

Accessible expertise through global collaboration

“Sustainable development through effective corporate reporting is an imperative for people, planet and prosperity”, **Professor Mervyn King**

Recurring, assurable sustainability reporting is coming

Mandatory recurring financial and non-financial sustainability reporting for companies around the world is imminent, and guidelines for JSE listed companies having already been published. This is wholly new territory for most corporate C-suites and boards and on the front line for this task will be companies' reporting officers. Most aren't prepared. Company leaders will have to ensure that they understand the international sustainability reporting standards as well as national directives and guidelines. They will have to lead their companies to meet these impending sustainability reporting requirements.

ESG Exchange is there to help

The Good Governance Academy, with Professor Mervyn King as its founding patron, aims to take the guesswork out of generating these reports and ensure that the 'know-how' is made accessible, globally. It has convened a collaboration of global standard-setters, regulators, professional bodies and associations, educators and corporates to create a much-needed baseline, a “How-To Playbook”, for sustainability reporting.

ESG Exchange is a global knowledge exchange, providing organisations with access to the best available content and a hands-on implementation programme for all necessary organisational roles, including directors, executives, finance, audit and assurance partners, operations, IT and stakeholder / investor relations departments.

ESG Exchange ways of work

- **Collaboration:** a global network of ethical, influential, active collaborators championing best-practice corporate reporting
- **Curation:** a system which sources, selects, and maintains a world-wide model for corporate reporting information and tools
- **Evaluation and guidance:** structures and global processes to promote and incentivize enterprise-wide best-practice corporate reporting
- **Independent convenorship:** an independent global forum sharing, promoting, and continually improving corporate reporting practices in an evolving sustainable development context

ESG Exchange principles

- **Globally applicable** – regional / national guidance provided on demand
- **Standard agnostic** – equipping organizations to respond to all current and future standards
- **Multi-discipline** – build bridges across corporate silos e.g., board, finance, IT and assurance
- **Organizationally diverse** – applicable for any size or type of organization
- **Accessible anywhere** – content, engagement and activities are all available online
- **Low impact** – give organizations time back to focus on doing good business

Product Outline

The ESG Exchange comprises:

- **Interactive Knowledge Repository**
Online portal offering curated content; ability to contact and engage with other subscribers; forums to ask questions (also anonymously) and have them answered by subject matter experts.
- **Practical Development Programme**
How-To Playbook to equip subscribers and their organizations with what is required to deliver the required sustainability information in a repeatable, assurable way.

How-To Playbook

The How-To Playbook is an organizational development and sustainability reporting implementation programme. It considers:

- **People – building bridges between organizational silos**
 1. Board: members of the governing body / board, company secretariat, governance team
 2. Exec: executive / top management, the organizational leaders
 3. Finance and Assurance: finance, audit, risk, legal and compliance
 4. Operations: heads of operations, IT, data/information, analytics, procurement
 5. Relations: corporate / investor / stakeholder relations
- **Process – growing from experience with effective support networks**
Implementation: embedding continual improvement through a ‘Plan-Do-Check-Act’ ISO management system standard approach, meeting global reporting deadlines and local expectations
- **Proficiencies – creating value through continual improvement**
 1. Competency: instilling the required organizational skills and abilities
 2. Capabilities: re-using and developing new organizational capabilities as necessary

Programme outline

The How-To Playbook comprises **5 modules** which, if taken sequentially, runs over a three-year period. The modules are highly efficient with just-in-time learning and company-wide embedment. Each module comprises a quarterly cadence of monthly online activities in sequence:

Month 1 - Plenary: 2-hour online webinar with pertinent global updates and regional breakouts

Month 2 – Roundtable: 90-minute interactive online meeting with case studies and small group breakaways

Month 3 – ESG Lab: 90-minute masterclasses providing templates and work group discussions

Intended audience

- Directors
- CEOs and Executives
- CFOs, accountants, investment managers and analysts
- Assurance providers including legal, audit, risk and compliance
- Operational managers including procurement officers, information officers and IT leaders
- Stakeholder relationship managers including investor, employee and corporate relations

Programme outcome

The intended outcome of the programme is the publication of continually improving, assurable sustainability reports according to the applicable standards and guidelines.

