



**Chartered
Secretaries**
Southern Africa

e-Zine

Issue 2 | 2018

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CEO's message

Steinhoff, Resilient and commissions of enquiry – Where to now?



Stephen Sadie
CEO, CSSA

“

The last few weeks have been a stark reminder of how poor corporate governance continues to bedevil South Africa. We live in interesting times as the corporate governance skeletons come tumbling out of the cupboard.

”

Steinhoff

On Wednesday evening 5 September 2018, I watched Markus Jooste giving testimony in parliament to a joint sitting of the committees of finance, trade and industry, public service and administration and scopa. Billions of Rand were lost including R15.6 billion by the PIC alone, which invests government employees' pension funds. Jooste was flanked by four legal representatives and responded according to a carefully prepared script. I watched in vain for two hours waiting for Jooste to give a plausible explanation of what had caused the biggest corporate scandal in South African history. But unfortunately nothing was forthcoming.

Parliamentarians repeatedly asked him about the famous SMS he sent to colleagues on 5 December 2017, where he confessed to mistakes: “I must make it very clear none of Danie (van der Merwe), Ben (la Grange), Stehan (Grobler) and Mariza (Nel) had anything to do with any of my mistakes.”

According to Jooste, he had only made one big mistake and that was to go into a strategic partnership in 2007 with furniture retailer, Andreas Seifert. It was Seifert who reported Steinhoff to the German tax authorities in 2015 and everything went downhill from there. The other cause was Deloitte, which refused to sign off on the financial results in December 2017, which led directly to the collapse in the share price.

Parliament was not getting much clarity. So far CFO, Ben la Grange didn't know anything. Chairman Christo Wiese didn't know anything. And of course, Markus Jooste didn't know anything. It was apparent that MPs from all parties simply did not believe the answers to their questions. Finance committee chairman, Yunus Carrim, summed up the hearing by saying that parliament could only do so much and he implored the regulators (FSCA and the JSE Ltd), the Hawks and NPA to get on with their job.

01

CEO's message *(continued)*

Steinhoff, Resilient and commissions of enquiry – Where to now?

Resilient

Ten institutional investors, which include the Public Investment Corporation, Allan Gray, Stanlib and Prudential Asset Management have requested further external investigation into Resilient. This comes after an internal investigation into share manipulation and insider trading by former Auditor General, Shauket Fakie found no evidence of wrongdoing. Resilient is intertwined with Fortress, NEPI Rockcastle and Greenbay Properties, whose share prices have all suffered along with Resilient. Furthermore, the actions of Resilient were impacting negatively on the whole listed property sector.

Commissions of enquiry

The Zondo commission continued with their hearings into state capture as Jonas Mchese, Vytjie Mentor, Themba Maseko and Phumla Williams all gave vivid details of how the state was captured. Pravin Gordhan estimated the loss at R100 billion. The Guptas wanted to cross examine witnesses from Dubai, which Justice Zondo rejected.

The Nugent commission into governance at Sars also looked into how Sars, which was once recognised as a leading tax authority, was brought to its knees. The drop in revenue collection was directly responsible for the 1% VAT increase.

Where to now?

Parliamentary hearings and commissions of enquiry can only inform the public on what happened. Of course we all wait to see if there will be any repercussions. The hawks and the NPA have their work cut out for them. The appointment of Lt General Godfrey Lebeya, as head of the Hawks, seems to be promising after the Hawks were systematically hollowed out.

These are all good signs that the tide is turning. However the battle is not yet over. The fight back against president Ramaphosa, who has been leading the charge against corruption and poor governance has started, in the hope that state capture and corruption can continue unabated. Business needs to play its role in ensuring that we don't go backwards.

The role of CSSA

Our members and students have to continue everyday, wherever they may be, in working towards good corporate governance. Every little action adds to the bigger purpose of good governance. No action is too small. They all add up. The future of our children is at stake.

