



Chartered  
Governance  
Institute of  
Southern Africa

# e-Zine

**STEPHEN SADIE  
CEO'S MESSAGE**

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**SIPHOSIHLE NONGOGO  
TRENDS & INNOVATIONS  
SHAPING THE FUTURE OF  
CORPORATE GOVERNANCE**

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**STUDENT IN THE  
SPOTLIGHT**

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**MEET OUR MEMBERS**

ISSUE 3 | OCTOBER 2025



Chartered  
Governance  
Institute of  
Southern Africa



INTEGRATED REPORTING  
AWARDS 2025

# BILLBOARD OF EXCELLENCE

CGISA invites you to attend a banquet to honour the winners of the Integrated Reporting Awards

ENTRANTS

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Banquet seat

**R23,850**

Banquet table of 10

12 November 2025 | The Wanderers Club, Illovo



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Silver



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**Stephen Sadie**  
CEO, CGISA

### **Our time to step up: Governance in focus**

As we look towards the tailend of what has been a tumultuous 2025 for South Africa's governance environment, I wonder whether like me, you sense that, with the daily headlines speaking to governance, South Africa is finally waking up to what governance means for every person every day.

Contestations around ill-fitting appointments, public exposés about irregular boardroom and 'brown envelope' behaviour, months without water and other deficient service delivery, are honing in on the common denominator, or the main culprit, however we name it: the failure of governance.

So our common area of interest and work is in the limelight, which suggests that the coming year, 2026, will be a vital time to systematically bolster South Africa's governance competency to ensure improved organisational activity and delivery – which can help turn our economy and prospects the right way around.

CGISA is part of this mission through two primary ways: we build the ranks of skilled governance professionals by championing the roles, careers, professional trajectories and achievements of company secretaries and governance professionals. Secondly we enable the education and skills-building of these professionals across the spectrum from entry- to leadership-level proficiency.

True to our purpose, CGISA continually advocates for intensified recognition and adoption of proper governance and in reality, acts as the professional home for company secretaries and governance professionals.

### **The sold-out annual conference: Propelling corporate governance into the future**

On 1 and 2 October 2025, we held our flagship annual event, the 15<sup>th</sup> Premier Corporate Governance Conference in Johannesburg. For me, the full-room attendance with over 200 delegates, provocative presentations, meaningful and lively debates and invaluable mentoring and networking that took place reflect CGISA's leadership and collective-building power.

## CEO's message cont.

The attendees, most of whom were company secretaries and governance professionals, considered how they can elevate their game to be the bold and informed leaders in rapid, technologically steered corporate and social environments. Their potential to propel governance principles and implementation was highlighted.

I'd like to reflect on two interactive panels devoted to "Company secretaries in the headwinds". Each panel featured three speakers who shared frank discussions about the realities, challenges, learnings and joys of their work. A clarion call was that the job demands a pivotal progression from a traditional highly administrative role towards the acquisition of new skills required of a trusted adviser that the role embodies. Communication and stakeholder management, courage, and technological innovation including artificial intelligence (AI) were significant areas spotlighted by these professionals.

With several sessions devoted to AI – including could the company secretary be an AI employee? – the subject of informed, responsible, planned, regulated adoption of technological innovation into the governance value chain was another much-debated matter.

In case you're concerned, our local and international AI expert speakers agreed that AI is not going to take over company secretaries' jobs anytime soon.



**Khulekani Mathe**  
CEO, BUSA

## CEO's message cont.

Because this job needs people. In all our diversity, complexity and with varying beliefs, perceptions and skills because that is what makes for an all-rounded confident governance professional, for strong, effective boards and for functioning governance systems in public, private and non-profit sectors.

I invite you to peruse the conference presentations and gallery on our [website](#) and to catch up on the energy and engagements on our social media platforms.



*Lynelle Bagwandeem, FCG, Group Company Secretary, Prosus and Naspers*

### **Upcoming! CGISA 69<sup>th</sup> Integrated Reporting Awards | 12 November 2025**

CGISA and the JSE Ltd are once again co-hosting the Integrated Reporting Awards (IRAs), the focal point of South Africa's annual recognition and ranking of corporate integrated reports as the showpieces of organisational value building.

