblowers. After all, it was thanks to two IT personnel that the Gupta leaks were revealed. He stressed that it is important for company secretaries to manage conflicts of interest. With the unemployment rate being at 29%, the competition for jobs is high. CSSA is doing much for the governance landscape with our new curriculum and two routes to qualifying, namely company secretary and governance professional. Our intellectual capital is also significant as we continually educate our members through continuous professional development and thought leadership. He called on all graduates to become members of CSSA and to take up the baton for the next thirty years.
WE BELIEVE
IT’S JUST THE
BEGINNING

THE SKY IS THE LIMIT

Our new curriculum is created for individuals who want to take their careers to new heights. It comes with greater emphasis on corporate governance, corporate law, company secretarial practice and risk and compliance. Launch your career in corporate governance with two new routes to chartered membership, namely chartered secretary and chartered governance professional. Our new curriculum will chart your path to success. **So reach for the sky. It’s just the beginning.**

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CSSA was one of the recognised controlling bodies represented at the Tax Indaba 2019 which took place at the Sandton Convention Centre, in Johannesburg, from 26-30 August.

The Tax Indaba has become popular within the tax and financial community since its launch in 2011. The event provides an interactive platform for tax professionals to connect with Government institutions, such as the National Treasury, SARS and the Office of the Tax Ombud and engage on topical economic issues in the South African tax environment.

Conference topics covered everything from tax policy, company tax compliance, tax in sub-Saharan Africa, individual tax returns, large business corporations, VAT and employer payroll taxation and wealth planning. The conference concluded with a Tax Expo day on Friday.

Our chairman of the Professional Practice Group (PPG), Nic Benson, spoke on a panel on Day 3 of the event at the Town Hall Session relating to Individual Returns. Keith Engel, CEO, SAIT gathered questions from the floor mostly aimed at SARS and then reverted to Nic Benson and other panel members for their opinion.
Events and updates (continued)

Businesses unite at Leaderex 2019

On 4 September 2019 CSSA joined Africa’s largest gathering of executives, professionals and entrepreneurs at Leaderex, which was held at the Sandton Convention Centre. Delegates took inspiration from exhibitors, over 250 masterclasses, 500 speakers, 5 000 visitors including top CEOs and thought leaders in the industry. The conference allowed delegates to prepare for a digital future, advance their career, start or grow a business, explore business education, unlock their creativity and receive one-on-one coaching.

Stephen Sadie spoke on a nation building panel on the topic of ensuring accountability and governance along with Mervyn King, King Committee; Kimi Makwetu, Auditor General; Professor Wiseman Nkuhlu, University of Pretoria. Discussion points included creating a culture of accountability in SA, the need for strong institutions and accountability mechanisms, restoring trust and confidence, taking action against unethical and unprofessional conduct, holding perpetrators of crime responsible for their actions, improving governance and compliance frameworks, stopping irregular and wasteful expenditure, monitoring the performance of municipalities, filling key personnel positions and strengthening technical capacity, as well as the Public Audit Amendment Act.
RECOGNISING PROGRESS

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14 November 2019, Montecasino, Johannesburg

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International News

CSIA Council Meeting and AGM 2019

The Corporate Secretaries International Association (CSIA) Council Meeting and AGM for 2019 took place in New Delhi on the 9th & 10th September 2019, and was kindly hosted by the ICSI (Institute of Company Secretaries of India). CSSA belongs to two international bodies – CSIA and ICSA.

There was a good attendance by members with the representatives from Kenya, Southern Africa, Malaysia, Hong Kong and Zimbabwe travelling to India, whilst Nigeria took part via teleconference.

The focus of the two days was to elect the new Honorary Officers for the upcoming 2020 year, improve the strategic plan and attend to other business issues that required member deliberations. The 2019 year to date for CSIA has had some good successes but has also been a year of challenges.

The members have committed to the CSIA vision of being the global voice of corporate secretaries and governance professionals, and hence the strategic plan involved many items to make the 2020 year an active one and a focus on member growth and participation.

The 2020 year proposes to be one that involves more active knowledge sharing among existing members, an improved social media presence and active involvement, plans to improve strategic partnerships and attracting new members from around the globe.
International News (continued)

CSIA Council Meeting and AGM 2019

The CSIA has member countries with exciting initiatives of their own, that could be shared with other member countries to follow best practice, have discussions on common topics, and involve comparative analysis on many fronts.