In contrast to the poor corporate governance illustrated above, this edition provides some insight into how CSSA is actively working towards good corporate governance. This issue touches on the 10th premier corporate governance conference, which took place at Montecasino on 22 – 23 August 2018. We have come a long way and the conference continues to live up to its name. CSSA continues to stand for good corporate governance and to make its contribution in the broader society.

Once again we profile some of our members and students who have chosen CSSA to fast-track their career. We think it can do the same for you!

02

Events

Corporate Governance Conference 2018

Premier Corporate Governance Conference 2018

CSSA's **10th Premier Corporate Governance Conference** was held at the Montecasino Ballroom on 22 and 23 August 2018. The conference was well attended by members and students. John Robbie in his role as master of ceremonies kept the audience engaged with his unmistakable humour and called on delegates to use the event to examine ways of closing the gap between theory and reality. One of the highlights of the event was when ICSA International President, Edith Shih broke into song much to the delight of the audience.

Key speakers spoke on deeply engaging topics including the role of the Auditor-General and conflicts of interest with actual scenarios where delegates could test which direction they would take. Mervyn King, was the keynote speaker at the event and confirmed that the King Report brand will continue even as he passes on the crown to Suresh Kana as of 1 October 2018.

An interesting debate transpired between the company secretary and Artificial Intelligence (AI) panel experts, including James Matcher (Intelligent Automation Leader Africa, EY), Nerushka Bowan (CEO), Ronelle Kleyn (CEO, Fluidrock Governance), Wessel Oosthuizen (Senior Manager, Deloitte), Karthik Venkataraman (Senior Head, AI and Intelligent Automation, Accenture Technology) and William Smith (Independent Business Consultant, Digital Solutions). The key point was that the topic of AI needs to be introduced at board level in order to adapt to new technologies.

The panel discussion on cleaning up governance in State-owned companies (SOCs) took on a candid account from the perspective of the panel members on how governance needs to be cleaned up. William Gumede from Wits School of Governance highlighted that SOC's are captured which makes the likelihood of an effective

investigation taking place after a whistleblower has reported the incident to the police highly unlikely. However Leanne Govindsamy from Corruption Watch supports the notion that whistleblowers, as ordinary citizens, can turn to the Media and NGOs. Nuraan Sulaiman, Futuregrowth's specialist investment manager agreed with this approach in order to shine light on what has gone wrong and correct it in order to move forward.

Delegates were able to interact with sponsors at their exhibition stands during the breaks and prize winners were announced on the last day of the event. Delegates enjoyed a networking opportunity over cocktails on the first day of the conference. Sincere thanks to our key **sponsors** at the event as well as our **exhibitors**, speakers, CSSA staff and the delegates who made this year's conference a resounding success.



Conference 2018 underway at Montecasino

02

Events *(continued)*

Corporate Governance Conference 2018



Tsakani Ratsela, Deputy Auditor-General expresses her point about audit assurance providers being guardians of governance.



James Matcher, EY, gives a perspective on AI and the company secretary.



Karthik Venkataraman, Accenture, gives his insight into AI and the company secretary.



Christina Pretorius, Norton Rose Fulbright, gives her perspective on conflicts of interest.

02

Events *(continued)***Corporate Governance Conference 2018**

Prof Mervyn King gives his insight on the rationale and concepts behind King IV.



Thamsanqa Zikode, SABC, gives his views on governance matters impacting the SABC.



Douglas Gibson, City Power and Nuraan Sulaiman, Futuregrowth on the SOC panel.



Leanne Govindsamy, Corruption Watch outlines the importance of the watchdog.

02

Events *(continued)*

Corporate Governance Conference 2018



Sneha Shah, Thomson Reuters, stresses to the audience that disruption can be positive.



Stephen Sadie, CSSA, speaks on the challenges facing company secretaries in SA today.



Carolynn Chalmers, Candor Governance, speaks on governing IT risk.



Mohamed Adam, AcelorMittal, analyses how the current environment influences how we will lead and govern.

02

Events *(continued)*

Corporate Governance Conference 2018



Zubair Wadee, PwC, asks whether we are there yet when it comes to integrated reporting.