What distinguishes CGISA's established initiative is not its longevity – although having started calling for and acknowledging corporate reporting since 1956 is in itself a milestone – but that (i) the submissions are judged by an independent panel of experts and (ii) that all the entries, across the nine categories by type of entity, receive objective and constructive feedback to assist them on their reporting journey.

Read more about the [IRAs](#) and I hope to see you participating in manifold ways.

### **Upcoming! King V Code Premiere | 31 October 2025**

Rather than dethroning or replacing King IV, its updated version, King V, has zeroed in, simplified, rationalised and refined key governance principles to facilitate propelling and reporting on governance more efficiently in both the private and public sectors. Our Institute has participated on the King Committee since the first King Report in 1994. We eagerly await the launch of the King V Report on 31 October 2025.

## CGISA in the news

### Did you hear? CGISA contributes to public discourse on key governance topics



newzroom afrika | [How governance failures impact City of Johannesburg's service delivery](#)



eNCA | [Governance questions about Minister Patricia de Lille's dismissal of SA Tourism board](#)



newzroom afrika | [Governance questions about Minister Patricia de Lille's dismissal of SA Tourism board](#)



Financial Mail | [Governance questions about Minister Patricia de Lille's dismissal of SA Tourism board](#)



**Siphosihle Nongogo**  
Technical Manager, CGISA

## Trends and innovations shaping the future of corporate governance

As 2025 draws to a close, governance professionals are navigating a rapidly evolving governance landscape shaped by digital transformation, ESG imperatives, and heightened regulatory demands. These forces are set to intensify in 2026, with AI-driven governance, climate accountability, and cross-border compliance becoming central to boardroom strategy.

The rise of artificial intelligence (AI) signals a new era of precision and strategic insight in corporate administration, while the forthcoming King V Code marks a pivotal shift in South Africa's governance framework – placing sustainability, ethical leadership, and stakeholder inclusivity at its core. To remain effective, governance professionals must evolve from procedural custodians to proactive governance leaders. This article examines some of the key trends and innovations shaping the future of corporate governance.

### 1 King V Code and the new era of corporate accountability in South Africa

The introduction of the King V Code promises to reinforce the importance of corporate governance for both listed and unlisted companies. Public consultation has closed, and input from business leaders, government and the public is being analysed ahead of the code's release later this year. The King V Code does not dethrone the King IV Code but simplifies and refines it, reducing the principles from 17 to 13 while retaining their substance.

### 2 The proliferation of artificial intelligence

AI is transforming operations for companies and governments alike. AI offers exponential productivity gains and unlocks new efficiencies for governance professionals – from summarising meeting minutes to drawing on institutional knowledge to answer complex questions.

## Trends and innovations cont.

However, concerns over transparency, fairness and accountability regarding the use of AI persist. In forming a strategy, governance professionals need to be aware of the pitfalls and establish clear guardrails to ensure responsible use.

### 3 The spotlight on ethics will increase

New technology brings new ethical considerations. AI's potential biases and lack of transparency complicate decision-making for boards. Further, emerging digital rights, such as the right to privacy and the freedom of expression, demand careful consideration in strategic planning by governance professionals. With shareholders already scrutinising board practices, the intensity of ethical issues related to the use of new technology will likely intensify for boards.

### 4 Sustainability

South Africa's Climate Change Act 22 of 2024 (the "Act"), now in force, aims to foster a low-carbon society while bolstering the economy's resilience to climate impacts. Across Southern Africa, similar initiatives are underway, including Botswana's Climate Change Policy, which aims to address environmental challenges through targeted mitigation efforts.

Although some provisions of South Africa's Act have been postponed, governance professionals should prepare to engage fully once these are enacted.

