



COURSE CATALOGUE



ACADEMY
FLUIDROCK GOVERNANCE GROUP

THE FLUIDROCK STORY


FluidRock is the leading independent corporate governance firm.

FluidRock is powered by some of the most well-known and experienced professionals in the industry. FluidRock provides a holistic suite of services in a flexible and client-centric manner to ensure the relevant needs of every organisation and its board (governing body), executives and stakeholders are met. Each division is headed up by an industry expert with many years' experience supported by a team of passionate and energetic individuals.


OUR DREAM A society fuelled by ethical and well-governed corporate citizens

OUR MISSION We are the independent expert enablers of organisations to be ethical and well-governed corporate citizens

OUR VALUES



OPEN AND HONEST COMMUNICATION




UNITY




TRUST AND INTEGRITY


OUR PROMISE



INDEPENDENCE



FIT-FOR-PURPOSE



TRUST

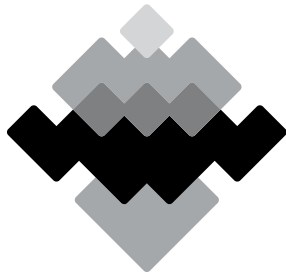


QUALITY

OUR NAME The team adopted the name "FluidRock" as it comprised the two elements the founders believed to be critical in the successful approach to business in the governance environment, the "Fluid" element and the "Rock" element.

FLUID The "Fluid" element symbolises a way of operating in an enabling manner in a regulated environment whilst being business-minded and pragmatic.

ROCK The world of governance is synonymous with the "Rock" element being the solid foundation of legislation and regulations. Yet, the "Rock" element also depicts the type of relationships that FluidRock nurtures with its clients - long lasting relationships that will stand the test of time, trials and tribulations and changing environments.



FLUIDROCK GOVERNANCE GROUP



ACADEMY

Corporate Governance Training:

- In-house
- Digital
- Online & In-person



CO SEC

Meeting Management

Governance Guidance

Minute Taking and more



ADVISORY

Board Evaluations

Group Governance Frameworks

Board Reporting and more



STATUTORY

CIPC Services

iXBRL Annual Returns

Digitisation of Statutory Records and more



COMPLIANCE,
RISK AND
ETHICS

Regulatory Compliance

Risk

Ethics and more



RECRUITMENT
AND
PLACEMENT

Recruitment and Placements:

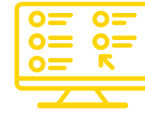
- Company Secretaries
- Non-Executive Directors



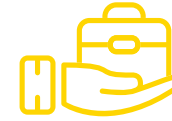


ACADEMY

The FluidRock Governance Academy provides governance training and coaching to persons of all levels in any type of organisation. From boards to board members, executives and senior management to the company secretary and support staff.



PRACTICAL



AFTERCARE



**EXPERIENCED
FACILITATORS**



**PROFESSIONAL
COURSE MATERIAL**



COLLABORATE



BEE STATUS AND ACCREDITATION

We are proud to be a truly broad-based black empowered company for women by women. By engaging with FluidRock Governance Academy we assist in your B-BBEE score under procurement as we are:



A BEE Level 2 contributor

51% black female owned of which:

- 21% owned by black females in rural areas
- 5% owned by black female youth in rural areas
- 1% owned by black females with disabilities in rural areas

A Qualifying Small Enterprise ("QSE")

125% BEE procurement recognition

We qualify for 1% NPAT donations under the supplier development pillar of the B-BBEE codes whereby you will earn the points required.

The FluidRock sister companies qualify for donations under the enterprise development pillar for 1% NPAT donations. Please talk to us if you are interested in supporting our initiatives, whilst it improves your B-BBEE score.

We are proud to have the Phakamani Foundation as one of our key shareholders. Phakamani Foundation empowers approximately 30,000 women in mostly rural areas to succeed at micro-enterprises. More can be learned about their initiatives at <http://phakamanifoundation.org/about-phakamani/>.



SERVICES SETA ACCREDITATION

The Academy has complied with all the requirements of the SETA to apply to become a registered training provider. The FluidRock Governance Academy (Pty) Ltd is a fully accredited Services SETA skills development provider (Accreditation no. 14178).



We offer a host of CPD courses, workshops, webinars and other activities for professionals to update their knowledge, acquire CPD points and maintain their professional status. Many of our courses combine the benefits of in-person and online training with innovations in digital education.



COURSES

PUBLIC COURSES

ALL OF OUR PUBLIC COURSES ARE OFFERED IN-HOUSE AND CAN BE CUSTOMISED FOR 5 DELEGATES OR MORE.

LEVEL 1 THE GOVERNANCE OF MEETINGS AND THE TAKING OF MINUTES COURSE

LEVEL 1 COMPANY SECRETARY WORKSHOP

LEVEL 1 CIPC AND ANNUAL RETURNS COURSE

LEVEL 1 THE GOVERNANCE OF AND THE DRAFTING OF RESOLUTIONS COURSE

LEVEL 1 THE GOVERNANCE OF SHAREHOLDERS MEETINGS

LEVEL 1 KING IV™ TRAINING - A PRACTICAL COURSE

LEVEL 1 POPIA / PAIA COURSE

LEVEL 1 THE EFFECTIVE DIRECTORSHIP COURSE

LEVEL 1 WORKSHOP FOR A COMPANY SECRETARY IN A LISTED COMPANY (JSE)

LEVEL 2 SECRETS TO BEING AN EFFECTIVE COMPANY SECRETARY COURSE

LEVEL 2 THE GOVERNANCE OF MEETINGS AND THE TAKING OF MINUTES

LEVEL 2 CIPC COMPLIANCE CHECKLIST COURSE

BEST PRACTICE IN TAX GOVERNANCE

BEST PRACTICE GUIDELINES ON COMMUNICATION AND INFORMATION FLOW BETWEEN BOARD, COMMITTEES AND MANAGEMENT (JSE)

PRESENTING WITH CONFIDENCE

EQ-I TOOLKIT FOR THE GOVERNANCE PROFESSIONAL

NEW
THE GOVERNANCE PROFESSIONAL - LEADING WITH IMPACT

AMENDMENTS TO THE COMPANIES ACT AND COMPANIES REGULATIONS 2023

NEW

LIVE ONLINE COURSE
ISO 37000 : 2021

NEW

COSEC BOARD EXAM PREPARATION SESSIONS

DIGITAL COURSES

ISO 37000 : 2021 GOVERNANCE OF ORGANIZATIONS - GUIDANCE FOUNDATION COURSE





LEVEL 1 THE GOVERNANCE OF MEETINGS AND THE TAKING OF MINUTES COURSE

WHAT YOU WILL LEARN

Theory:

- Differences between round robin resolutions and taking resolutions at board meetings.
- What is meant by a quorum and proxy (incl. whether a director can appoint a proxy?)
- Declarations of interests.
- Numbering of resolutions.
- Voting - who can vote, how many votes are required to approve a resolution.
- Understand the governance of meetings and the duties of directors to the Companies Act.
- Samples of case law and practical examples on the use of minutes in law.
- Importance of recording who attends meetings, maintenance of attendance registers etc.
- Obtaining the approval from attendees as to whether the meetings can be recorded electronically, and the pros and cons thereof.
- Understand what skills are required by a minute taker in order to take effective minutes.
- Understand what content should be recorded.
- General complaints and challenges minute takers face.
- The responsibilities of company secretary in regard to assisting in the drafting of the agenda, matters arising/action lists and annual meeting planners.
- Learn how to record formal minutes (Board, Committee, Associations, Exco)

Practical:

- Understand formal meeting procedures.
- Identify and minute action items and resolutions.
- Drafting a meeting management process / timeline to suit your organisation.
- Understand the importance of transcribing accurate minutes and the role of the minute taker in the meeting.

WHO SHOULD ATTEND

- Anyone that draft minutes for meetings
- Company Secretary
- CFO
- Financial Manager
- Executive Assistants
- Personal Assistants
- Chartered Secretaries
- Governance Professionals
- Project Managers
- Assistant Company Secretaries

COURSE CONTENT

AIM OF THE COURSE

The aim of the workshop is to enable participants to understand their role as a minute taker, as well as how to take accurate minutes, which would serve as an enabler for the committee/board/associations to achieve its goals. The nature of the workshop is such that it allows for participative interaction, discussions and practical and theoretical exercises. Delegates will have the opportunity to improve on their report writing skills. They will receive feedback from the facilitator and will be encouraged to share their experiences.

PART A - THE GOVERNANCE OF MEETINGS

Legislation and minutes

The purpose of minutes

Types of meetings

Notice and agenda of meetings

Role players at meetings

Common terms and documents

PART B - GOLDEN RULES

The golden rules of minutes

PART C - PRACTICAL TRAINING

Practising the golden rules

Final points

ANNEXURES

Annexure A - Sample submission

Annexure B - Mock Pack

Annexure C - Final Minutes



LEVEL 1 COMPANY SECRETARY WORKSHOP

**COURSE DURATION: 2 DAYS**[CLICK HERE TO BOOK THIS COURSE](#)

WHAT YOU WILL LEARN

- Types of entities and MOI options
- Reservation of names
- Reconstruction of records/retention of records
- Special/Ordinary resolutions requirements
- Company formation and inaugural company secretarial function
- The duties of a company secretary; directors and public officers
- Change of registered office and postal address
- Change of financial year-end
- Change of shareholding, including transfer, allotment of shares, voiding of allotments, etc
- Change of directors, officers, secretaries and Audit committee members
- Liaison with CIPC and other relevant authorities
- Change of auditors and change of public officer
- Completion of CIPC forms, minutes and resolutions
- Statutory audits
- Deregistration and liquidations
- Corporate Governance
- Annual return/ XBRL lodgements and financial year end audit/independent review requirements

WHO SHOULD ATTEND

- PA's to company secretary departments
- CSSA students
- LLB and CA graduates wanting to take their knowledge to the next level
- Assistant Company Secretaries

Well-structured and presented course. Got to understand some of the words and concepts I have heard thrown around in the legal environment. Appreciate and look forward to learning even more;

COURSE CONTENT

SECTION 1 - NAMES

SECTION 2 - TYPES OF ENTITIES

SECTION 3 - FORMATION OF ENTITIES

SECTION 4 - RESOLUTION AND MINUTES

SECTION 5 - SHARE CAPITAL

SECTION 6 - REGISTERED OFFICE AND POSTAL ADDRESS/RETENTION OF RECORDS AND ACCESS TO INFORMATION

SECTION 7 - MANAGEMENT

SECTION 8 - FINANCIAL STATEMENTS

SECTION 9- BUSINESS RESCUE/DISSOLUTION OF COMPANIES INCLUDING DEREGISTRATION/WINDING UP (LIQUIDATION/AND RESTORATION AND RECONSTRUCTION OF ENTITIES

SECTION 10 - CORPORATE GOVERNANCE OVERVIEW





LEVEL 1 CIPC AND ANNUAL RETURNS COURSE

WHAT YOU WILL LEARN

- This is a full day course on navigating and transacting on the CIPC website including specific guidance with respect to the lodgment of annual returns as well as when and how to comply with submissions which need to comply with iXBRL regulations.
- This course will equip you to confidently file documents with CIPC, have same registered timeously and advises on the idiosyncrasies associated with CIPC submissions.
- This course will equip you to confidently file documents with CIPC, have same registered timeously and advises on the idiosyncrasies associated with CIPC submissions.
- The nature of the course allows for participative interaction. Delegates will be encouraged to share their experiences.

WHO SHOULD ATTEND

- Financial Managers
- CFO's
- Company secretaries
- Administrators

“The course was very informative I learned a few tricks on stuff that I’m already filing with the CIPC. I enjoyed it!”

COURSE CONTENT

SECTION 1

- Overview of Companies Act
- Contact details at CIPC, supporting documents required and fee for each form
- Practical course notes

SECTION 2

- Customer registration
- Banking details of CIPC
- Password Reset

SECTION 3

- Name reservations
- Extension name reservations
- Transfer of name reservation

SECTION 4

- Private company registration
- NPC company registration

SECTION 5

- Company and Close Corporation address amendment

SECTION 6

- Financial year end amendments

SECTION 7

- Close Corporation member amendment
- Company Director amendment

SECTION 8

- Auditor appointment/resignation

SECTION 9

- Enterprise enquiry
- Disclosures
- MOI retrieval
- Transaction status of documents

SECTION 10

- Lodge an enquiry
- Copies of Company documents/ perusal of Company file at CIPC

SECTION 11

- Online name changes
- Online authorised capital amendment
- Online BEE application
- 3rd Party registration
- Disqualified directors register
- Copies of Company documents/ perusal of Company file at CIPC
- Registration of a domain name

SECTION 12

- Annual returns





LEVEL 1 THE GOVERNANCE OF AND THE DRAFTING OF RESOLUTIONS COURSE

WHAT YOU WILL LEARN

Theory:

- The governance around the drafting of resolutions.
- Documents to be considered and taken into account when drafting resolutions
- Differences between round robin resolutions and taking resolutions at board meetings.
- What is meant by a quorum and proxy (incl. whether a director can appoint a proxy?)
- Shareholder resolutions and resolutions taken at AGM's
- Voting - who can vote, how many votes are required to approve a resolution
- Numbering of resolutions
- Understand what content should be recorded

Practical:

- Experience in the drafting of resolutions (during meetings) and round robin resolutions.