Edith Shih, ICSA International President, gives her views on management and corporate governance.



Nikita Theodosiou and Jackie Burds at the CSSA stand.



Janis Jordan, Exxaro Resources receives a prize from Rene Basson, Thomson Reuters.

02

Events *(continued)*

Tax Indaba 2018

5 days, 1 800 delegates and over 50 tax topics culminated in the 2018 Tax Indaba which was held from 10 – 14 September 2018 at the Sandton Convention Centre.

The Tax Indaba is the largest annual gathering of tax professionals in the country, bringing together the entire tax community – tax practitioners, in-house tax staff members, government tax officials and tax academics. The Tax Indaba is unique in structure in that it involves all tax professional bodies in South Africa, including CSSA, SAICA, SAIPA, the Law Society, the IAC, CIMA and ACCA to benefit the individuals who make their livelihood from this profession.

Each year, the Tax Indaba seeks to add new variety and talent to benefit all tax professionals who are looking to refresh their knowledge and to learn about new tax-related developments. This year, for the first time in Tax Indaba history the Acting Commissioner of SARS and his Executive team took to the stage for a panel interview session.



Delegates at Tax Indaba 2018.

Calendar of events



22 – 26 October 2018

October exams

14 November 2018

Integrated Reporting Awards

7 December 2018

October exam release

02

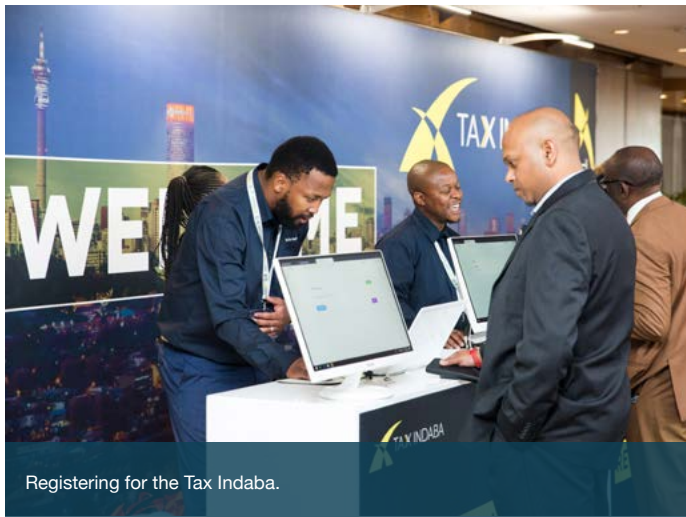
Events (continued)
Tax Indaba 2018



Ramona Bloem at the CSSA stand.



Panel speakers at the Tax Indaba.



Registering for the Tax Indaba.

Integrated Reporting Awards 2018

14 November 2018
Montecasino
Fourways
Johannesburg



Mervyn King to deliver keynote address

Chairman, International Integrated Reporting Council
and Integrated Reporting Committee (SA)

Benchmark yourself against the leaders, the 2017 winners

Goldfields Ltd (Overall winner) | Anglo American Platinum Ltd (Top 40) | Kumba Iron Ore Ltd (Mid cap) | Royal Bafokeng Platinum Ltd (Small cap) | York Timbers Holdings Ltd (Fledgling/AltX)
Sasria SOC Ltd (Small state-owned) | Capricorn Investment Group Ltd (Regional) | Waco International (Non-listed) | Auditor-General South Africa (Public sector)
The South African Institute of Chartered Accountants (NPO)

By entering you receive valuable feedback from independent judges

Leigh Roberts (CEO) Leigh Roberts Consulting
Prof John Ford Gordon Institute of Business Science
Joanne Matisonn (Company Secretary) Accelerate Property Fund Limited
Pieter Conradie (Programme Director: Integrated Reporting)
The Albert Luthuli Centre for Responsible Leadership, UP

Prof Warren Maroun Wits School of Accountancy
Dr Nimrod Mbele (Managing Director) Knowledge Anchors Group
Tsvetana Mateva (Business Executive) Auditor-General SA
Sabrina Paxton (Technical Adviser) CSSA
Corli le Roux (Independent Specialist)

Please note the feedback is completely confidential and will not be published or shared with any third party.