### 5 Cybersecurity risks

In today's digital era, the most valuable companies are data-centric. This means that the most significant assets of the company could be affected by a cyber-attack. Cybercrime is rising sharply and represents one of the greatest risks companies will face in 2025 and beyond. This is amplified by the ever-increasing value of data. The advent of generative AI further enlarges the attack surface, demanding rigorous cyber-risk management.

## Trends and innovations cont.

### 6 Geopolitical tectonics

Ongoing conflicts in the Ukraine and Gaza, alongside the rise of right-wing parties in Europe, create significant global uncertainty. Companies, especially those with international operations, must monitor how these dynamics and risks affect their supply chain. The conflict in Ukraine is said to also heighten inflationary pressure on global economic growth, increase cyber risks facing businesses and heighten global food security risks. Continuous risk assessment and strategic flexibility are essential.

### 7 Responding to trade policy shifts with resilient governance models

While the United States of America has temporarily paused tariffs on China, it has imposed sweeping tariff increases on other trading partners, including South Africa. South Africa has a 30 percent tariff on goods exported to the United States, the highest tariff rate in sub-Saharan Africa. Such policy shifts require governance measures capable of scenario planning and agile strategy execution.

### 8 Final thoughts

As 2025 progresses, the role of the company secretary is being redefined by converging regulatory shifts, digital innovation, and heightened stakeholder expectations. From ESG oversight and AI-driven governance to cross-border compliance and climate accountability, company secretaries are no longer just custodians of process: they are strategic enablers of resilience and transformation.

Embracing these trends requires agility, continuous learning, and a proactive mindset. Those who adapt will not only safeguard governance standards but also help shape the future of ethical, sustainable, and digitally empowered organisations.

# STUDENT IN THE SPOTLIGHT



**Juliet Tsosane**  
Administrative Assistant  
CGISA student

## Pathway to studying CGISA

I matriculated from a school in Soweto and, coming from a financially challenged background, I chose to complete a secretarial course to secure employment quickly. My original ambition was to become a Chartered Accountant, but my matric mathematics results were not strong enough.

After a few years, I grew restless and sought more meaningful work. I began volunteering to assist the corporate sponsor team with their administration, which I enjoyed. This experience encouraged me to enrol in corporate governance studies to gain a deeper understanding of the subject. While not directly linked to my initial career goals, these studies gave me valuable insight into becoming an executive sponsor. I completed an NQF qualification and the Sponsor Development Programme, but was not yet promoted to executive sponsor. Determined to expand my prospects, I decided to pursue an NQF 8 qualification.

### Career and experience

In my role as an Administrative Assistant, I handle a range of secretarial duties: booking meetings, arranging boardrooms, sourcing catering, coordinating travel, logging expenses, and processing invoices. I also support sponsor-related work, including receiving SENS announcements from clients and uploading them to SENS, managing listing and delisting share applications, loading documentation onto the JSE portal, and sending official correspondence from the JSE to clients.

### Opportunities and challenges

I am still on my journey to becoming a permanent executive sponsor. In the meantime, I enjoy the opportunity to learn new things every day, particularly when resolving client queries and seeing how issues are successfully addressed.

## Student in the spotlight

### **CGISA qualification**

I began the CGISA qualification through UNISA but found distance learning challenging. When I discovered that WITS Plus offered the course, I transferred my studies and found the experience far more engaging.

The field of governance was completely new to me, but I have gained extensive knowledge that I had never envisioned as part of my career path.

### **Recommending the qualification**

The CGISA qualification is both affordable and accessible. For those interested in governance, it offers an excellent opportunity that can open many doors. Its strength lies in its portability across a wide variety of roles, not just those of company secretaries or governance practitioners. It has significantly broadened my understanding of governance and its importance.

*Plan your career path with clarity. Know what you want to achieve and set realistic timeframes for reaching your goals. With focus and determination, you will achieve them.*

### **The role of company secretaries and governance professionals**

These roles are essential in organisations today. They guide boards, keep them grounded, and ensure alignment with legislation and best practice. In doing so, they help boards act responsibly and with integrity.

