Governance Consulting Services

OUR APPROACH

We specialise in the provision of Corporate Governance and Enterprise Risk Management consulting input on an informed basis, and in a manner that adds value to the business operations of our clients.

Our on-time, on-budget performance, quality service and ethical approach & behaviour has established Ben Pieters + Associates as a leading independent, unbiased resource that can be trusted.

OUR EXECUTIVE TEAM

Our executive team comprises seasoned and experienced professionals, able to interact efficiently, effectively and professionally with management at the highest level. They have practical experience of how-things-go-wrong and thus provide high quality input with high efficiency.

CONSULTING ASSOCIATES

Our teams of consultants are experts in their respective fields, each with many years' experience in consulting to large corporates. They have a full understanding of enterprise performance management issues, are able to add value and to interact with management without wasting their time.

OUR FOCUS AREAS

1. Corporate Governance
Corporate governance deals with the behaviour of people.
The King Report on Governance for South Africa 2016 (the "King IV" report) refers to it as a changed behaviour process by instilling a duty of care, skill and diligence. It involves the establishment of structures and processes, with appropriate checks and balances enabling the board to discharge its legal responsibilities, and to oversee compliance with legislation.

Significant increases in corporate disclosure requirements and information management have been legislated in South Africa in recent years. Companies are expected to ensure continuous compliance with and correct disclosure of financial and other information based, amongst others, on the four principles of fairness, accountability, responsibility and transparency as embodied in King III.

It also emphasises that a close link exists between good governance and the legal duties of company directors and officers.

When consulting to clients we focus on implementing governance processes and activities which permeate the entire organisation from top to bottom, all the while running silently in background. These processes should be practical; should evolve and develop to remain in line with changes in regulations and best practice and, above all, should not get in the way of doing business.

We emphasise that corporate governance is the system of rules, practices, processes, policies, laws, and customs by which a company is directed, controlled and administered in such a way that it balances the many interests of different stakeholders in the company.

Pieters | Associates
Management consultants

Based on the above, a sound corporate governance culture is thus defined as a board initiative driving the general awareness, behaviour and attitude of all employees and appointed representatives as it relates to governance issues and the management of risk within the enterprise. We know what needs to be done. We deliver only what is needed.

2. Boards, directors & board committees
All boards of directors, individual directors and executive managers have a duty and responsibility to ensure that sound corporate governance principles are being observed throughout their enterprises.
Shareholder activists and societies at large are placing increasingly complex and interlinked demands for transparency and accountability on corporate boards.
The threat of personal liability faced by directors is increasingly forcing them to be aware of the work being done by executive management in the fields of corporate governance, risk management and legal & regulatory compliance.
Our services include, amongst others
a. Establish written standards to meet director independence requirements.
b. Evaluate board committee membership to ensure accepted standards are met, and to provide committee support.

c. Recommend solutions for secure electronic delivery of Board materials with a focus on security and efficiency.

d. Design and offer effective induction and orientation programs for new directors.

e. Identify ways to expose Board members to relevant learning opportunities.

f. Determine whether the Board has the right mix of skills and experience. And where needed, develop an approach to meet future needs.

g. Board evaluations.

3. Enterprise risk management

All businesses face numerous risks of a strategic, financial, environmental and operational nature, and should such a risk event.

occur, strategic objectives and missions could be threatened. Furthermore, internal and external stakeholders of the enterprise apply increased scrutiny of and focus on managing enterprise risks.

Significant risk events always impact on several inter-related and associated risks which often span divisions, branches or departments, complicating and exacerbating the overall impact. The impact of such events is often under-estimated due to insufficient analysis and mitigation planning.

We work with our clients to develop and implement client-specific risk management approaches and solutions that enables the achievement of business objectives.

4. IT Risk management

An information security risk assessment is a crucial component of any risk management function of an enterprise. It is thus important for management to utilise an IT risk assessment methodology that can assist in prioritising IT infrastructure elements, components and information assets based on its criticality to the enterprise.