For further information and to enter visit
www.chartsec.co.za or contact Ann Westwood
on 083 300 1452/ira@chartsec.co.za
Entries close 30 September 2018



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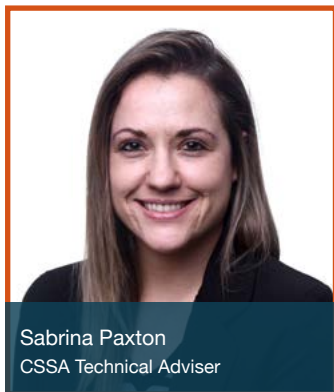


msb

03

From the Technical Adviser's desk

Emotional intelligence – a necessity for company secretaries and governance professionals



Sabrina Paxton
CSSA Technical Adviser

“

Company secretaries and governance professionals need to balance their intellect and their emotions, whilst still maintaining strong relationships.

”

“Emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both” – David Caruso

Perhaps one of the most significant attributes which defines our humanity is our ability to show and react to emotions. Our empathy for others has been documented through the ages, as has our need to be heard and understood. The modern day term for showcasing how one deals with the myriad of possible emotions, specifically in the workplace, is ones EQ or emotional intelligence. There are a number of questions which arise when faced with this requirement such as, “does this mean that I have to be a shoulder for everyone to cry on?”; “is it safe to talk to everyone in the workplace about my issues?” and many more. Ones EQ can be called upon by an almost unlimited number of circumstances, for this reason it should be adopted as more of a behaviour than a prescribed means of dealing with a specific situation.

For company secretaries and governance professionals, the workplace can sometimes be a daunting place. When faced with powerful and dominant personalities in the boardroom and in everyday encounters with management, company secretaries and governance professionals need to balance their intellect and their emotions, whilst still maintaining strong relationships with these individuals. Company secretaries and governance professionals go from committee to committee interacting with people on a daily basis. An example of a difficult situation would be where the company secretary becomes aware of corrupt or unethical behaviour on the part of the board or management. In such a situation, the company secretary would need to possess very strong emotional intelligence.

It can take time to learn a set of behaviours which classifies you as emotionally intelligent, however a golden rule and the first point of departure is always to internally recognise a situation that calls for the skill and to show measured consideration before reacting. This simple approach is one that enables us to

03

From the Technical Adviser's desk *(continued)*

Emotional intelligence – a necessity for company secretaries and governance professionals

patiently initiate the correct response for any situation. A consequence of not considering one's response is that of appearing dismissive and uninterested – two massive reasons why people often do not escalate issues. The same is true when we need to make mention of something that we consider important – consider your point of view before bringing it to life through words. Just as important, is choosing your audience, is it something you want a solution to or something you “just want to get off your chest?” – both bear consequences in that one could deliver a remedy if executed well, while the other could make you seem like the “office complainer”.

We are all made differently and that's a good thing, so remember that when conversing with anyone in or out of the office environment. This consideration is contagious and you should find that those around you return the behaviour. The change can really start with you. So how important is EQ in the workplace? In a recent article published by CIPHR, it was said that nearly 71% of managers hiring preferred candidates EQ over their IQ, and a further 75% stated that they would promote an employee with high emotional intelligence.¹ According to CIPHR, the benefits of emotional intelligence in the workplace are as follows:²

- Emotionally intelligent workers go further in their careers;
- People with high emotional intelligence are better at motivating themselves;
- EQ can have a major impact on mental wellbeing; and
- Emotional intelligence can also be a factor in physical health.