The hospitality of the Indian hosts was unrivalled and the dinners included members of their Council along with Past Presidents and initial founders of the ICSI. They are all passionate people about their profession and it was interesting to see how the role of a company secretary is viewed in their country by their government and citizens. This in itself is a learning we could all take back home. These networking opportunities however gave members invigorated energy as to what can be achieved when possible relationships are explored and how combined effort can be productive.

The Honorary Officers for 2020 were voted in as follows:

- President – Karyn Southgate (Southern Africa);
- Vice-President – Ranjeet Pandey (India);
- Treasurer – Letitia Gaga (Zimbabwe);
- Secretary – Chua Siew Chuan (Malaysia)

The third day of the trip included a first-time initiative as CSIA, to start co-hosting seminars and events between member countries and the CSIA. Redefining Global Governance was the topic of the seminar and it was attended by ICSI members, council members of the ICSI and members of the public. It included mostly panel discussions with participants from around the world and gave everyone a global view on specific areas of governance. These seminars are a great way and to start branding CSIA to many stakeholders, members and potential target members, especially if shared through the correct channels.

I look forward to a challenging 2020 year as President, there are many things to be done in order to boost the CSIA brand and its member activity but also a lot of opportunities that will allow us to be a force going forward.
Imagine how good governance can change our future.

CSSA is building leaders in corporate governance.

Contact us for more information, we’d like to hear from you.

Together we can make our country a shining beacon of good governance.
Death and taxes: two of the things that we are taught are inevitable in this life. But, just as a person’s legacy is determined by how he lived his or her life and conducted himself or herself, the same is true for the custodians charged with the utilisation of our hard earned tax money. As with any governmentally regimented sector of society, public fingers remain at the ready-to-point-out shortcomings and areas of necessary improvement. When it comes to the South African Revenue Service (SARS), the past wrongs have been catastrophic and have eroded public trust in this important state organ. However, we find ourselves in the fortunate position of having a newly appointed guardian dedicated to ensuring that wrongs of the past are recognised as such – only as a cancer of the past.

On 16 August 2019, Stephen Sadie, Nic Benson (chairman of the PPG committee) and myself attended the Recognised Controlling Body (RCB) leadership meeting with the new SARS commissioner, Edward Kieswetter. One could not help but feel a profound sense of hope and confidence in the abilities of the commissioner as he discussed the way forward for SARS following years of corruption.

The commissioner highlighted his dedication to improving the governance structures within SARS and the overall culture within the organisation, which had become one of fear and intimidation. We have already seen top executives being placed on suspension by the new commissioner, on allegations of serious misconduct. These include Hlengani Mathebula, Chief Officer: Governance, International Relations, Strategy and Communications; Teboho Mokoena, Chief Officer: Human Capital & Development and Luther Lebelo, Group Executive: Employee Relations.

The commissioner spoke honestly and openly about how reputable employees within SARS had been allegedly suspended without cause under the leadership of the former commissioner, and how trust had eroded within the organisation with employees not trusting SARS leadership. The commissioner assured all RCBs that he is committed to regaining trust within the organisation and the public at large, and that there is a no tolerance approach to any forms of corruption or unethical leadership and practices. It was also stated that proper and constant engagement and communication with all stakeholders of SARS is
SARS: getting it right, this time

essential. The commissioner made it clear that there is a long road ahead to rebuild the credibility and proper functioning of SARS, but also showed how much progress has already been made during his first few months.

The Nugent commission made several recommendations, which the commissioner has already started to action. As Kieswetter himself stated, "I’m clear on the Nugent commission on the state capture project and I’m clear that to the extent that the recommendations that are coming out of this I’ll address all of them.” With the recent suspensions of executives at SARS, it is clear that reform is underway.

Though SARS has been plagued by corruption and unethical conduct, this ship has a new captain, who is dedicated to creating an ethical and transparent organisation. As a people, we can show our support through behaviour that is compliant and echoes the degree of truth and transparency that we want to see from our leaders. CSSA, as an RCB, is committed to maintaining a strong relationship with SARS, and to ensuring that all of our tax practitioners remain compliant.

What are the current tangible benefits of membership?