Note that delegates must please bring their laptops for the practical portions of the training.

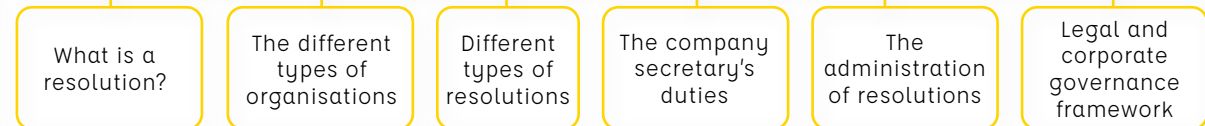
WHO SHOULD ATTEND

- If you are responsible for the drafting of resolutions, this training is for you

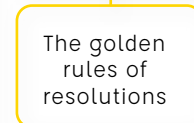
“One of the most informative and interesting courses held in Corporate Governance. I really learnt a lot. Thanks Marianne;”

COURSE CONTENT

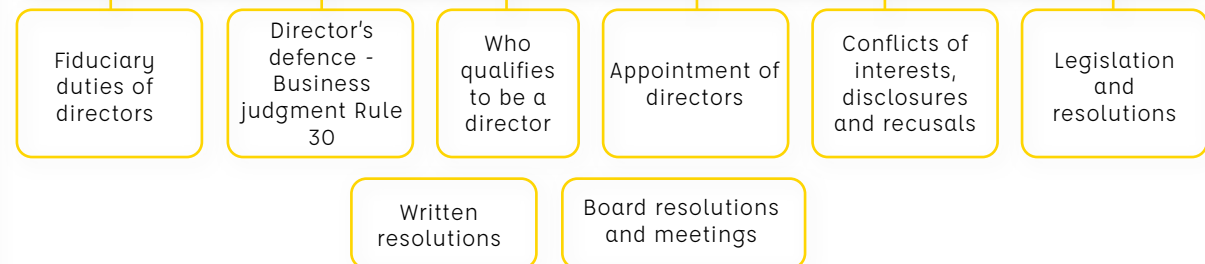
PART A - INTRODUCTION



PART B - GOLDEN RULES



PART C - BOARD OF DIRECTORS' RESOLUTIONS





LEVEL 1 THE GOVERNANCE OF SHAREHOLDER MEETINGS

WHAT YOU WILL LEARN

- The procedures to be followed when calling meetings including, but not limited to the agenda; proxy; notice; quorum; record dates;
- Adjournment/postponement/cancellation of AGM and King IV™ recommendations;
- Participation at shareholders meeting;
- Shareholders' rights;
- Shareholder activism;
- Voting;

WHO SHOULD ATTEND

- Shareholders
- If you are responsible for preparing, attending and minuting shareholders meetings

Kindly note that The King IV™ Report on Corporate Governance for South Africa 2016, Copyright and trademarks are owned by the Institute of Directors in South Africa and the IoDSA website link is: <http://www.iodsa.co.za/?page=AboutKingIV>

“Thanks for the great input. Need to read all the interesting facts in the manual;”

COURSE CONTENT

PART A - INTRODUCTION

- Introduction
- Why Do We Hold Shareholders' Meetings
- AGM Overview
- Role-players During Shareholders' Meetings

PART B - BEFORE THE SHAREHOLDERS' MEETING

- Who Must Hold a Shareholders' Meeting
- Who May Call a Shareholders' Meeting
- Location of Shareholders' Meeting
- When Must a Shareholders' Meeting be Called
- Different Types of Shareholder Meetings
- Items to be Tabled at a Shareholders' Meeting
- Calling a Shareholders' Meeting
- Record Date for Shareholders' Meeting
- Preparing for Shareholders' Meeting

PART C - DURING THE SHAREHOLDERS' MEETING

- Quorum at Shareholders' Meeting
- Proxy at Shareholders' Meeting
- Participation at Shareholders' Meeting
- Voting at Shareholders' Meeting
- Resolutions at Shareholders Meeting
- Adjournment/Postponement of Shareholders' Meeting
- Cancellation of Shareholders' Meeting

PART D - DURING THE SHAREHOLDERS' MEETING

- Minutes of Shareholders Meeting
- Access to Shareholders Meeting Minutes
- How Long Must the Minutes be Kept
- How Long to the Next Shareholder Meeting



**COURSE DURATION: 1 DAY**[CLICK HERE TO BOOK THIS COURSE](#)

LEVEL 1 KING IV™ TRAINING - A PRACTICAL COURSE

WHAT YOU WILL LEARN

- Understand the leadership elements underpinning King IV™
- Understand the importance of a King IV™ assessment
- Understand the responsibilities of the governing body relating to King IV™
- Understand what skills are required to conduct a King IV™ assessment
- Understand the terms and terminology used in King IV™
- Learn how to interpret the principles and recommended practices
- Learn how to conduct a King IV™ assessment
- Understand what to record against a recommended practice
- Learn how to deal with dissenting views
- Learn how to create an application register
- Understand the importance and usefulness of an application register
- Learn to identify gaps in processes and procedures
- Learn how to apply the recommended practices to achieve the intent of the principles
- Learn about best practice applications

“Great session and learnt a lot!
I’m much more comfortable with
King IV Knowledge”

WHO SHOULD ATTEND

- Governance professionals
- Compliance practitioners
- Members of a governing body or committee wanting a practical and relevant understanding of the King IV™ outcomes, principles and recommendations



LEVEL 1 PROTECTION OF PERSONAL INFORMATION ACT AND PROMOTION OF ACCESS TO INFORMATION ACT COURSE (POPIA/PAIA)

WHAT YOU WILL LEARN

- To establish a basic level of understanding pertaining to the implication of these two pieces of legislation related to Information.

FORMAT AND OUTCOMES/ LEARNING OBJECTIVES:

1. What the Board should know, govern and monitor?

- King IV™
- Governance of Information

2. What is PoPIA / PAIA?

- Definitions
- Application
- Information Regulator
- Information Officer
- 8 Conditions for lawful processing
- Transborder transfers of Personal Information
- Penalties/ Fines
- EU GDPR

3. Practical solutions and answers

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WHO SHOULD ATTEND

- Anyone responsible for the information risk management of companies, including directors, internal audit, legal, risk management, human resources and compliance.





LEVEL 1 THE EFFECTIVE DIRECTORSHIP COURSE

“A very enjoyable course - a lot of information that was broken down into bite sized sections in order to be understood properly.”

INTRODUCTION

This course is also available in digital format.