Emotional intelligence is not only important when speaking of the workplace environment, but can also play a critical role in investors' decisions. Warren Buffet, an icon in the investment arena, relies heavily on his emotions when making investments. Buffet uses his intuition to gravitate towards a company he finds interesting and understands. He then analyses the company, its industry, and its valuation to determine if the investment makes sense. If it does not, he moves on to the next company his intuition leads him to scrutinise. If the potential investment seems safe or attractive, Buffett refers back again to his intuition regarding the management's competency and trustworthiness.³ Buffet is able to distinguish between his emotions which would be of assistance and which would be detrimental to an investment decision, and in doing that signifies an excellent example of how emotions drive successful investments.⁴

A combination of intellect and emotional intelligence is the perfect recipe for success for company secretaries and governance professionals in the workplace. As Rod Charlton has stated, “IQ gets you hired whereas EQ gets you promoted”.

^{1, 2} <https://www.ciphr.com/features/emotional-intelligence/>

^{3, 4} <http://theemotionallyintelligentinvestor.com/?p=41>



**Webinars,
Seminars &
Workshops**

If you want to stretch your knowledge, this is like becoming a yogi.

Satisfy your craving for knowledge with Continuing Professional Development from CSSA – the only body in South Africa that offers a qualification in corporate governance.

Webinars

| Date | Topic | Speaker | Time | CPD hours |
|------------|--|---------------------------------------|---------------|-----------|
| 18 October | Irregular expenditure: rules, accountability and the role of the company secretary | Jonathan Lewis | 09h00 – 11h00 | 2 |
| 22 October | Shares | Caryn Maitland and Carmen Westermeyer | 09h00 – 12h00 | 3 |
| 23 October | Income Tax: back to basics | Carmen Westermeyer | 09h00 – 12h00 | 3 |
| 6 November | Debt restructuring and dividend stripping (s19, s22B and para 12A, para 43A) | Carmen Westermeyer | 09h00 – 11h00 | 2 |

Seminars and workshops

| Region | Date | Topic | Speaker | Time | CPD hours |
|--------------|------------|--|-------------------------------------|---------------|-----------|
| Johannesburg | 9 October | POPIA/GDPR compliance for company secretaries | Elizabeth De Stadler | 09h00 – 13h00 | 4 |
| | 12 October | Creating “flow”: how to induce an optimal state where we feel our best and perform at our best | Rod Charlton | 08h30 – 16h30 | 8 |
| | 5 November | Understanding XBRL | Gillian Prestwich and Mandy Leonard | 09h00 – 10h30 | 1.5 |
| Cape Town | 17 October | POPIA/GDPR compliance for company secretaries | Elizabeth De Stadler | 09h00 – 13h00 | 4 |

See our website for the latest information and registration
You can earn CPD hours by attending a webinar, seminar and workshop

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Join us on 

04

Meet our members



Sonia Giuricich (FCIS), Director, CSSA;
Consultant – Financial Accounting and
Tax Practitioner Services

“

It is essential that this role is preserved as it is the best indicator that the business adheres to good business practices and complies with the ever-changing and onerous corporate governance issues.

”

Pathway to studying CSSA

I started studying my CSSA studies at Technikon Witwatersrand (now University of Johannesburg) and completed them through other professional colleges. In my final year, I was placed third overall in my CSSA studies.

I started my career at Anglo American Corporation Head Office in Johannesburg, where over 6 years, I gained invaluable experience in accounting and internal auditing. I then moved to Total SA, where I worked in the Planning Department for 3 years. After giving birth to my two children, I started my own Accounting practice and also became a Tax Practitioner.

Current employment

Currently, I am the Vice President of an Italian NPO (community based nursery schools) in Johannesburg. I am involved in managing these nursery schools. I also have companies whom I consult to as well as assist with their accounting and tax affairs.

Career and work

I enjoy making a difference to my clients especially the Italian NPO aspect as one of the nursery schools, which mainly serves children from a previously disadvantaged background. The school aims to bring a taste of Italian culture to the community.

CSSA studies and qualification

I chose the CSSA qualification as my father also did this course which gave him a solid foundation in his life-long career at Premier Milling. I feel that the course has given me a solid understanding of business practices and corporate governance, which is necessary today. The qualification teaches one to be hands on and offers the individual practical insights in managing any business function.