- Weekly emails – continuously be updated with the latest thinking in the profession
- Quarterly eZine
- Quarterly Boardroom magazine
- Discounts on conferences and CPD seminars
- A guarantee to employers regarding the member’s character, integrity and accountability
- Adherence to a code of ethics and conduct
- Up-to-date technical support with a monthly technical newsletter
- Networking opportunities
- Access to Chartered Secretaries Placements should you be in need of a job or career guidance
- Commissioner of Oaths status for members that are in good standing
CSSA Technical support package

- Technical Newsletter – 11 editions (electronic)
- Boardroom – the Institute’s quarterly journal
- eZine – the Institute’s quarterly eMagazine
- Access by e-mail to the Institute’s Technical Adviser
- Discounts on conferences, webinars and CPD seminars
- Information mailers sent out weekly

The Technical Adviser is Sabrina Paxton. Sabrina is an attorney and obtained her LLB (Cum Laude) and her LLM from the University of Johannesburg. She has worked in private practice with KR Incorporated, and has also worked in the company secretarial department of Business Partners Limited. Sabrina has worked as a legal consultant specialising in corporate and commercial law.
Meet our members

You need to continuously update your knowledge so that you can keep things fresh in our ever changing world and help sustain professional creativity and passion.

Stefan Kleynhans (ACIS),
Company Secretary/Legal Advisor, Cognition Holdings

Pathway to studying CSSA
I completed a BA (Law) full time at Wits University. This was followed by a B.Iuris, LLB and an LLM (Banking Law) at UNISA which I completed part-time while working in various capacities at FNB. In 2001 I did pupillage at the Johannesburg Bar where I then practised as an advocate for just over eight years before joining Cognition Holdings as Legal and HR Manager. I enrolled for a second LLM in Corporate Law at UNISA in order to get a better understanding of the Companies Act.

CSSA qualification
While my LLM (Corporate Law) gave me a good understanding of the legal landscape in which companies operate, the CSSA qualification was a logical progression to gain further practical understanding and knowledge of what is expected of a company secretary. The CSSA qualification has allowed me to touch on other areas that affect company risk, compliance and reputation. I would recommend the CSSA qualification without hesitation. The qualification enhances ones understanding of the regulatory and compliance environment within which companies operate and provides a greater understanding of the many different aspects that make an organisation.

Career and work
I was appointed as company secretary of Cognition Holdings in 2014 where I still work today. I attend to the full range of company secretarial responsibilities. This includes taking minutes at meetings, maintaining the company’s statutory records, providing advice on governance issues and company law. In addition, as Legal and HR Manager I also attend to the company’s legal work and the legal issues arising from the HR function. I enjoy applying the legal and governance skills that I have built up over the years in a practical way within the context of the corporate environment. I find the work rewarding as no one day is the same. Time management is one of the biggest challenges I face in my job. This is mainly because of the varied roles that I have. We have a flat management structure which means that, other than my day to day work, I also get involved in more operational issues.

Views on the role of the chartered secretary in today’s workplace
The regulatory environment within which companies operate is complex. The chartered secretary plays a crucial role in any company to navigate the company through the regulatory environment.

Inspirational anecdotes
Don’t stop learning. Your education doesn’t stop when you finish your CSSA qualification. You need to continuously update your knowledge so that you can keep things fresh in our ever changing world and help sustain professional creativity and passion.

Leisure time
I run (I am presently training for the Skyrun), I am also a rower and I am involved in rowing administration. In between that I enjoy reading biographies.
Meet our members (continued)

Resolving complex tax matters with SARS is my biggest challenge but I’m positive we will see some improvements with the new Commissioner’s appointment and the services of the Tax Ombud.

Pathway to studying CSSA
After completing my accounting studies at Wits, I completed articles at EY and qualified as a CA at the age of 24. Thereafter, I chose to enhance my CA(SA) qualification with an international accreditation that can open doors for me in any organisation at home and across the globe.

CSSA qualification
I specifically chose the CSSA qualification due to its diverse composition of academic modules, which enables students access to a wide range of career opportunities and I would definitely recommend it to others. The subjects are broad and really enhance any degree especially accounting or law. It has helped me to add value to the various departments in my workplace such as HR, operations, governance and compliance. I think the qualification creates well-rounded knowledge of business practices and governance that are necessary for any business person and finance professional. It is also an internationally recognised qualification. I had a much broader learning with this course than my accounting studies and really enjoyed engaging with the subject matter.