“Now more than ever, directors and executives need to be fully informed of relevant statutory requirements and value adding corporate governance principles and recommendations in fulfilling their duties and responsibilities while steering their organisations through turbulent waters. This is not only part of being an effective and ethical leader but also of personal risk management.”

- Adv. Annamarie van der Merwe

“Governance and leadership are the yin and the yang of successful organisations. If you have leadership without governance you risk tyranny, fraud and personal fiefdoms. If you have governance without leadership you risk atrophy, bureaucracy and indifference.”

- Mark Goyder (Director of Tomorrow's Company)

WHAT YOU WILL LEARN

- Understanding the duties, responsibilities and potential liabilities of being a director
- The legal framework: Setting the scene
- Playing in a legislative and regulatory minefield
- Overview of the history of corporate governance in South Africa
- King IV™ Report Code on Corporate Governance
- Practical considerations in view of statutory and governance requirements

WHO SHOULD ATTEND

- Individual directors
- Boards of directors
- Board Committee members
- Public sector

COURSE CONTENT

THE LEGAL FRAMEWORK: SETTING THE SCENE

The entity

The role players

The rules of the game

PLAYING IN A LEGISLATIVE AND REGULATORY MINEFIELD

Regulatory universe

The Companies Act 71 of 2008

Duties and responsibilities of board members

OVERVIEW OF THE HISTORY OF CORPORATE GOVERNANCE IN SOUTH AFRICA

King Reports on Corporate Governance

Local and international developments leading up to King IV™ Report

Governance outcomes and principles as per King IV™ Report

PRACTICAL CONSIDERATIONS IN VIEW OF STATUTORY AND GOVERNANCE REQUIREMENTS

Directing vs managing

The role of the board and specific role players

The role of board committees

The role of management

Making it a team effort

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LEVEL 1 WORKSHOP FOR A COMPANY SECRETARY IN A LISTED COMPANY (JSE)

COURSE CONTENT

PART A - STATUTORY DUTIES OF THE COMPANY SECRETARY

Companies Act, 2008

- Duties of the company secretary
- Administrative duties

Being an effective company secretary in terms of the Companies Act, 2008

- Interaction with the board and individual directors
- Interaction with shareholders
- Practical tools and methodologies

PART B - GOVERNANCE RESPONSIBILITIES OF THE COMPANY SECRETARY

King IV™ Report on Corporate Governance

- King IV™ outcomes and principles
- Corporate governance role of the company secretary

Being an effective company secretary - Corporate Governance

- King IV™ recommendations on the company secretary as governance professional
- Governance processes and policies
- Facilitating the effective functioning of the board and its committees

PART C - JSE LISTINGS REQUIREMENTS AND THE ROLE OF THE COMPANY SECRETARY

- Continuous JSE requirements - planning and processes
- JSE related policies
- Corporate actions and the sponsor

WHO SHOULD ATTEND

- Company secretaries
- Assistant Company Secretaries
- Governance Professionals
- Financial Managers

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“Enjoyed the course very much. Learnt a lot. Found this course very informative. Thank you;”





LEVEL 2 SECRETS TO BEING AN EFFECTIVE COMPANY SECRETARY COURSE

WHAT YOU WILL LEARN

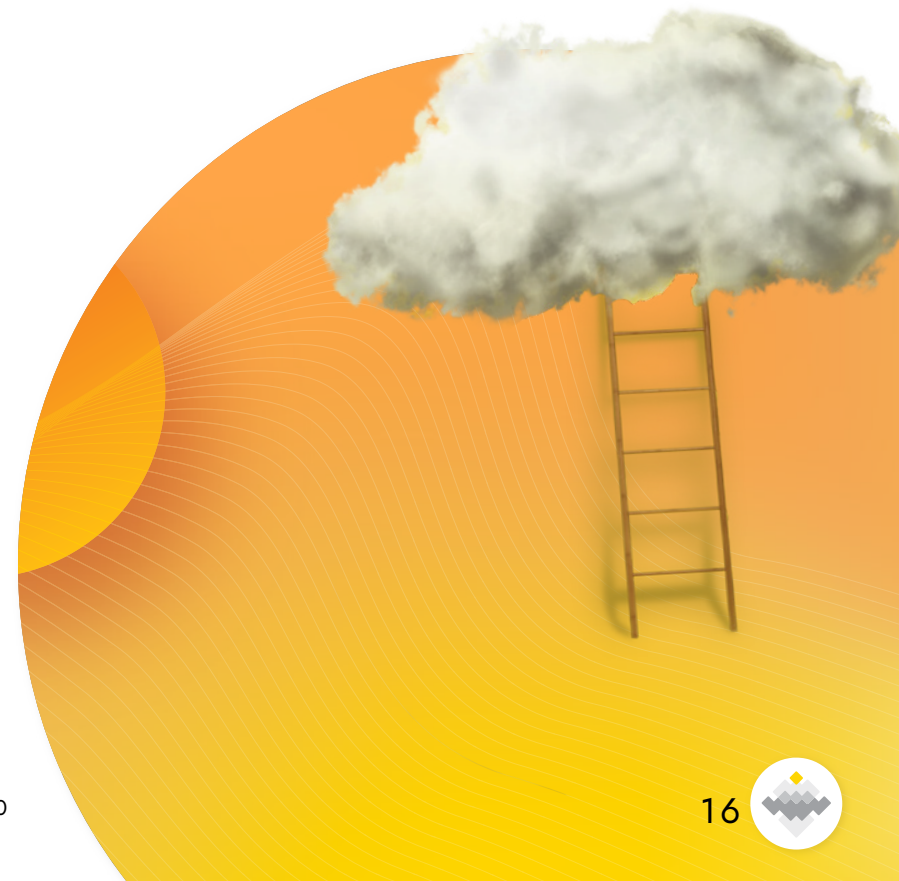
- Companies Act, 2008
- Duties of the Company Secretary
- Administrative duties
- Regulations
- Practical tips on being an effective Company Secretary
- Interaction with the board and individual directors
- Interaction with shareholders
- Annual general meetings
- Minute taking
- Director induction
- Board charter and terms of reference
- Board assessment
- Ethics and whistleblowing
- Compliance and how the company secretary deals with this

WHO SHOULD ATTEND

- Company Secretaries
- Governance professionals
- Members of and advisers to Boards of Directors
- Directors
- Chairmen
- Executive & non-executive directors

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“The course was insightful and certainly improved my perspective regarding minutes as well as how the company secretary is not a glorified minute taker. I appreciated the emphasis on good governance as well as integrity and covering your back.”



LEVEL 2 THE GOVERNANCE OF MEETINGS AND THE TAKING OF MINUTES

(Please note: It is a prerequisite to attend the Level 1 The Governance of meetings and the taking of minutes, prior to attending the Level 2 course. It is also recommended that delegates allow for a 2 – 3 month gap before attending the Level 2 course to allow for the enhancing of their skills gained on the Level 1 course.)