Module 1: Establishing an appropriate sustainability context

On completion of Module 1 (9 months, 15 hours) subscribers will understand how to

- Establish an organizational mandate for sustainability and sustainability reporting
- Instil a broad understanding across the company of the why, what and how of ESG / sustainability
- Embed governance and management sustainability frameworks
- Initiate the required data and technology interventions

Module 2: Planning and engaging the transition

On completion of Module 2 (9 months, 15 hours) subscribers will understand how to

- Establish an ESG / sustainability / sustainability reporting strategy and associate business plans
- Initiate transition plans
- Embed associated business processes
- Craft the necessary stakeholder engagement interventions.

Module 3: Entrenching sustainability and reporting practices

On completion of Module 3 (9 months, 15 hours) subscribers will understand how to

- Analyse and use the sustainability data and management purposes
- Quantify ESG risk, establish an ESG/sustainability internal control framework
- Test business models against future scenarios
- Monitor the company's transition plans and confidently take corrective action

Module 4: Enacting controls, communications, and assurance

On completion of Module 4 (6 months, 10 hours) subscribers will understand how to

- Produce the necessary sustainability reports
- Assess and gain assurance over the ESG / sustainability internal control framework
- Connect financial and non-financial information and produce integrated reports
- Oversee the company's sustainability activities and assess associated stakeholder responses

Module 5: Reporting, engaging, and improving

On completion of Module 5 (3 months, 5 hours) subscribers will understand how to

- Account for the company's financial and non-financial sustainability and integrated reports
- Create sustainable value generation objectives and achieve these objectives
- Manage the company's sustainability performance
- Ensure that the company is equipped to continually improve on the benefits resulting from the sustainability competencies and capabilities resulting from this programme

Date(s)

First module commencing September 2022

Module 1: Establishing an appropriate sustainability context

3 Quarters | 9 months e.g., September 2022 – May 2023 | Awards June 2023

Module 2: Planning and engaging the transition

3 Quarters | 9 months e.g., June 2023 – February 2024 | Awards June 2024

Module 3: Entrenching sustainability and reporting practices

3 Quarters | 9 months e.g., March 2024 – November 2024 | Awards December 2024

Module 4: Enacting controls, communications, and assurance

2 Quarters | 6 months e.g., December 2024 – May 2025 | Awards June 2025

Module 5: Reporting, engaging, and improving

1 Quarter | 3 months e.g., June 2025 – August 2025 | Awards December 2025

Cost

Module 1 – 9 months: R 79,500.00

Module 2 – 9 months: R 79,500.00

Module 3 – 9 months: R 80,300.00

Module 4 – 6 months: R 55,650.00

Module 5 – 3 months: R 31,000.00

- *All prices quoted exclude Value Added Tax / Sales Tax / Regional Levies as applicable.*
- *All fees must be cleared prior to participation in any training event.*
- *Corporate subscriptions are discounted:*
 - *5-9 people per organization (personnel) @ 5%*
 - *10 and over 10 people per organization (personnel) @ 10%*
- *The modules are designed to be taken sequentially; however, should a candidate wish to join a module without having completed previous modules, an assessment of competence will be required for the previous modules, and each passed with a pass mark of no less than 60%*

Recognition of learning

Individual subscribers

- All subscribers are issued with certificates of completion on completion of their self-assessments.
- All subscribers are issued with certificates of attendance, according to their recorded attendance for CPD purposes.
- Optional examinations are available at the end of every module providing international certifications awarded by [APMG-International](#).
- Examination results are used anonymously as input to a public **Module Achievement Report** ranking individuals against each other, which is used for the bi-annual ESG Awards ceremonies.

Corporate subscribers

- All corporate subscribers are issued with certificates of commitment on completion of their self-assessments.
- Optional company evaluations are conducted at the end of every module providing an evaluation report indicating areas of concern, improvement or success.
- Company evaluations are used anonymously as input to a public **Module Benchmark Report** ranking the participating companies against each other but also against global insights. This report is used to award for the bi-annual ESG Awards ceremonies.