Career and work
I travelled to Virginia, USA with EY to do a medium term secondment. On my return to SA, I joined the EY tax department as an assistant manager and progressed to manager. DisChem was one of my clients and when I found out they were looking for a tax manager, I applied and have been their Group Tax Manager for nearly 3 years. My job entails overseeing the Group’s tax function, including taxes such as Income tax, VAT, PAYE and Customs as well as ad-hoc projects and operations.

I enjoy dealing with a variety of issues and people, and getting involved in a diverse range of projects and operations; no day is the same. Resolving complex tax matters with SARS is my biggest challenge but I’m positive we will see some improvements with the new Commissioner’s appointment and the services of the Tax Ombud.

Views on the role of the chartered secretary in today’s workplace
The company secretary is becoming imperative with the amount of corruption and fraud taking place. The company secretary needs to be seen to be independent and objective and needs to act quickly on any suspect matters. As the cliché goes, the company secretary is “the gatekeeper of good corporate governance”.

Inspirational anecdotes
Put in the hours, find a study buddy, persevere, network and enjoy learning!

Leisure time:
I enjoy swimming, spending time outdoors and socialising with friends and family. There is nothing better than a summer braai.
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26 & 27 September 2019
Montecasino, Johannesburg
MC: Jeremy Maggs

Speakers

Max Boqwana
Senior Partner, Boqwana Burns Inc,
The role of lawyers in promoting good governance

Peter Fowler
Managing Director, UK, Lumi Global,
Going hybrid: practical considerations for your next AGM

Nooraya Khan
Non-Executive Director, Pan African Capital and Liberty Holdings,
What creates effective boards

Edward Kieswetter
Commissioner, South African Revenue Service,
SARS and good governance

2019 CONFERENCE COSTS (includes VAT)

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Students in the spotlight

The pressure of today’s workplace, coupled with the rampant corruption, creates demand for an individual with the skills and knowledge of the chartered secretary to maintain oversight on the health of the organisation.

Pathway to studying CSSA
I completed my LLB at the Nelson Mandela University in Port Elizabeth.

CSSA qualification
I chose the CSSA qualification as I wanted to broaden my skill set and diversify my attorney’s practice. Now that I am building my very own practice, I have the opportunity to tailor it into a specialised firm that allows me to service my clients in areas where I am skilled which enables me to grow in those areas. Having this qualification adds a new dimension to my practice and I look forward to offering company secretarial services to my clients in future. I would recommend the CSSA qualification as it is practical, relevant and essential to anyone in a corporate environment and critical to those working in corporate governance.

Career and work
After completing my degree, I moved to Cape Town where I started working as an administration officer for a small oil and gas company, dealing with administrative issues, contracts of sale, letters of credit for transactions and by the time I left the company I was a ‘trainee trader’ and had concluded my first deal.

I moved on to pursue my legal career and started articles at a small law firm, which focused mainly on family law matters. After my admission as an attorney, I broadened my horizons by exploring other areas of law. I moved to a medium sized firm and worked in the commercial law department. During my time at this firm, I qualified as a conveyancer and notary public and got admitted by the High Court as such. I then moved to one of the big corporate law firms and worked in commercial litigation as well as insolvency and commercial recoveries.

I am currently self-employed, running my legal practice, Saku Attorneys in Cape Town. The ‘attorney’ elements of my job include consulting with clients, drafting correspondence, reviewing agreements, drafting court papers, court appearances, drafting conveyancing documents and attending to all aspects of property transfers. Because I am running my own business, I also have administrative and compliance duties.

In law, you hardly get two matters that are exactly the same or two clients that have exactly the same requirements. You have to be able to think of solutions that are specific to each matter and each client and this requires you to ‘think out of the box’ and, if you’re lucky, be part of
matters that become legal precedents for future matters and ultimately change the law. That is what I love about law the most – it constantly challenges and teaches you, and that’s good. Even when you lose a matter, you would have learned something and sharpened your skills in the process.

I think one of the greatest challenges for me is dealing with people and/or entities that do not have the same passion for their work that I do. It’s incredibly frustrating to have a matter being unduly delayed due to the inaction of another person, and for that inaction to be beyond your control. The systems at some of the courts, for instance, can really leave you feeling utterly powerless.