### **Inspirational advice**

It is important to plan your career path with clarity. Know what you want to achieve and set realistic timeframes for reaching your goals. With focus and determination, you will achieve them.

### **Leisure interests**

I am very much a homebody and love spending time at home. Depending on my mood, I might read, clean, cook, sew, relax, listen to music, or watch my favourite TV programmes. I also enjoy travelling and indulging in a pamper session at the spa.

# MEET OUR MEMBERS



**Adv Rina Erasmus**  
 Company Secretary, VKB Group  
**FCG**

## Pathway to studying CGISA

I hold the degrees BLURIS (UFS), LLB (Unisa), LL.M (Unisa), and MBA (NWU). I applied through the exemption pathway for self-study and completed my CGISA qualification in 2024, after which I became a Fellow (FCG) of the Institute. Currently, I am pursuing an LL.D in Mercantile Law at NWU.

### Career and experience

I began my career as a prosecutor before transitioning into the corporate world while completing my MBA. For the past 15 years, I have served as the Company Secretary of the VKB Group, which operates in the agricultural and food processing industries and comprises 51 entities. My role has allowed me to be closely involved in several mergers, acquisitions, and disposals.



### Opportunities and challenges

I enjoy the diverse nature of my role as Company Secretary, with exposure to the full group of companies and the dynamics that come with it. No two days are alike, and I continue to learn something new every day. The biggest challenge I face is simply not having enough hours in the day! A common challenge in modern working environments.



### CGISA qualification

The CGISA qualification covers all aspects of the varied responsibilities of a Company Secretary, providing an excellent foundation for this career. Attaining Fellowship also opened the door to the international arena of governance professionals. I recommend the qualification.

## Meet our members

### **Recommending the qualification**

This qualification offers a complete knowledge base for building a strong career in governance.

CGISA is also highly supportive, providing guidance and assistance to students throughout their journey.

### **The role of Chartered Secretaries and Chartered Governance Professionals**

The Chartered Secretary is the rudder of the organisation. They are the point where everything comes together and from which everything is steered. From strategic planning to compliance, governance, and direction, sound corporate governance both starts and ends with the company secretary. A competent professional in this role plays a vital part in ensuring the sustainability and wellbeing of the organisation.

### **Inspirational advice**

If you thrive on hard work and enjoy wide-ranging exposure, the possibilities in this profession are endless. This has been the most rewarding and fulfilling career I could have imagined, and I remain deeply grateful for the opportunities it has provided.

### **Leisure interests**

In my free time, I love reading, gardening, and spending time with animals.

”  
The Chartered Secretary is the rudder of the organisation... the point where everything comes together and from which everything is steered.

“



**Karl Frantz**

Law Enforcement Officer, City of Cape Town  
GradCG

## Pathway to studying CGISA

I was born in Cape Town and raised in Mitchells Plain on the Cape Flats. I matriculated in 1995 from St. Columbus's Boys High School. In 1997, I enlisted in the South African Navy, where I served for seven years before discharging in 2003.

After leaving the Navy, I worked in various jobs before joining the City of Cape Town as a Law Enforcement Officer. During my time with the Marine Unit, I completed my lifeguard award and obtained my skipper's ticket, which allowed me to operate the many seagoing vessels attached to the unit. I later returned to general law enforcement, focusing on enforcing city by-laws in Mitchells Plain, an area I know well as it is also my home.

I completed my CGISA qualification in 2024 and promptly took up membership.

“ The [CGISA] qualification... represents a new career path and challenge. I believe it will open opportunities for growth within other departments of the City of Cape Town. ”