ESG Awards

These 2-hour online award ceremonies are held bi-annually in the months of June and December of every year. The categories include:

- **Individual Achievement** – based on Module Achievement Reports
- **Corporate Achievement** – based on Module Benchmark Reports

An initiative of the Good Governance Academy

The Good Governance Academy

The Good Governance Academy NPC is a non-profit company incorporated in South Africa:

Registration number: 2019/285873/08

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Directors:

- Professor Owen Skae
- Professor Andrew Corbett-Nolan
- Professor Piet Naude
- Patrick Kabuya CA(SA)
- Carolynn Chalmers PrCIO

Members:

- Professor Mervyn King

Bank: First National Bank

Tax reference number: 9776367170

- The Good Governance Academy outsources its operations to Go Govern of which it owns 50%.
- Go Govern will be the contracting party.

Go Govern

Go Govern (Pty) Ltd is a company incorporated in South Africa:

Registration number: 2019/340761/07

Physical Address:

21 Garton Road
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Directors:

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- Gerrit van der Merwe CA(SA)
- Carolynn Chalmers PrCIO

Shareholders:

- The Good Governance Academy - 50%
- Carolynn Chalmers - 50%

Bank: First National Bank

Tax reference number: 9227965234

ESG Exchange governance

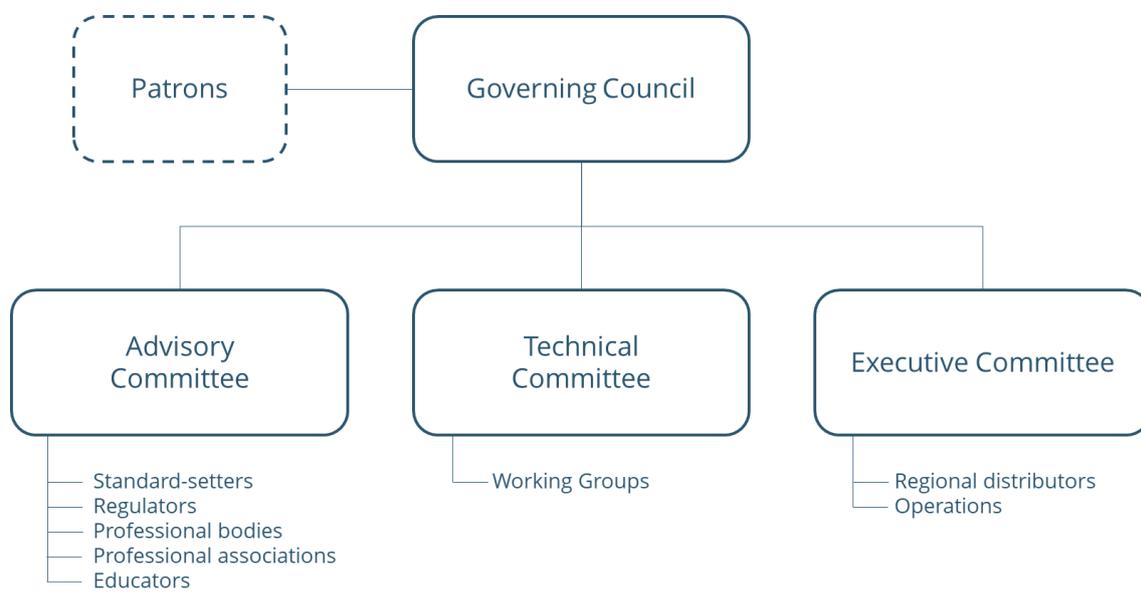
The ESG Exchange is an initiative of the Good Governance Academy and is governed by the Good Governance Academy Board of Directors.

The Good Governance Academy Board of Directors appoints the ESG Exchange Governing Council to guide and oversee the ESG Exchange such that it fulfils its purpose and strategic objectives according to the Good Governance Academy values of Integrity, Competence, Responsibility, Accountability, Transparency and Fairness. Members of the Governing Council include: Bob Eccles, Paul Watchman, Veronica Poole, Paul Druckman, Alan Johnson, Jane Diplock, Stefano Zambon and Caroline Reece.