Views on the role of the chartered secretary in today’s workplace
I think that we have seen a lot of companies suffer reputational damage, decline in share prices, loss of investor confidence etc. due to essentially what boils down to poor management. We have also seen this with all the SOEs that are falling apart and boards of directors resigning far too many times. One of the take-outs from these events is how critical the role of the chartered secretary is to the successful running of companies. The pressure of today’s workplace, coupled with the rampant corruption, creates demand for an individual with the skills and knowledge of the chartered secretary to maintain oversight on the health of the organisation.

Leisure time
I consider it to be time well spent when I am with my poodle, Goochie. We walk, run, go to the beach, swim or just play around the house. I also like to binge watch comedy series, on the rare occasion that I am able to – with Goochie of course!
Students in the spotlight

Vishaal Behariram, Group Internal Audit Manager, Africa Sun Oil Group

Pathway to studying CSSA
I studied at the University of KwaZulu-Natal and later completed my studies on a part time basis at UNISA. I qualified as a Chartered Accountant in 2012 after serving my articles at PKF Chartered Accountants and Business Advisors and commenced my career as an internal audit, advisory, risk and compliance professional.

CSSA qualification
I decided to study the CSSA Qualification as my fascination with corporate governance began to take off amidst the growing concerns over how private and public sector entities were being mismanaged in our country and globally. I saw this as an opportunity to further develop my knowledge and skills in the area of corporate governance and company administration so that I can become a better advisor and leader who will contribute to the improvement of governance which is so desperately needed.

I believe the CSSA qualification is also a great complement to my career in internal audit and chartered accountancy as it equipments me with additional knowledge, which will continue to enhance my career. It positions me as a governance expert and allows me to be part of a network of governance professionals who are internationally recognised.

I would certainly recommend this qualification to others as it is exposes you to the big picture view of running an organisation. It is a qualification which is internationally recognised and has the potential to put you right next to the decision makers of the company, which can be great for both learning and career development.

Career and work
I joined the KPMG Internal Audit, Risk and Compliance department where I obtained a vast amount of exposure to a variety of clients and industries, which set the foundation for my career in internal audit, risk and compliance. I later moved into the in-house internal audit department at Illovo Sugar, where I had the opportunity to work in South East Africa and the UK.

I currently work as a Group Internal Audit Manager at Africa Sunoil Refineries, which is a private company that operates in the edible oils, fats, soap and candle making industry. The company’s head office is based in Mobeni, which is south of Durban.

Internal audit is my passion as I enjoy being exposed to the various aspects of business over and above finance and accounting. I enjoy witnessing how raw materials are transformed to finished products through fascinating manufacturing processes.

It is always rewarding to see the business, systems, controls and processes improve when management confidently implement recommendations made by internal audit and value you as a trusted advisor.
I have always been fascinated about governance being fundamental to the success of an organisation and the broad level of skills, expertise and knowledge it requires to lead an organisation to success.

My job entails overseeing the internal audit function, coordinating internal audit activities, business process management and executive support in addressing concerns which arise. I am often at the “coalface” of key activities in the business as I analyse systems, processes, controls, risks and opportunities.

Being in internal audit requires me to place myself in the shoes of senior management and shareholders and view the business through their eyes. I provide independent assurance on a variety of matters, which gives my customers the confidence they need over the matters which bother them the most.

This requires that I interact with all levels of staff in the organisation, understand the inner workings of the different functional areas, communicate effectively and often get myself quite dirty, which I don’t mind at all. I often have to put myself at the centre of issues to gather information so that I can make relevant and value added recommendations to improve the organisation.

The most rewarding part of my career is that I get to work with almost every department within the business. This provides me with tremendous exposure to the various activities which make up the business and challenges me to be learning, developing and growing each day and with every assignment.

It gives me great joy to be a trusted advisor to senior and executive management by providing valuable insights and assurance to the Audit Committee and Board of Directors. It is always rewarding to see the business, systems, controls and processes improve when management confidently implement recommendations made by internal audit and value you as a trusted advisor.

My greatest challenge is getting through all the challenges that come my way as I am working in a dynamic and ever changing environment. With that being said, these challenges are the fuel in my tank that keep me fully engaged on a daily basis.

