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CGF HONORARY PATRONSHIP: EDWARD CHR KIESWETTER HELPS BALANCE GOVERNANCE WITH BUSINESS AGILITY

Since the collapse of iconic organisations such as the Enron Corporation (US), Maxwell (UK), Parmalat (Italy), Lehman Brothers (US) and even a number of South African organisations such as Leisurennet, Macmed, Regal Treasury Private Bank and African Bank; scores of CEOs across the world who have suffered a similar fate know that poor governance and public scrutiny were the underlying reasons for their exposure and subsequent failure. Whilst critics may provide varying reasons for these governance collapses, as well as the failure of many other organisations that have also been plagued by debilitating blows, they all seem to share a common reason for their demise. In simple terms, the boards of directors of these failed organisations neglected to fulfil their fiduciary duties and they selfishly placed their personal interests ahead of those of the organisation. Besides the failure of a board to fulfil their collective duties, there have been instances where a domineering director has not been called to order and this too has caused great losses to the organisation's reputation, often leading to substantial bottom-line haemorrhaging and leaving the organisation in tatters.

Moreover, there have also been a number of organisations that have failed dismally in their governance practices, notwithstanding the best intentions of their board. Ironically, these organisations failed because they did not align their organisational objectives, neither did they balance their business strategy and operations correctly within an agreed Corporate Governance Framework®. Depending upon the nature of the organisation's business and geographical footprint, the organisation may be consumed by a plethora of legislative and regulatory burdens, and trying to achieve the organisation's strategic objectives when governance matters are sidelined, becomes nearly impossible.



Edward Chr Kieswetter accepts an Honorary Patronship from Terrance Booysen, CEO of CGF Research Institute

That being said, there is good reason to comply with the various laws imposed by the country wherein an organisation operates, and this is applicable in both the country where the organisation has domicile, as well as the countries wherein it operates.

As most forward thinking and responsible corporate citizens will know, the very foundation of 'good governance' -- which must be deeply established in the organisation's culture and strategy -- requires organisations to conduct their business in an orderly and ethical manner. There is no room for excuses for conveniently ignoring the law, as well as the organisation's policies in order to maximise bottom-line profits. Businesses, state-owned companies and government are all subject to various legislation, rules, norms and behavior which must be beyond reproach. Dealing with these important elements requires a sensible group of agile individuals in the boardroom to understand how to comply with these rules, whilst still remaining balanced in their duties to achieve their organisational objectives.

MEDIA RELEASE

Finding 'agile' individuals who understand the importance of balancing rules with organisational objectives is one of CGF Research Institute's primary goals when selecting our Honorary Patrons. Accordingly, CGF is delighted to announce that Edward Chr Kieswetter has agreed to join the prestigious ranks of CGF's Honorary Patrons. In governance terms, Mr Kieswetter is truly a 'rare find' and knowing he has worked with the very best leaders in government and business, makes him unique in many respects.

Edward has notable credentials as an academic with three Masters degrees in science, commerce and cognitive development (M.Ed, Executive MBA and an M Com (Tax)(cum laude) already behind his name, including a list of fine business achievements at Eskom and the First Rand Bank. The South African public really only got to hear about this remarkable leader from the days when he worked at the South African Revenue Service ('SARS'). Edward joined SARS in 2005 to implement the Large Business Centre designed to serve large taxpayers and wealthy individuals. During his tenure at SARS, he had the opportunity to work with iconic leaders such as Pravin Gordhan (who was then the Commissioner of SARS) and Trevor Manuel (who was then the Minister of Finance).

"So if you didn't do well and I don't tell you, I'm not being fair to you. If you didn't do well and I pay you a bonus I'm giving you mixed messages. If you did do well and I'm treating you the same way as someone else that didn't do well, I'm also confusing the issue. So I don't believe in equal treatment. I believe in fair treatment and fair treatment differentiates based on contribution."

Edward Chr Kieswetter
(Leadership Platform Interview - 27 June 2013)

Some eighteen months later, he was appointed as the Chief Operating Officer and was responsible for managing SARS' core operations, including leading their Strategic Services cluster which was responsible for Strategy and Corporate Planning, Revenue, Reputation and Brand Management.

Upon leaving SARS as one of their three Deputy Commissioners, Edward joined Alexander Forbes in 2010 as their Group Chief Executive, a position which he still holds today. Amongst Edward's busy schedule, he is also the Chancellor at the Da Vinci Institute and a Non-Executive Director of Shoprite Group Holdings. He was a previous Vice Chair of the Free State University Council and a previous board member of the International Accounting Education Standards Board.

At CGF, we are honoured to have the calibre of leaders such as Edward in our ranks. Similar to all our esteemed Honorary Patrons, who include Advocate Thuli Madonsela, Professor Steven Friedman, Amy Kleinhans-Curd, Professor Jonathan Jansen, Wendy Luhabe, Tina Eboka, Bernard Peter Agulhas, Michael Judin, Devi Sankaree Govender, Professor Shirley Zinn and Dr Mathews Phosa; they are carefully selected not only because they are exceptional leaders with great depth, knowledge and wisdom, but also because they act as a sounding board for our clients or for CGF when difficult matters or decisions need to be considered within our company.

The Honorary Patron appointments -- which are rotated every two years -- have expectedly had a positive effect upon the governance services being offered by CGF to its broad range of clients, which extends well beyond our customary research and reporting. To this extent, the additional value Edward brings to CGF is invaluable, especially considering his ability to analyse and grasp complex governance issues and present them in a manner that makes business sense. **ENDS**

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Through CGF's strategic partners -- supported by our Corporate Patron *Rifle-shot Performance Holdings*, our capabilities extend to governance, risk and compliance management consulting, executive placements, executive mentoring, group wellness, company secretariat and the facilitation of Corporate Governance and Risk Awareness workshops.

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