Our experts can help identify and evaluate the IT-related risks that your enterprise faces.

The scope of the IT risk assessment will be tailored to meet your organization's specific needs.

Our services include, amongst others:

a. Dentification of information assets that need to be reviewed.

b. Identification of all threats, risks, concerns, and issues related to the information assets.

c. Determination of the level at which the information asset is vulnerable to security threats.

d. Prioritisation of IT risks.

5. Internal audit

Internal auditing is an internal yet independent, objective assurance activity designed to add value and improve an enterprise's operations.

However, internal auditors are not responsible for the execution of company activities. Instead they work with and assist management to better execute their responsibilities, while reporting to the audit committee of the Board on their findings and recommendations in a manner that provides reasonable assurance regarding the achievement of enterprise objectives.

IT security audits are designed to ensure the enterprise has the resources necessary to achieve:

a. Protection of information assets, counter cyber security threats.

b. Reduce IT risk management costs.

c. Improve IT controls and security processes.

d. Maintain compliance with all local and international laws and regulations.

e. Recommendation of required controls and safeguards to mitigate the identified risks.
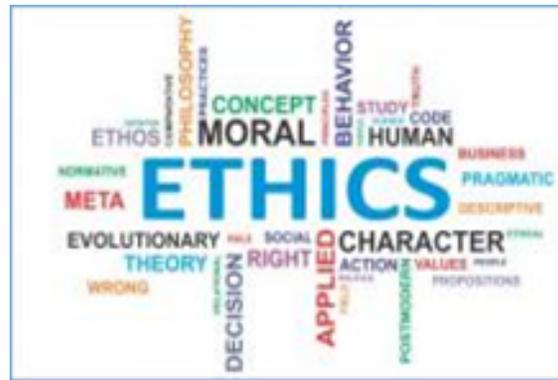
6. Code of Ethics

All state-owned companies, JSE listed groups and private enterprises need to develop and implement sound ethical values for the benefit of their clients, suppliers, staff and other stakeholders, including the communities where they are active.

Such values should provide for acceptable standards of behaviour; ethics, integrity and business conduct expected of all employees.

This includes the way in which the enterprise interacts with its suppliers, contractors and stakeholders.

7. The PoPI Act

The Protection of Personal Information Act was signed into law in November 2013, and certain sections of the Act became effective during April 2014. The date from when the entire Act becomes effective must still be announced but all businesses and organisations can expect to have to be fully compliant by early 2015.

The reputational risks faced by companies as a consequence of failing to implement sound and effective information protection controls, can be devastating and management should forthwith implement company-wide controls to manage these risks.

Our services include the following:

a. Undertaking a comprehensive Gap analysis to identify areas of partial or non-compliance and to propose practical, cost-effective improvements to processes & procedures.

b. Understanding the requirements applicable to handling personal information in conformation of the Act.

c. Developing a policy and procedure framework for implementation in the event of a security breach of confidential information occurring.

8. Social & Ethics Committee Reports

Every state-owned company, JSE listed groups and qualifying private enterprises are legally required to establish a social and ethics committee of its board in compliance with the Companies Act.

We can assist with:

a. Developing a charter and establishing a social and ethics committee of the board.

b. Developing a reporting framework which management can follow in compiling its report to the committee.

c. Staff and management awareness campaigns focused on understanding the breadth and depth of reporting, compiling and finishing the management report prior to circulation to the committee.

OUR OPERATIONS

We are based in Sandton Johannesburg but undertake consulting assignments across Southern Africa.
Client training is offered on-site at clients' premises, or at our offices.

OUR SHARED EXPERIENCE

We are strong believers in the value of shared experience. Every member of our team has a minimum of 20 years of consulting experience which is made available to clients

CALL US.....

Contact us should you need more information about the services we can render, or to arrange for an in-depth discussion of your requirements.