**Views on the role of the chartered secretary in today’s workplace**

I believe the chartered secretary should be the moral and ethical compass of the company especially where others are failing to do so. They should be trusted advisors and stand up to improper conduct by sounding the alarm to key stakeholders.

Business professionals have had to look in the mirror amidst the numerous recent organisational failures and rethink our approach and value offering. In a climate where professional and regulatory bodies are being further empowered to report misconduct to authorities and take tougher action, chartered secretaries should also find themselves seeking tougher consequences against offenders, particularly those who are leading organisations and with whom they work closely with.

**Inspirational anecdotes**

I always believe that there is never the right time to do the wrong thing. You should speak the truth even if your voice shakes. This is helpful during your learning and development, and also when leading others.

**Leisure time**

I like to enjoy the beautiful weather of KwaZulu-Natal by going to the beach, playing golf, exercising and having a braai with friends and family. I also enjoy exploring new places, restaurants, reading and watching documentaries.
The world is **evolving.** What about your career?

In 1895 the Italian inventor Guglielmo Marconi, proved the feasibility of radio communication when he sent and received the first radio signal ever. By 1899 he flashed the first wireless signal across the English Channel and two years later received the letter “S”, telegraphed from England to Newfoundland, Canada. Today, the online internet radio industry doesn’t even reside on the same machinery that the entire radio industry once did. The reality is there will always be a desire to improve things. It’s the same when it comes to knowledge. That’s why CSSA will help you stay ahead of the pack with Continuing Professional Development (CPD) which ensures you’ll remain at the cutting edge of developments. Don’t get left behind.

### Seminars

<table>
<thead>
<tr>
<th>Region</th>
<th>Date</th>
<th>Topic</th>
<th>Speaker</th>
<th>Time</th>
<th>CPD hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johannesburg</td>
<td>1 October</td>
<td>Stakeholder management strategy</td>
<td>Dr Dominik Heil</td>
<td>08:30 – 16:30</td>
<td>8</td>
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<tr>
<td></td>
<td>11 October</td>
<td>Building an effective competition law compliance programme</td>
<td>Marylla Govender</td>
<td>09:00 – 13:00</td>
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<tr>
<td></td>
<td>17 October</td>
<td>Business and governance across the border in Africa</td>
<td>Almir De Sousa</td>
<td>09:00 – 12:00</td>
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<tr>
<td></td>
<td>30 October</td>
<td>Corporate governance 101: Basic concepts and drafting skills</td>
<td>Karen Robinson</td>
<td>09:00 – 11:00</td>
<td>3</td>
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<tr>
<td></td>
<td>28 November</td>
<td>International approaches to corporate governance: Key considerations for South African entities transacting across borders</td>
<td>Carolynn Chalmers</td>
<td>09:00 – 11:00</td>
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### Webinars

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<tr>
<th>Date</th>
<th>Topic</th>
<th>Speaker</th>
<th>Time</th>
<th>CPD hours</th>
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</thead>
<tbody>
<tr>
<td>2 October</td>
<td>Blockchain technology and the imperatives for governance</td>
<td>Marlon Moodley</td>
<td>09:00 – 11:00</td>
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<tr>
<td>8 October</td>
<td>Memoranda of Incorporation and related key issues</td>
<td>Richard de la Harpe</td>
<td>09:00 – 11:00</td>
<td>2</td>
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<tr>
<td>10 October</td>
<td>The tax consequences of dividend payments and distribution to shareholders</td>
<td>Nico Theron</td>
<td>09:00 – 11:00</td>
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<tr>
<td>17 October</td>
<td>The drafting of board resolutions with reference to case law</td>
<td>Thandiwe Nhlapho</td>
<td>09:00 – 11:00</td>
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<tr>
<td>12 November</td>
<td>Trusts and s7C: an update</td>
<td>Carmen Westermeyer</td>
<td>09:00 – 11:00</td>
<td>2</td>
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<tr>
<td>19 November</td>
<td>Annual tax update</td>
<td>Nico Theron</td>
<td>09:00 – 11:00</td>
<td>2</td>
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<tr>
<td>9 December</td>
<td>The proposed Companies Act Amendment Bill</td>
<td>Richard de la Harpe</td>
<td>09:00 – 11:00</td>
<td>2</td>
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</table>

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Contact: brenda@chartsec.co.za to make your booking.

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