

King III Principles



CHAPTER	PRINCIPLE	PRINCIPLE DESCRIPTION
Chapter 1	Principle 1.1	The board provides effective leadership based on an ethical foundation.
Chapter 1	Principle 1.2	The board ensures that the company is and is seen to be a responsible corporate citizen.
Chapter 1	Principle 1.3	The board ensures that the company's ethics are managed effectively.
Chapter 2	Principle 2.1	The board acts as the focal point for and custodian of corporate governance.
Chapter 2	Principle 2.2	The boards appreciates that strategy, risk, performance and sustainability are inseparable.
Chapter 2	Principle 2.3	The board provides for effective leadership based on an ethical foundation. SAME AS PRINCIPLE 1.1 - CHAPTER 1
Chapter 2	Principle 2.4	The board ensures that the company is and is seen to be a responsible corporate citizen. SAME AS PRINCIPLE 1.2 - CHAPTER 1
Chapter 2	Principle 2.5	The boards ensures that the company's ethics are managed effectively. SAME AS PRINCIPLE 1.3 - CHAPTER 1
Chapter 2	Principle 2.6	The board ensures that the company has an effective and independent audit committee. SAME AS PRINCIPLE 3.1 - CHAPTER 3
Chapter 2	Principle 2.7	The board is responsible for the governance of risk. SAME AS PRINCIPLE 4.1 - CHAPTER 4
Chapter 2	Principle 2.8	The board is responsible for information technology (IT) governance. SAME AS PRINCIPLE 5.1 - CHAPTER 5
Chapter 2	Principle 2.9	The board ensures that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards. SAME AS PRINCIPLE 6.1 - CHAPTER 6
Chapter 2	Principle 2.10	The board ensures that there is an effective risk-based internal audit. SAME AS PRINCIPLE 7.1 - CHAPTER 7
Chapter 2	Principle 2.11	The board appreciates that stakeholders' perceptions affect the company's reputation. SAME AS PRINCIPLE 8.1 - CHAPTER 8
Chapter 2	Principle 2.12	The board ensures the integrity of the company's integrated report. SAME AS PRINCIPLE 9.1 - CHAPTER 9
Chapter 2	Principle 2.13	The board reports on the effectiveness of the company's internal controls. SAME AS PRINCIPLES OF CHAPTER 7 & 9
Chapter 2	Principle 2.14	The board and its directors act in the best interests of the company.
Chapter 2	Principle 2.15	The board will consider business rescue proceedings or other turnaround mechanisms as soon as the company is financially distressed as defined in the Company's Act, 71 of 2008.
Chapter 2	Principle 2.16	The board has elected a chairman of the board who is an independent non-executive director. The chief executive officer of the company does not also fulfil the role of chairman of the board.
Chapter 2	Principle 2.17	The board has appointed the chief executive officer and has established a framework for the delegation of authority.
Chapter 2	Principle 2.18	The board comprises a balance of power, with a majority of non-executive directors. The majority of non-executive directors are independent.
Chapter 2	Principle 2.19	Directors are appointed through a formal process.
Chapter 2	Principle 2.20	The induction of and ongoing training, as well as the development of directors are conducted through a formal process.
Chapter 2	Principle 2.21	The board is assisted by a competent, suitably qualified and experienced company secretary.
Chapter 2	Principle 2.22	The evaluation of the board, its committees and individual directors is performed every year.
Chapter 2	Principle 2.23	The board delegates certain functions to well-structured committees without abdicating from its own responsibilities.
Chapter 2	Principle 2.24	A governance framework has been agreed upon between the group and its subsidiary boards.
Chapter 2	Principle 2.25	The company remunerates its directors and executives fairly.
Chapter 2	Principle 2.26	The company has disclosed the remuneration of each individual director and prescribed officer.
Chapter 2	Principle 2.27	The shareholders have approved the company's remuneration policy.
Chapter 3	Principle 3.1	The board has ensured that the company has an effective and independent audit committee.
Chapter 3	Principle 3.2	Audit committee members are suitably skilled and experienced independent nonexecutive directors.
Chapter 3	Principle 3.3	The audit committee is chaired by an independent non-executive director.
Chapter 3	Principle 3.4	The audit committee oversees integrated reporting.
Chapter 3	Principle 3.5	The audit committee has ensured that a combined assurance model has been applied which provides a coordinated approach to all assurance activities.

