

### CGF'S GOVERNANCE SERVICES

As a Proudly South African company, CGF Research Institute (Pty) Ltd ('CGF') was founded in 2004 to assist organisations in dealing with the challenges of governance, risk and compliance ('GRC'). Back then, CGF's board of directors correctly anticipated the complexities that would challenge many South African organisations, both large and small.

Today, CGF is a highly credible and well recognised provider of professional governance consulting services that go well beyond its customary research capabilities.

#### Professional governance services

As a uniquely positioned independent South African Level 4 B-BEE compliant company, CGF offers an array of governance related products and professional consulting services that assist profit and non-profit organisations to build and maintain a *Corporate Governance Framework®* which has become one of CGF's hallmarks. Besides CGF's highly competitive rates; the company's broad range of GRC services, and its ability to rapidly deliver practical GRC solutions has become one of its key market differentiators. As part of CGF's ethos, the company operates on a low profit, high work volume basis and this is evidenced in the company's slogan; *'Empowering business, growing people through good governance.'*

*"Through the knowledge of people, CGF will assist companies to achieve better governance results which are faster, more sustainable and measurable with immediate and positive impacts on their business."*

**Terrance M. Booysen (CEO)**  
**CGF Research Institute**  
**March 2004**

CGF's professional governance services and capabilities extend to:

- corporate governance research (provided through the web-based product known as *Corporate Governance Body of Knowledge®*)
- external board evaluation
- strategic management consulting
- outsourced company secretariat services
- minute taking & scribing services
- business turnaround services
- regulatory risk impact analysis
- risk management & risk tolerance
- coaching and mentoring of directors & executive management
- executive learning & facilitation
- leadership management programmes
- leadership change management
- organisational development
- human resource management
- group & individual workplace wellness programmes
- policy reviews & policy writing
- preparation & analysis of Integrated Reporting
- non-executive director search & placements
- corporate governance & ethics awareness training workshops (known as *Governance Beyond Boards®*) catering for large corporates, small and medium sized businesses and the public sector



- *Corporate Governance Framework®* training workshops
- facilitation & building of an organisation's *Corporate Governance Framework®*

As the CGF brand and reputation has steadily grown both in South Africa and the continent at large, the company has attracted some of the country's finest consultants who collectively deliver a broad range of related GRC services. Backed by the strong governance research arm of CGF, the consultants have direct access to materials that relate directly to their professional governance services.

## **Help is at hand**

No matter what the size of a business operation may be, the critical focus placed on corporate governance will continuously come to light in organisations, *directly or indirectly*, either through its key stakeholders and or its supply chain. Whether it's the way in which the organisation is structured and governed, or the manner in which profit is made, governance questions are becoming unavoidable for organisations across the world.

With continuous introduction of heightened and more burdensome legislation, as well as various governance codes, business leaders increasingly find themselves with many more hurdles to overcome within their decision making processes. Expectedly, where organisations have limited resources -- particularly in the areas of governance, risk and compliance (GRC) -- they find it more difficult to reach and maintain desired levels of compliance against their already pressurised bottom-line profits and performance. This is precisely where CGF is able to assist your organisation. No matter how small or large the governance project may be, you can be assured that CGF and its Lead Independent Consultants are eager to meet with you to discuss the manner in which we are able to assist.

## **The CGF consulting team**

Our consultants have a wide range of corporate governance experience and their diversity ensures that our clients receive a broader perspective to their respective challenges. CGF's consultants provide client-tailored solutions to meet not only our client's challenges, but also do so within the client's tight budgets, deadlines and timeframes. Our consultants are highly experienced subject matter experts, all of whom have 'done their time' in the corporate world. Given that CGF's consultants have an excellent understanding of corporate life and the typical challenges faced by organisations, their client solutions and customised deliverables most often exceed the client's expectations.

CGF's consultants are specialists in their respective governance fields, through their internal collaboration, they are able to provide clients professional services which are 'forward thinking' and not isolated from other important business imperatives or challenges. To this end, each CGF client proposal proactively factors and considers 'likely future challenges' the client may not have thought of, thereby alerting clients to these business risks. This approach is substantially assisted by CGF's internal teaming and its renowned *Corporate Governance Framework®* which is central to all governance matters being considered for an organisation.

There's no doubt that the challenges associated to aligning an organisation with good [sound] governance will continue; and there's also no doubt that each employee of an organisation will need to lend a hand in this growing and complex environment. The mentality of a 'one-size fits all' is nonsensical and each organisation must be guided by a set of balanced rules and behaviour that makes business sense. Moreover, organisations who do not have a robustly managed *Corporate Governance Framework®* -- which is set and directed at board level -- will increasingly find themselves on the back foot. This is especially so if there is no team effort as well as the necessary GRC understanding in place at all levels within the organisation.



As the final version of the King Report on Governance for South Africa ('King IV™') was released on 01 November 2016, King IV™ requires organisations and their leadership to adopt sustainable and balanced governance measures that are right for the organisation; it should not be done for the sake of mere compliance to legislation and / or governance recommendations.

### **Professional fees**

CGF keeps its overhead costs to a minimum and rather invests in its people, processes and clients.

Our client relationships are based on trust and our professional fees are fairly positioned in a manner which underpins this trust. In instances with our repeat clients, we offer a retainer fee structure for a bouquet range of governance services which is provided on a monthly basis.

Our clients benefit from the competitive fees, whilst also knowing that their projects are being professionally managed and executed on a daily basis by CGF's consultants who are all subject matter experts.

### **Honorary and Corporate Patrons**

CGF's highly reputed current Honorary Patrons are Christine Ramon, Prof Michael Katz, Monica Singer and David Loxton; each who are instrumental in assisting CGF's drive to see more companies becoming equipped to deal with the increasing demand to adopt and implement sound governance practices.

Our past Honorary Patrons are Dr. Mathews Phosa, Professor Shirley Zinn, Devi Sankaree Govender, Michael Judin, Bernard Peter Agulhas, Tina Eboka, Wendy Luhabe, Professor Jonathan Jansen, Amy Kleinhans-Curd, Professor Steven Friedman, Edward Chr Kieswetter, Adv. Thuli Madonsela and Russell Loubser, who served these positions between the period of 2009 and April 2018 with distinction.

CGF's current Corporate Patron, namely Rifle-Shot Performance Holdings, is committed to support and encourage the corporate governance aims and initiatives being promoted by CGF, specifically toward sustainable and sound business practices across all South African businesses.

CGF's Corporate Patrons support the company's core business philosophy which is built upon trust, respect and solid business relationships. CGF's Corporate Patrons themselves are also committed to sound business practices of governance and business ethics within their own organisations.

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