WHAT YOU WILL LEARN

- The governance principles of meetings including the Companies Act 71 of 2008 requirements:

- Corporate calendars, annual planners, notices and agendas
- Quorum requirements
- Role of Chair
- Role of the Company Secretary
- Disclosure of interests
- Voting rights

- How to draft minutes where the meeting attendees did not stick to the agenda.

- Management of the meeting process

- Preparation prior to meetings
- Proceedings at meetings
- Post meeting activity

- Resolutions at board and shareholder level

- In meeting
- Round robin
- Numbering

- The minute taker

- Understanding the role of the minute taker
- Skills required by minute taker

- The minutes

- The importance of accuracy of minutes
- Business and financial terminology
- Capturing financial reporting sessions concisely
- Formatting of minutes for consistency purposes
- Presentation of the final product: professional minutes
- Matters arising from meetings

- Relevant case law

- Practical examples

COURSE CONTENT

PART A - THE GOVERNANCE OF MEETINGS

PART B - THE GOLDEN RULES OF MINUTES

PART C - PRACTICAL TRAINING

“I wish I did this training at the beginning of my career. I will definitely implement what I have learned.”

WHO SHOULD ATTEND

If you are responsible for the taking of committee/board/associations or executive level minutes then this training is for you.





LEVEL 2 CIPC COMPLIANCE CHECKLIST COURSE

WHAT YOU WILL LEARN

- Overview of annual return process effective 5 March 2020
- Recap on basic annual return submission
- Recap on Financial Accountability Supplement versus iXBRL
- Detailed explanations of the 25 Point Enforcement Compliance Checklist introduced by CIPC in September 2019 on a voluntary basis
- Focus on the theoretical aspects of the checklist as well as practical examples to assist with interpretation of the checklist items

WHO SHOULD ATTEND

- Financial Managers
- CFO's
- Directors
- Company secretaries

“The course content was very insightful and would be helpful in executing my day to day responsibilities: filing of annual returns and for complying with the Registrar’s requirements. Thank you;”

COURSE CONTENT

INTRODUCTION

OVERVIEW OF CIPC ANNUAL RETURN SUBMISSION PROCESS

CIPC ONLINE TRANSACTING

IMPLEMENTATION OF THE CHECKLIST

USING OF FORM COR135.1

SAICA ARTICLE

CIPC MEDIA RELEASE

CIPC COMPLIANCE CHECKLIST INFORMATION GUIDE

CIPC - SECTIONS OF THE COMPANIES ACT



BEST PRACTICE IN TAX GOVERNANCE

INTRODUCTION

An organisation's approach to tax is defined by its ability to balance tax obligations with business activities, as well as ethical, societal, and sustainable development-related expectations. In our world, taxation is one of the most important enablers of domestic resource mobilisation. Tax contributions are about much more than simply raising revenue, it is inextricably linked to the process of nation building. An organisation that demonstrates their commitment to sustainable tax, is equipped to establish and build trust in the economies in which they operate.

King IV™ and other guidance on best practice in corporate governance indicates that the board should be responsible for a tax policy that is compliant with the applicable laws, but that is also congruent with responsible corporate citizenship, and that takes account of reputational repercussions. This is certainly a big shift in thinking, meaning that a company must be and must be seen to be a good corporate citizen and a responsible taxpayer. The role that tax plays in an organisation is changing significantly. For the most part tax has been seen as a compliance function and as such only a compliance risk. Unfortunately, the rapidly changing tax environment is leading to additional risk of unexpected surprises resulting in unplanned cash outflows and the risk of reputation damage. It's therefore necessary for tax to be considered as a prominent item on the boardroom agenda.

WHAT YOU WILL LEARN

- Understanding the responsibility of the governing board as per King IV™ as it relates to tax – and the practical implications thereof
- Elevating tax to the boardroom agenda – why this is necessary
- Why risk management includes tax risk management
- Tax stakeholder engagement – who are the stakeholders (e.g. investors), what do they want to know, what is the organisations position on tax.
- Balancing the needs of shareholders (profit) with the needs of other stakeholders (purpose) and why tax is relevant
- Understanding the role of tax related to ESGs, SDGs and ethics
- Tax governance best practice
- Samples and case studies

COURSE OUTLINE

Governing boards are now expected to give serious consideration to the purpose of their company, and to reflect on how that informs behaviour in relation to tax.

The cornerstone of mitigating tax risk is a strategic tax governance framework. It is also a key driver to build trust with stakeholders. The governing board requires a framework to establish a sustainable and coherent approach to tax governance.

In this course we will look at a variety of visible trends, globally and locally that indicate the important role of tax governance, not only to create shareholder value, but moving towards providing enduring value to stakeholders and sustainable participation in societies. This course is for you if you are responsible for governance and risk in your organisation and need to understand your role and obligation in the process of managing tax risk.

WHO SHOULD ATTEND

- CEOs
- CFOs
- Boards/NED's
- Risk Managers
- Governance & Compliance
- Tax professionals
- Company Secretaries



[BACK TO ALL COURSES](#)

COURSE DURATION: 1 DAY

[CLICK HERE TO BOOK THIS COURSE](#)



BEST PRACTICE GUIDELINES ON COMMUNICATION AND INFORMATION FLOW BETWEEN BOARD, COMMITTEES AND MANAGEMENT (JSE)

WHAT YOU WILL LEARN

- Prerequisites in being able to rely on information or professional advice
- Overview of the information required by boards and committees
- A brief review of the business judgement rule
- The applicable JSE Listings requirements
- Board reporting best practice
- Samples and case studies
- Local and international best practices

WHO SHOULD ATTEND

- CEOs
- CFOs
- Executive and management
- Directors
- Company Secretaries
- IR Personnel



PRESENTING WITH CONFIDENCE

INTRODUCTION

Effective presentation and communication skills are key influencers in the world of business. Delivering presentations is an inevitable part of corporate life and essential to persuade and motivate your colleagues and clients.

Presentation and oratory are not inherited skills but can most certainly be taught and practised. Even a quiet introvert can learn to deliver powerful presentations with confidence and excellence.

So what are some of the advantages of delivering effective presentations? Sales pitches, internal training and development programs, business development presentations, cascading corporate communication and plans, building better relationships - all require good presentation and public speaking skills.

