Chartered Governance Institute of Southern Africa

The Governance of Stakeholder Inclusivity and Corporate Citizenship

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1 Why It Matters Now

From Principle to Practice

1. Treat inclusivity as strategic input
2. Stakeholder Interest
3. Stakeholder Decisions
4. Own citizenship at board level
5. The disclosure narrative
6. Evidence of Outcomes

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1. Principle 2 – Ethics
2. Corporate Behavior
3. Public Narrative on Application
4. To show impact, not just intent

2 Stakeholder Inclusivity

Societal Responsibility

Consideration of Context

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Long-term best interest

Execution of fiduciary

ESG Integration

Woven Balancing Act

Implementation

1. Enhance Ethical Conduct
2. Monitor Ethical Culture
3. Ethics Performance
4. Duty of Care

3 Corporate Citizenship

Corporate Altruism

1. Philanthropy
2. Corporate Social Investment
3. Charity
4. Community Development

Stakeholder Inclusive Approach

01

Integrated Thinking

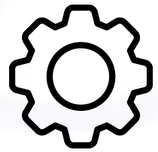
- seeing the organisation as embedded in, not separate from, society

02

Systems Value Creation

- value flows to and from stakeholders, not only to shareholders

03



Stewardship

- directors as custodians accountable for intergenerational equity

4 Governance in Practice

Social and Ethics Committee

- Stakeholder insight strengthens strategy, risk decisions and resilience
- Trust compounds — with regulators, communities, employees and investors
- Board decisions are easier to defend because they are already evidenced

Independent Assurance

- Credibility with stakeholders
- Regulatory pressure
- Risk management
- Selective scope
- Inconsistent standards

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Thank You

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