

# FluidRock Governance Group

---

**Navigating the New Era: King V™  
Governance Webinar**

**4 November 2025**



# Our journey

**38 2020**

Phakamani Foundation becomes one of the B-BBEE shareholders



**VASTFONTEIN**  
community transformation

**51 2022**

FluidRock becomes 51% Black female owned

Vastfontein Community Trust becomes a shareholder



**73 2024**

The FluidRock Governance maturity analysis is developed, and enterprise-wide corporate governance



The second annual FluidRock conference is held, themed "The business case of purpose"

**2018 28**

Four companies merge to form the FluidRock Governance Group with 100% female ownership

**2019 30**

FluidRock has three offices in South Africa: in Pretoria and Melrose Arch and on the West Rand



**2021 47**

The Academy becomes SETA accredited and internationally accredited for ISO 37000



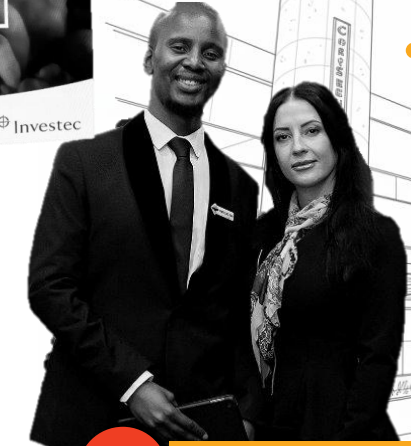
The governance journey is developed for organisations

**2023 68**



**82 2025**

Move offices to Rosebank



The third annual FluidRock conference is held, with 300 attendees

FluidRock is chosen to be one of five companies in South Africa on the Stanford Seed Transformation Program



# The leading independent corporate governance firm

**Purpose:** To live in a society fuelled by ethical and well-governed corporate citizens

**Mission:** Empowering leaders with expert governance solutions that build sustainable businesses

**Values:** Excellence | Accountability | Respect | Success | The FluidRock Way



## ADVISORY

High-performing boards and EXCOs  
Governance journey  
Maturity analysis  
Board evaluations  
Opinions  
Governance documents  
Golden triangle



## RECRUITMENT AND PLACEMENT

Company secretary and non-executive director recruitment, placements and secondments  
Annual conference Events



## ACADEMY

Board and director public training  
Board and director in-house training  
Governance professional training  
Online and hybrid ISO 37000



## CO SEC

Board support  
Board cycle and meeting management  
Annual planners minutes and matters arising  
Governance advice and guidance



## MINUTES

Court-ready minutes  
Board, committee and shareholders minutes and matters arising  
Disciplinary minutes  
Rapporting



## STATUTORY

General statutory compliance  
Strategic statutory advice  
Share register recreation and management  
Digitisation of records and maintenance (AI)  
Engage dataroom  
Statutory audits



## COMPLIANCE, RISK AND ETHICS

Compliance management  
Risk management  
Ethics management

# Africa's governance history

## What brought us here

**Pre-1980s**  
Post-independence era

**1980s to 1990s**  
Economic privatisation

**Early 2000s**  
Adoption of governance codes

**Post 2008**  
Strengthening of oversight

**2015 to 2024**  
Regional alignment and ESG

**2025 -**  
Harmonisation?



# African Union – Governance Code

1. Shared Purpose
2. Clear Governance Framework
3. Comprehensive and Proactive Risk Management
4. Authentic and Inclusive Leadership
5. Disclosure and Transparency
6. Effective Stakeholder Relationships
7. Respect for Human Rights
8. Environmental Impact
9. Leverage Networked Technologies
10. Commitment to African Integration