WHAT YOU WILL LEARN

By the end of the Effective Presentation Skills Training Course, participants will be able to:

- Create clear-cut objectives for the presentation
- Assess factors to construct presentations to deliver key ideas
- Arrest audience attention applying enhanced introduction techniques and attention-grabbing techniques
- Plan presentations being mindful of the audience
- Learn methods, tools, and techniques for memorable and powerful presentations
- Understand the language of non-verbal communication
- Develop body management and portray confident body language
- Learn how to improve the quality of the voice
- Neutralise accents – received English Pronunciation
- Develop persuasive communication style and techniques
- Learn relaxation and destress techniques
- Deal with challenging questions during and post-presentation
- Understand the concepts of motivation and positive influence toward compelling actions



EQ-I TOOLKIT FOR THE GOVERNANCE PROFESSIONAL

INTRODUCTION

The Governance Professional's EQ-i Toolkit two-day workshop is designed to be an interactive session, which includes class instruction, lived experience and individual exercises. The course is designed for participants to create an understanding of emotional intelligence using the EQ-i 2.0 model as a platform. This includes a study of the five EQ composites and related sub-scales as related to your role as a governance professional to enhance job performance, influence, and impact.

WHO SHOULD ATTEND

Any governance professional, whether a corporate secretary or individuals who serve on boards or work closely with them, would benefit from the skills and concepts learned in the workshop. Anyone who is serious about taking their career to the next level could not make a better investment in themselves.

WHAT YOU WILL LEARN

The technical abilities of a governance professional is only half the story. The course will provide a deep understanding of how EQ is applied on a practical basis to unlock the secret of building stellar impact in ways that the qualifying courses never touch on. We explore the concept of EQ and its benefits, and through a detailed analysis of its various elements, we learn how the shrewd use of EQ can potentially accelerate your reputation and career prospects as a trusted advisor. The course is designed to be interactive, and the groups are deliberately small to allow for a more immersive learning experience. Participants will this way learn not only from the facilitator but through the valuable experience of fellow participants and provide useful networking opportunities with their peers.

The many topics covered over the two days include the following:

- An introduction to EQ, its context, and the benefits of high EQ for governance professionals in a rapidly evolving governance landscape.
- Building self-awareness and understanding of emotions and how to express them appropriately, through enhanced communication and assertiveness skills.
- Developing relationships characterised by mutual trust, using empathy, and listening skills.
- Refined decision-making using problem solving techniques, impulse control, and a learning mindset, with flexibility to embrace change.
- Building resilience, optimism and managing stress to remain calm and focused and lead by example. This in turn enhances well-being and happiness.
- Using EQ to empower the Board, lead and coach others and resolve conflict.





THE GOVERNANCE PROFESSIONAL - LEADING WITH IMPACT

INTRODUCTION

The role of the governance professional has evolved exponentially since the early governance reports of Cadbury (UK) and the King Reports (South Africa). The greater appreciation for what corporate governance can do for organizations, and the implications for those that fail to follow good governance practice, has elevated the importance of the governance professional as a trusted advisor to the board and management in South Africa and globally. Whilst corporate secretaries and similar have always been recognised for their technical prowess, this evolution has brought the need for a new and wide range of skills to build influence and impact as a leader – skills that are not taught in the classroom.

As the liaison between the board and management, it is vital for the governance professional to create, build and manage robust relationships, overcome challenges, defuse conflict, and create a pathway to success in their organization. This means that we need to harness the role of a leader by utilising emotional intelligence (EQ). EQ can be a valuable and key skill to harness and improve communication, problem solving and relationships in this strategically critical role. What if you had access to a full suite of EQ training that covers the wide array of skills needed to build influence, credibility, and trust? These are sought after skills that mark out the leaders from the crowd.

WHAT YOU WILL LEARN

In this session we consider the evolving role of the governance professional and the emphasis on the range of soft skills needed for becoming a leader with influence and impact. We review the five key components of the EQ-I leadership model and explore how each component can be practically applied to the leadership role of a governance professional. We consider how EQ can help us build trust from our stakeholders, resolve conflicts and deal with difficult personalities. We will discuss techniques for building our resilience and our courage to stand firm, sometimes in the face of severe pressure. We will also consider how EQ and leadership skills can be used to develop our positioning as a role model, coach, or mentor.

WHAT DO YOU GET AFTER YOU HAVE COMPLETED YOUR STUDIES

In this interactive session, participants will walk away with practical guidance on how to manage the vast array of leadership challenges they face in their role, to enhance their role as a respected influencer and board advisor. As with any discipline, EQ based leadership takes practice, and participants will be furnished with some practical exercises and tips to work on, to facilitate long-term sustainable change.

If you are serious about building your leadership influence and impact, and personal and career development, this could not be a better investment.

WHO SHOULD ATTEND

Corporate and board secretaries, board and committee chairs, individual directors, boards (as a collective), and any senior management team member or governance professional that interacts with the governance function and/or the board in their organization.



AMENDMENTS TO THE COMPANIES ACT AND COMPANIES REGULATIONS 2023

INTRODUCTION

The amended Companies Act and Companies Regulations of South Africa which have been signed into law, are bringing about significant changes to the way businesses are governed and regulated in the country.

In addition, the media announcement in early June 2023 by Trade and Industry Minister Ebrahim Patel, that the DTI intends to finalise the Companies Amendment Bill in Cabinet within three months, calls for further analysis of the Amendments.

This workshop aims to provide a thorough understanding of the amendments, their impact on businesses, and the practical application thereof in the South African business landscape



LIVE ONLINE COURSE ISO 37000 : 2021



BACK TO ALL COURSES

COURSE DURATION: 17 HOURS

CLICK HERE TO BOOK
THIS COURSE

INTRODUCTION

This internationally accredited course provides an excellent foundational understanding of ISO 37000 : 2021 and provides guidance for the governance of organizations of all sizes and types across jurisdictions.

WHAT YOU WILL LEARN

- An introduction to ISO 37000, the definitions and the application of the standard
- Defining governance and the governing body
- Unpacking the governance principles including:
 - An overview of the principles and outcomes
 - The conditions for effective governance
 - The primary governance principle of Purpose
 - The foundational governance principles of:
 - Value generation
 - Strategy
 - Oversight
 - Accountability
- The enabling governance principles of:
 - Stakeholder engagement
 - Leadership
 - Data and decisions
 - Risk governance
 - Social responsibility
 - Viability and performance over time
- Includes training manual, 12 months' access to the APMG international accredited examination, certificate and digital badge.