04

Meet our members *(continued)*

My views on the role of the Company Secretary in today's workplace

It is essential that this role is preserved as it is the best indicator that the business adheres to good business practices and complies with the ever-changing and onerous corporate governance issues.

Inspirational anecdotes

I encourage students to persevere in their studies and aim to have the FCIS designation after your name as this demonstrates your proficiency, skills and commitment to the profession. It is also an internationally recognised professional qualification.

Leisure time

I enjoy spending time with my family especially my children, playing tennis, walking and travelling abroad.

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

04

Meet our members *(continued)*



Lindy Basson (ACIS), Corporate Statutory Advisor, RSM SA Consulting (Pty) Ltd

“

The interests of the board of directors are directly parallel with the role of the company secretary, their actions deeply etched into the governance and compliance of the organisation.

”

Pathway to studying CSSA

While completing my BCom Accounting degree in 2010, I joined RSM South Africa to also complete my SAICA Articles. My aim initially was to obtain my Honours degree and take the Board Examination to become a Chartered Accountant, but my career path changed after being exposed to the corporate statutory environment. I was afforded the opportunity to spend a year in the corporate statutory department at RSM South Africa while doing my SAICA Articles and I absolutely loved it. The inevitable happened, and I permanently joined the department in 2015.

Current employment

In my current position as Corporate Statutory Advisor at RSM SA Consulting (Pty) Ltd, I service a significant number of clients of varying sizes and from a wide spectrum of industries including but not limited to aeronautics, pharmaceuticals, manufacturing, NPOs, engineering and logistics. As part of my function, I deal extensively with the Companies and Intellectual Property Commission and the Master of the High Court.

CSSA studies

No day is the same and every company has their own challenges which we have to try and solve. I currently work with a talented team and we learn so much every day from each other. This year I also became an Associate Member of the CSSA.

The experience I have gained in the consulting industry, together with the CSSA qualification has taught me so much and I have grown tremendously in my role in the corporate statutory environment.

Career and work

My current employer, RSM SA Consulting (Pty) Ltd, encouraged me to start studying towards the CSSA qualification and in 2016 I officially commenced the CSSA International Qualifying Scheme Board Examinations, which I completed in May 2017.

CSSA studies and qualification

I would definitely recommend anyone that would like to be a company secretary or works in a consulting environment like I currently do to study the CSSA qualification, as the knowledge

04

Meet our members *(continued)*

gained will open many new doors and opportunities in South Africa and abroad. I believe that being able to belong to a prestigious professional body such as the CSSA gives you more credibility and it will surely stand out on your CV.

My views on the role of the Company Secretary in today's workplace

The role of the company secretary has changed over the years and in light of all the governance and compliance required in today's workplace, the company secretary is vital to a company and the board of directors. One might say the interests of the board of directors are directly parallel with the role of the company secretary, their actions deeply etched into the governance and compliance of the organisation.

Inspirational anecdotes

At times you may feel defeated, completely overwhelmed by the relentlessness of the path to the qualification, but I urge students to persevere; put in the required number of hours and strive to gain as much knowledge and experience as possible, for you are richly rewarded once you cross the finishing line.

Leisure time

I love getting lost in the pages of romantic novels. It allows me to escape to a completely different world, a world far removed from the daily rush of Jo'burg life.

I also enjoy releasing my creative side and working on my photo albums. Every year I capture all the precious memories I've shared with family and friends in a myriad of photos which I sort and place into a photo album. I guess to some degree my hobby unavoidably extends to photography, but I prefer to leave this task to those around me – delegation is key.

05

Students in the spotlight



Bronwen Zehmke, Head of Board Support, Absa

“

This course allows focus and study in all key fields needed by a company secretary and it is internationally recognised.