The Governing Council appoints members of the Advisory Committee which in turn appoints the members of the Technical Committee. The Advisory Committee has been created to represent participation by, and provide guidance on, the various associated frameworks, standards, initiatives, regulatory and professional bodies, and contribute to, and oversee the ESG Exchange content produced by the Technical Committee. Members of the Advisory Committee include: IFAC, IAASB, GRI, SHIFT, AICPA, OBIR, IOSCO, JSE, IoD UK, IoD India, MACD, Accountancy Europe, EY, KPMG, Deloitte, ABN Amro and Konica Minolta and many others.

The Technical Committee is responsible for populating and continuously improving the ESG Exchange content and programmes in response to the needs of the ESG Exchange’s relevant stakeholders. The Technical Committee establishes Working Groups to fulfil its purpose and appoints Technical Committee members to these Working Groups as well as others on approval by the Technical Committee.

The Executive Committee has been created by the Good Governance Academy to guide and oversee the operations of the ESG Exchange, as provided by Go Govern, such that the ESG Exchange fulfils its purpose and strategic objectives according to the defined Good Governance Academy values. The Chair of the Governing Council and Chair of the Technical Committee are standing members of the Executive Committee,



ESG Exchange distributor model

As far as possible, the ESG Exchange makes use of in-country regional distribution partners to market, sell and contract with Clients on behalf of the ESG Exchange. Go Govern concludes a distribution agreement with the Regional Distributor as the ESG Exchange contracting party. The Regional Distributor:

- Contracts that Go Govern will deliver the ESG Exchange Interactive Knowledge Repository and Practical Development Programme (Services) with its:
 - organizational / corporate Clients (which identifies employees as participants),
 - individual Clients as participants.
- Invoices the Client and the Client pays the Regional Distributor.
- Pays Go Govern and the participant becomes an ESG Exchange subscriber.

JSE Academy obligations

The JSE Academy shall:

1. Market and advertise the ESG Exchange in accordance with agreed parameters.
2. Contract with Clients which can be organizations or individuals.
3. Not distribute, resell or reuse the ESG Exchange Services without prior written authorization by Go Govern.
4. Pay fees to Go Govern such that their Clients become subscribers of the ESG Exchange Services.
5. Deduct commission from the payment as follows:
 - Individual Clients – 15% per Client
 - Organizational / Corporate Clients
 - Less than 5 personnel – 15% per person
 - 5 to 9 personnel – 15% of the discounted total (where a discount of 5% applies)
 - 10 or more organizational personnel – 15% of the discounted total (where a discount of 10% applies)

The JSE Academy can:

1. Host in-person Regional Roundtables events, the costs of which are to be borne by the JSE Academy.
2. Source sponsorship for, or directly sponsor, ESG Exchange related activities in South Africa with prior written authorization from Go Govern.
3. Recommend subject matter experts to Go Govern for consideration in the provision of the Services.

Go Govern obligations

Go Govern shall:

1. Provide the ESG Exchange Services to subscribers.
2. Contract with subject matter experts, specialists, intellectual property providers and facilitators to prepare and deliver the Service artefacts and the Services.
3. Maintain a subscriber database and regularly engage with subscribers to ensure the effective delivery of the Services.
4. Recognize the Regional Distributor as such on the ESG Exchange website and applicable marketing materials.
5. Maintain accurate and assurable financial accounts and Service-related transactional data in accordance with applicable laws, rules and contractual obligations.
6. Maintain and continue to build an effective collaboration with sustainability reporting standard-setters, regulators, educators, professional bodies, professional associations and the like.
7. Hold and manage an annual online ESG Impact Award which recognizes top performing Regional Distributors according to defined assessment criteria and measures.

Next steps

We now invite you to enter into the following agreements:

- Non-Disclosure and use of trademarks and intellectual property agreement
- Distribution agreement

We will also provide you with:

- Draft agreement between Distributor and Client
- Marketing materials

In all ESG Exchange agreements, South African law will apply.