## AFRICAN PRINCIPLES AND GUIDELINES ON CORPORATE GOVERNANCE

A Framework for a Competitive, Resilient and Inclusive Private Sector



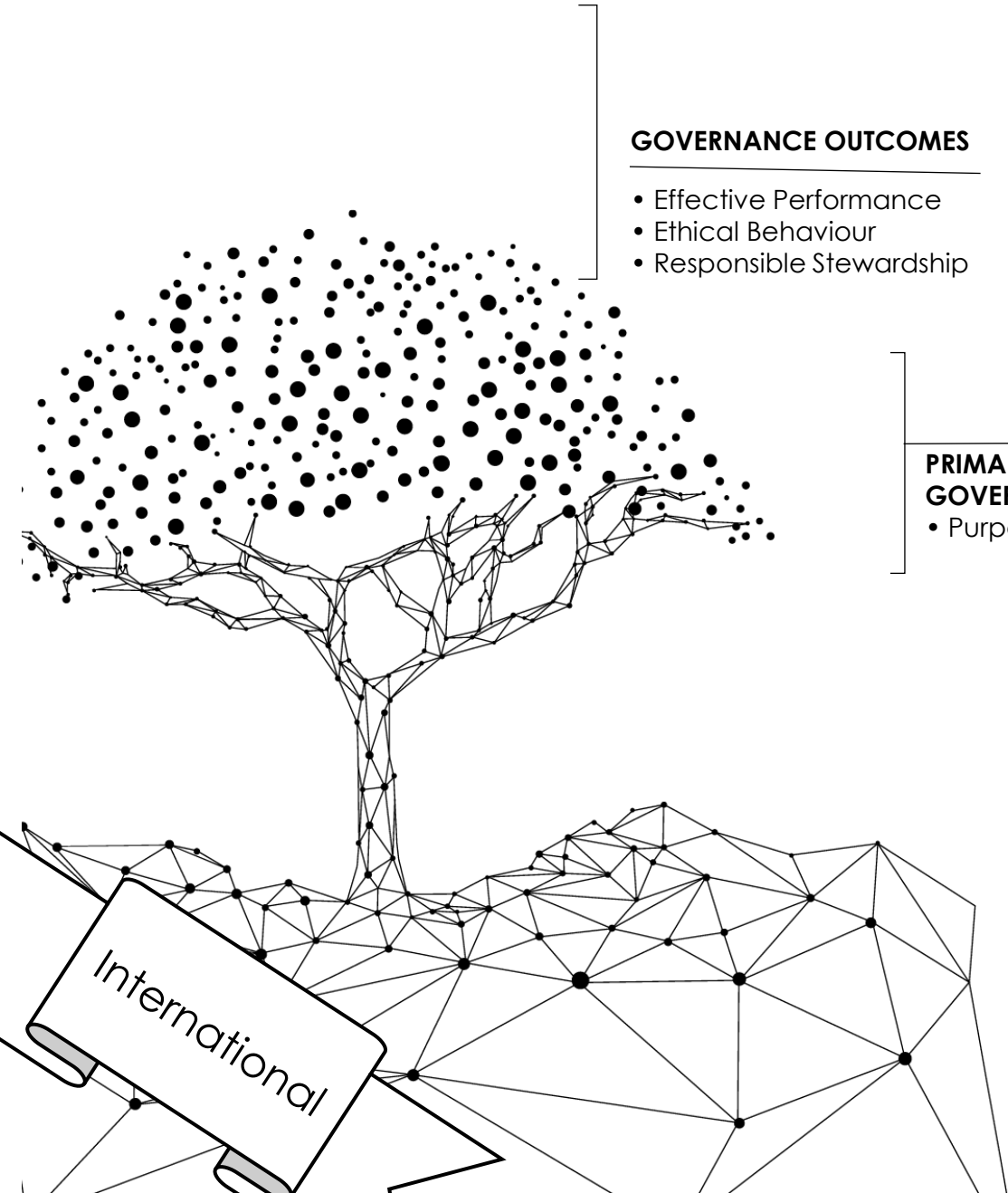
**Inclusivity:** Gender equality (50% women on boards for listed, large, and medium companies), stakeholder engagement, and diversity.

**Sectoral Guidance:** Tailored recommendations for listed companies, large unlisted, SMEs, family businesses, informal sector, and NGOs.

**"Comply or Explain" Rule:** Organisations must comply or explain deviations in annual reports.

Continental

# ISO 37000 Tree



## GOVERNANCE OUTCOMES

- Effective Performance
- Ethical Behaviour
- Responsible Stewardship

## PRIMARY GOVERNANCE PRINCIPLE

- Purpose

## FOUNDATIONAL GOVERNANCE PRINCIPLES

- Strategy
- Oversight
- Accountability
- Value Generation

## ENABLING GOVERNANCE PRINCIPLES

- Leadership
- Data and Decisions
- Risk Management
- Viability and Performance over time
- Social Responsibility
- Stakeholder Engagement

## GOVERNANCE OUTCOMES

### INTEGRATED GOVERNANCE

- Integrated organizational governance
- Effective delegation
- Distinguish between management and governance
- Sustainability
- Stakeholder inclusivity

### GOVERNING BODY

- Composition
- Structure
- Competence

# The end

# FluidRock Governance – Your Strategic Advantage

Ronelle Kleyn

CEO

FluidRock Governance Group

✉ [ronelle@fluidrockgovernance.com](mailto:ronelle@fluidrockgovernance.com)

📱 +27 (0)76 494 1758

🌐 [www.fluidrock.co.za](http://www.fluidrock.co.za)