COURSE STRUCTURE

- Access to the full digital course (all modules) on the FluidRock web portal
- 4 Online facilitated sessions of 2 hours per session
- APMG exam
- **Session 1:**
 - Overview of ISO 37000
 - "The ISO Tree"
 - Primary principle and definitions
 - Case study
- **Session 2:**
 - Foundational principles
 - Case study
- **Session 3:**
 - Enabling principles
 - Case study
- **Session 4:**
 - Governance outcomes
 - Overview
 - Exam preparation

WHO SHOULD ATTEND

- Directors
- Trustees
- Company Secretaries
- Executives and Leaders
- ESG and GRC practitioners
- Auditors, Accountants
- Compliance professionals
- Risk professionals
- Regulators
- Council members and students of governance and business science

Excluded from fee: The above fee exclude the ISO 37000 standard, which we recommend be purchased from the International Organization for Standardization (ISO) : <https://www.iso.org> or South African Bureau of Standards: <https://sabs.isolutions.iso.org/sites/sabs-nws/home.html>



ISO 37000 : 2021 GOVERNANCE OF ORGANIZATIONS - GUIDANCE FOUNDATION COURSE



BACK TO ALL COURSES

COURSE DURATION: VALID FOR 1 YEAR

CLICK HERE TO BOOK THIS COURSE

INTRODUCTION

The International Organization for Standardization has published the first ever international benchmark for good governance with unanimous approval. The International Standard, ISO 37000, provides guidance for the governance of organizations and a common language for all sizes and types of organizations across jurisdictions.

“The pursuit of purpose is at the centre of all organizations and is, therefore, of primary importance for the governance of organizations. Good governance of organizations lays the foundation for the fulfilment of the purpose of the organization in an ethical, effective and responsible manner in line with stakeholder expectations.” ISO 37000:2021

Good governance not only builds trust, it improves business performance and contributes to social and environmental integrity. ISO 37000 provides governing bodies with the tools they need to govern well, such that their organizations can perform effectively while behaving ethically and responsibly.

This internationally accredited digital course is presented by the standard's co-editor, Carolynn Chalmers, and provides an excellent foundational understanding of ISO 37000.

COURSE STRUCTURE

The digital course comprises of recorded online videos, written text and take-away documents followed by an examination. A certificate is awarded on successful completion of the examination. Delegates will have 12 month's access to the course platform and must complete it within this period. The course is accredited by APMG International and endorsed by the Good Governance Academy.

WHAT YOU WILL LEARN

This foundational course will assist you in understanding the ISO 37000 conditions, principles and outcomes

- Appreciate the primary governance principle of purpose
- Understand the integrated nature of the foundational governance principles
- Identify and know the enabling governance principles
- Grasp the governance outcomes resulting from the primary, foundational and enabling governance principles
- Identify the roles involved in the governance of organizations

WHO SHOULD ATTEND

- Directors
- Trustees
- Company Secretaries
- Executives and Leaders
- ESG and GRC practitioners
- Auditors
- Accountants
- Compliance professionals
- Risk professionals
- Regulators
- Council members and students of governance and business science

“I am delighted to have gotten through the exam and I can only recommend this course as a great way to gain an overview on what ESG is all about and how, in principle, it can be applied to your organisation.”



Excluded from fee: The above fee exclude the ISO 37000 standard, which we recommend be purchased from the International Organization for Standardization (ISO) : <https://www.iso.org> or South African Bureau of Standards: <https://sabs.isolutions.iso.org/sites/sabs-nws/home.html>



FACILITATORS



ADV. ANNAMARIE VAN DER MERWE

Advocate Annamarie van der Merwe (B.Luris, LLB, LLM) has been a corporate lawyer and company secretary of companies in the listed environment for more than 30 years. She is a member of the King Committee on Corporate Governance for South Africa and was actively involved in the writing of King III, focusing specifically on the chapter dealing with boards and directors. Annamarie is also a well-known presenter of workshops for directors and company secretaries on issues such as board effectiveness, statutory duties and liabilities and effective meetings. Annamarie was extensively involved in the review of King III and the preparation of the King IV™ report as part of a dedicated task team mandated by the King Committee for this purpose. She is executive Chair of FluidRock Governance Group and a non-executive director of a number of companies, including Pick n Pay Stores Limited and the Bureau for Food and Agricultural Policy NPC.



SHIRLEY BRAHAM

Shirley Braham (FCIS) has in excess of 30 years' experience in our industry and has worked at several audit practices (Centner Levine; Price Waterhouse, Deloitte & Touche) as a secretarial consultant and was appointed a manager of Deloitte & Touche's company secretarial department in the mid 1990's.



SUSAN FOURIE

Susan Fourie has in excess of 25 years' experience as a Statutory Consultant and developing her role in the financial services environment. She is an expert with the technical aspects of CIPC as well as statutory record keeping. Susan is a strong believer in the power of positive thinking and will attend to each task with the utmost care.



RONELLE KLEYN

Ronelle Kleyn is a businesswoman and governance professional who understands the importance of organisations reaching their strategic objectives. Her academic qualifications include B.Proc, LLB, B.BA (Business Administration and Mandarin), ACIS. She has been involved with companies at board level as director and advisor as of 2012.

FACILITATORS

CHRISTELLE DU PLESSIS



Christelle has worked in the Company Secretarial and Corporate Governance sector for the past 6 years, specialising in the reviewing and drafting of minutes as well as team management and development. She is also a certified Professional Facilitator with an absolute passion to train people and to inspire through teaching.

SONJA PRONK



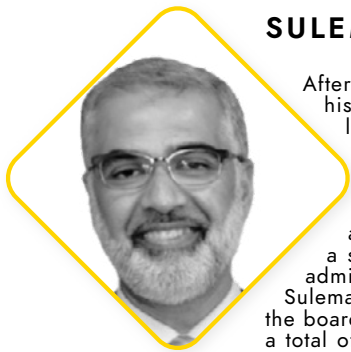
As training manager of the Voice Clinic, I discovered my passion for developing and empowering others approximately 24 years ago. My combined experience from a service delivery background and training and development coupled with academic qualifications in both psychology, communication and speech coaching and drama, secured the platform for influencing and altering my learner's thoughts, behaviour and actions.

Ultimately my goal is for the student to not only acquire and implement new skills but to develop the person as a whole. All training programs follow the Do–Review–Learn–Apply Model to meet participant objectives and deliver the most beneficial outcome for the learner as well as the organization. I have facilitated training for blue chip companies such as ABSA, IFC, Volkswagen, Transnet, Bigen Africa, Sasol and Momentum as well as various government departments e.g. Department of Labour, Health, Auditor General, DTI and various municipalities.

My field of expertise include delivering powerful and memorable presentations, effective organizational communication, customer service excellence, telephone and frontline etiquette, professional business etiquette, English pronunciation, voice coaching as well as service delivery in the public sector based on the Batho Pele principles. Most recently I added "Presenting to clients via online platforms".

I firmly believe in keeping education practical and enjoyable, thus ensuring a capable and empowered learner.

SULEMAN BADAT



After becoming a Chartered Accountant, Suleman progressed in his career at Arthur Andersen to audit partner, and eventually leading the firm's Risk Advisory Services division in South Africa. Following this, he assumed a crucial executive role at Sasol Limited as the Chief Risk Officer & Chief Audit Executive.