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Chapter 3	Principle 3.6	The audit committee is satisfied with the expertise, resources and experience of the company's finance function.
Chapter 3	Principle 3.7	The audit committee is responsible for overseeing the internal audit.
Chapter 3	Principle 3.8	The audit committee is an integral component of the risk management process.
Chapter 3	Principle 3.9	The audit committee is responsible for recommending the appointment of the external auditor and overseeing the external audit process.
Chapter 3	Principle 3.10	The audit committee has reported to the board and the shareholders as to how it has discharged its duties.
Chapter 4	Principle 4.1	The board is responsible for the governance of risk.
Chapter 4	Principle 4.2	The board has determined the levels of risk tolerance.
Chapter 4	Principle 4.3	The risk committee and/or audit committee has assisted the board in carrying out its risk responsibilities.
Chapter 4	Principle 4.4	The board delegates to management the responsibility to design, implement and monitor the risk management plan.
Chapter 4	Principle 4.5	The board ensures that risk assessments are performed on a continual basis.
Chapter 4	Principle 4.6	The board ensures that frameworks and methodologies are implemented to increase the probability of anticipating unpredictable risks.
Chapter 4	Principle 4.7	The board ensures that management has considered and has implemented appropriate risk responses.
Chapter 4	Principle 4.8	The board ensures continual risk monitoring by management.
Chapter 4	Principle 4.9	The board receives assurance regarding the effectiveness of the risk management process.
Chapter 4	Principle 4.10	The board ensures that there are processes in place which enable complete, timely, relevant, accurate and accessible risk disclosure to stakeholders.
Chapter 5	Principle 5.1	The board is responsible for information technology (IT) governance.
Chapter 5	Principle 5.2	IT has been aligned with the performance and sustainability objectives of the company.
Chapter 5	Principle 5.3	The board has delegated to management the responsibility for the implementation of an IT governance framework.
Chapter 5	Principle 5.4	The board monitors and evaluates significant IT investments and expenditure.
Chapter 5	Principle 5.5	IT is an integral part of the company's risk management plan.
Chapter 5	Principle 5.6	The board ensures that information assets are managed effectively.
Chapter 5	Principle 5.7	A risk committee and audit committee assists the board in carrying out its IT responsibilities.
Chapter 6	Principle 6.1	The board ensures that the company complies with applicable laws and considers adherence to non-binding rules, codes and standards.
Chapter 6	Principle 6.2	The board and each individual director have a working understanding of the effect of applicable laws, rules, codes and standards on the company and its business.
Chapter 6	Principle 6.3	Compliance risk forms an integral part of the company's risk management process.
Chapter 6	Principle 6.4	The board delegates to management the implementation of an effective compliance framework and processes.
Chapter 7	Principle 7.1	The board ensures that there is an effective risk based internal audit.
Chapter 7	Principle 7.2	Internal audit follows a risk based approach to its plan.
Chapter 7	Principle 7.3	Internal audit provides a written assessment of the effectiveness of the company's system of internal controls and risk management.
Chapter 7	Principle 7.4	The audit committee is responsible for overseeing the internal audit. SAME AS PRINCIPLE 3.7
Chapter 7	Principle 7.5	Internal audit is strategically positioned to achieve its objectives.
Chapter 8	Principle 8.1	The board appreciates that stakeholders' perceptions affect a company's reputation.
Chapter 8	Principle 8.2	The board delegates to management to proactively deal with stakeholder relationships.
Chapter 8	Principle 8.3	The board strives to achieve the appropriate balance between its various stakeholder groupings, in the best interests of the company.
Chapter 8	Principle 8.4	The company ensures the equitable treatment of shareholders.
Chapter 8	Principle 8.5	Transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence.
Chapter 8	Principle 8.6	The board ensures that disputes are resolved effectively and expeditiously as possible.
Chapter 9	Principle 9.1	The board ensures the integrity of the company's integrated report.
Chapter 9	Principle 9.2	Sustainability reporting and disclosure are integrated with the company's financial reporting.
Chapter 9	Principle 9.3	Sustainability reporting and disclosure are independently assured.