”

Pathway to studying CSSA

I studied law as an undergrad degree at UPE (now NMU) and followed by completing my articles at Deneys Reitz Inc (now Norton Rose Fulbright). I was admitted as an attorney and after a few years of practice at Deneys Reitz joined Absa Bank as Legal Advisor. Thereafter I completed my LLM and then an MBA. I was promoted first to Head of Legal HR, then General Manager: Group Litigation and Legal HR. I was seconded to Operations and after three months was offered a promotion to General Manager: Unsecured Collections Operations. My position as Chief of Staff to the Chairman of the Board followed, a role in which I spent just over 4 years. In March 2018, I was appointed as the Head of Board Support for the Absa Group.

Current employment

I have overall responsibility for Board Support and Group Secretariat operations in relation to the main boards with specific focus on management of the function, process development, stakeholder engagement, co-ordination and execution, and quality assurance. I am the point of contact for

Board and Board Committee Chairmen. My role requires me to attend Board and major Board Committees, and I am responsible for the associated planning, papers, and minutes. I am also responsible for Author papers, where relevant, for Board and Board Committees and to be a final reviewer of papers for Board and Board committees. My other accountabilities include Stakeholder engagement, governance and risk management, and people management.

Career and work

The most enjoyable part of my job is the exposure to an end-to-end view of the business. Save for executive directors and board members, a company secretary is one of the only other positions that allows this view. In large organisations, most positions will only ever allow a view of the specific function.

05

Students in the spotlight *(continued)*

CSSA studies and qualification

Most company secretaries normally have large teams to assist on different aspects. This course allows focus and study in all key fields needed by a company secretary and it is internationally recognised.

My views on the role of the Company Secretary in today's workplace

The role of a company secretary has evolved from purely administrative into a crucial strategic partner that oversees multiple aspects including but not limited to compliance and corporate governance.

Leisure time

I enjoy spending time with my family and reading.

Why become a Chartered Secretary?

- You'll stand out from the competition with an enhanced professional identity – those with professional qualifications instantly stand out to prospective employers.
- It gives instant recognition of your professional and academic achievement – being Chartered shows that you have reached a level of academic achievement and professional experience.
- The qualification is recognised around the globe and CSSA members in good standing are welcome anywhere in the world should they decide to emigrate.
- There is currently a shortage of qualified and experienced Chartered Secretaries, with demand on the increase in light of the Companies Act and the King code. This means that Chartered Secretaries can command competitive remuneration packages.
- If you are studying or starting out in your career, belonging to a professional body will give you a good head start and support structure.
- The benefits of belonging to a professional organisation can enhance your professional life and far outweigh the disadvantages of an annual fee.
- CSSA is:
 - A registered professional body with SAQA;
 - A recognised controlling body for tax practitioners with SARS;
 - An accredited quality assurance partner of QCTO;
 - Represented on the King committee.



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Imagine all the places you can go, with an internationally recognised qualification.



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New qualifications. New subjects. New opportunities.

From January 2019, you'll have even more to choose from with our exciting, refreshed curriculum. With the new curriculum comes greater emphasis on corporate governance, corporate law, company secretarial practice and risk and compliance. There are many benefits to our new curriculum, like the introduction of two routes to chartered membership, namely chartered secretary and chartered governance professional. Our new curriculum will take you places.

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boardroom advertising rates – 2018

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|--------------------|---------------------------|----------|------------|
| Double Page Spread | 420 mm (w) × 297 mm (h) | R11 250 | R10 500 |
| Full Page | 210 mm (w) × 297 mm (h) | R7 300 | R6 500 |
| Half Page | 180 mm (w) × 127.5 mm (h) | R3 800 | R2 900 |
| Quarter Page | 180 mm (w) × 64 mm (h) | R2 600 | R2 100 |

All rates exclude VAT and production charges.

Deadlines

| Size | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|----------------------|------------|------------|------------|------------|
| Publication deadline | 26/03/2018 | 25/06/2018 | 13/09/2018 | 26/11/2018 |
| Booking deadline | 12/03/2018 | 11/06/2018 | 30/08/2018 | 12/11/2018 |
| Material deadline | 16/03/2018 | 15/06/2018 | 05/09/2018 | 16/11/2018 |

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 to 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.

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