Later on, he joined the Auditor-General South Africa as a member of the Executive Committee, where he gained a solid working knowledge of public sector governance and administration.

Suleman is an experienced non-executive director who served on the boards of two state owned entities and a JSE listed company for a total of ten years. He also contributed, as a member of the King Committee, to the development of the King IV code on corporate governance.

During his more than twenty years' experience in the governance, risk and compliance field, he has facilitated numerous risk assessment and governance workshops.



FACILITATORS

SALLY BLAINE



Sally Blaine has been providing consulting services to clients for almost 30 years. Her specific remuneration experience has included developing remuneration projects, conducting remuneration reviews, reviewing and making recommendations to Remuneration Committees on appropriate remuneration policies and executive remuneration and acting as a Remuneration Consultant to support Remuneration Committees for listed, private and development sector organisations. She also has extensive experience in the public sector and is currently appointed as a Long Term Advisor with the Government Technical Advisory Centre which is part of National Treasury where she works on a range of projects providing human resources and organisational design support. Sally has an MBA and a BSoc Sc degree.

ANDREA VAN DER WESTHUIZEN



Andrea van der Westhuizen (B.Com, Post graduate diploma Corporate Law. She is passionate about the technical aspects of statutory compliance and has an in-depth understanding of statutory and administrative processes and how best to achieve the desired results in the most time efficient manner whilst maintaining high standards of service delivery.

PAUL DUBAL



Paul has 25 years of corporate secretarial, corporate governance and regulatory experience both in house and as a professional services consultant in the United Kingdom, Canada, Caribbean and the Middle East. He has worked for KPMG LLP and PwC in leadership roles and served in senior in-house roles for several listed financial services companies. He has also provided governance services to Mid-Cap and Large-Cap companies in Europe, North and South America and the Caribbean region. Paul has worked extensively with a diverse range of boards and senior management teams on governance matters. His most recent assignment was as Head of Corporate Governance at First Abu Dhabi Bank, the largest bank in the Gulf region, where he developed the Bank's corporate governance framework, advised the Board and executive management on the new UAE Corporate Governance Regulations, refined the Bank's management committee, and developed its international governance structure across twenty jurisdictions globally.

A certified life coach, group coach and certified emotional intelligence (EQ-i) assessor and practitioner, Paul founded Perfect Balance Consulting (www.perfectbalanceconsulting.ca), providing governance solutions to small/mid-Cap organizations, group training across a variety of business solutions, and one-to-one executive coaching to mid-senior level professionals with a focus on leadership and EQ. What drives Paul is the desire to influence people to develop new ways of thinking; not just become leaders; but leaders with empathy and compassion, who will always seek to do the right thing, even when no one is watching. EQ is a critical skill in the modern workplace, and mastering EQ is an essential requirement for professionals to support their personal brand and reputation to propel them to success.

Paul has recently completed the book EQ for the Governance Professional, which explores the vast range of soft skills required of a successful governance practitioner. Paul is a Fellow of the Chartered Governance Institute of Canada (CGIC) and holds an LLB from Middlesex University (UK) and a Postgraduate Diploma in Legal Practice from Leicester De Montfort University (UK).



FACILITATORS

STEPHANIE BROWN



Stephanie has over 20 years' experience in commercial law. She was a commercial litigation lawyer in the Toronto office of global law firm Fasken Martineau from 1991 to 1998 and held various South African and global roles for Royal Dutch Shell from 1999 to 2021. Her roles with Shell included: Associate General Counsel responsible for Shell's Downstream businesses in India, Pakistan, Egypt, Oman, Saudi Arabia, Spain, Italy, Turkey and South Africa; lead counsel for Shell's global Retail business and Head of Legal for South Africa. Her responsibilities included advising the business on matters of ethics and compliance.

Stephanie is passionate about animals and the power of individuals to contribute to a better world. She has been involved with non-profits since 2011 and is a co-founder of Kusudi La Adventures launched in 2021. Kusudi La is a for impact (non-profit) company which uses adventure to raise funds for charitable goals, primarily in animal welfare. Stephanie has climbed Kilimanjaro four times and her ambition is to build a sustainable adventure fundraising model that can provide sustainable and impactful funding for animals and communities.

Stephanie moved to South Africa from Canada in 1999 with her South African husband, Advocate Paul Farlam. She has four rescue dogs: Jess, Juno, Ollie and Maggie. When Stephanie is not on purposeful adventures or walking her dogs, she consults in the area of corporate governance with a particular focus on business ethics.

Education

Stephanie holds a B.A. from the University of Western Ontario (London, Ontario 1986), a Certificat en français langue seconde from Université Laval (Quebec, Quebec 1986), an LL.B. from the University of Ottawa (Ottawa, Ontario 1989) and an LL.M. from Columbia Law School (New York, New York 1997).

CAROLYNN CHALMERS



Carolynn is an internationally recognized name in governance and a renowned facilitator on several aspects of governance. She has been involved since inception in the drafting of ISO 37000 and is one of the few people who can provide the history behind, and the intentions of, every aspect of ISO 37000. Carolynn also chairs the South African Bureau of Standards' technical committee responsible for this standard.

INE-LIZE TERBLANCE



Ine-lize Terblanche is the founding director of inFidi, a consultancy that provides specialised, yet cost effective support towards tax governance, tax risk management and greater tax transparency.

She is particularly interested in the interplay between governments, the public and corporates in sustained value creation and domestic resource mobilisation and the ability of an organisation to build a relationship based on trust and transparency with internal and external tax stakeholders.

For the past 17 years she has been involved in tax risk advisory across various industries. She spent 9 years at PwC where she lead the tax function effectiveness team and 5 years at Vodacom where she was responsible for the Group's tax governance and stakeholder engagement across Africa. Since 2018 she has worked as an independent contractor to assist large organisations establish a future ready tax function in the current global tax landscape.

Ine-lize has both authored various articles and participated in panel discussions on the topic of tax governance and tax transparency.

She is and non-executive director of OTB Advisory where she focusses of strategy, governance and integrated reporting.

Ine-Lize is an admitted attorney of the High Court of South Africa and holds a Master's degree in Tax and Commercial Law. She holds certificates in Senior Leadership Development and Mentoring from WITS Business School, a PROCI Certification in Change Management and has completed various trainings in corporate governance, integrated reporting and sustainability. She is also a member of the Institute of Risk Managers of South Africa.



NOTHING SHOULD STOP YOU FROM LEVELING UP

**GRAB THE OPPORTUNITY TO ADVANCE YOUR
CAREER AND THE COMPANY YOU SERVICE.**

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you.**

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