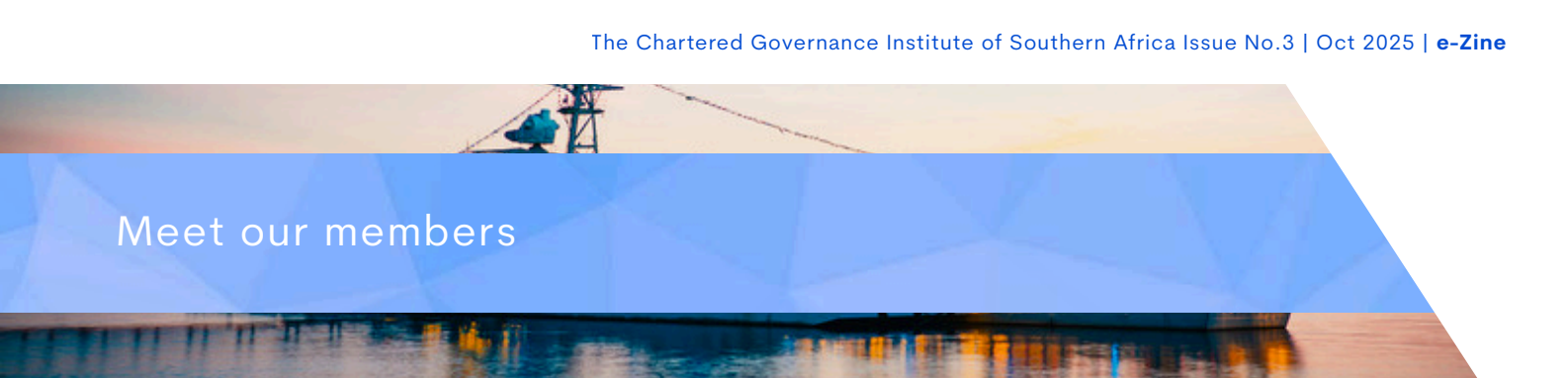
### **Career and experience**

For the past 14 years, I have worked as a Law Enforcement Officer for the City of Cape Town. My duties include enforcing by-laws such as noise disturbances, animal complaints, drinking in public, and fires in undesignated public spaces. My role also involves crime prevention and traffic enforcement.

At times, I collaborate with other entities such as SAPS, the Traffic Department, and Metro Police in joint operations, which range from conducting roadblocks to patrolling high-risk areas to ensure community safety.

### **Opportunities and challenges**

Law enforcement is both rewarding and demanding. It carries significant risks, as carrying a firearm makes me a potential target, requiring constant vigilance. This can be tiring, but it's essential for safety. The community's reaction is not always positive, as our presence often results in fines or arrests.



## Meet our members

However, there are moments when people genuinely appreciate our assistance, and those moments remind me why this work is worthwhile. Daily challenges include dealing with uncooperative individuals, navigating dangerous situations, coping with fatigue, and adapting to sudden changes in instructions. While the job is not easy, the impact we make on the community gives it purpose.

### **CGISA qualification**

After matric, I wanted to further my studies but lacked the financial means, which led me to join the Navy. In 2013, I came across the company secretary profession and began researching it. I was drawn to the field because of the global shortage of professionals, its international recognition, and the respect it commands for the knowledge and skills it develops.

Although the qualification is not directly applicable to my current role, it represents a new career path and challenge. I believe it will open opportunities for growth within other departments of the City of Cape Town.

### **Recommending the qualification**

I would recommend the CGISA qualification to anyone seeking a challenging yet rewarding career.

The course instils integrity, honesty, and diligence; values that are embedded throughout the learning journey.

It prepares professionals to perform their duties with truthfulness, independence, and a commitment to doing the job to the best of their ability.

### **The role of Chartered Secretaries and Chartered Governance Professionals**

The role of the Chartered Secretary or Governance Professional is vital in both the public and private sectors. They ensure that policies and protocols are properly implemented and not misused.



## Meet our members

They also play a key role in corrective measures, budgets, disciplinary processes, and policy amendments. Ultimately, their oversight ensures that rules and regulations are followed and that governance is never compromised for personal or departmental gain.



### **Inspirational advice**

The CGISA course is long and demanding, and there will be moments when you feel like giving up, whether due to failing a module or struggling to balance personal commitments. My advice is not to quit. Failure can be an opportunity to reflect, learn, and come back stronger. Perseverance is the key to success.

### **Leisure interests**

I enjoy physical exercise and spending my spare time listening to music, watching movies and series, and reading.

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