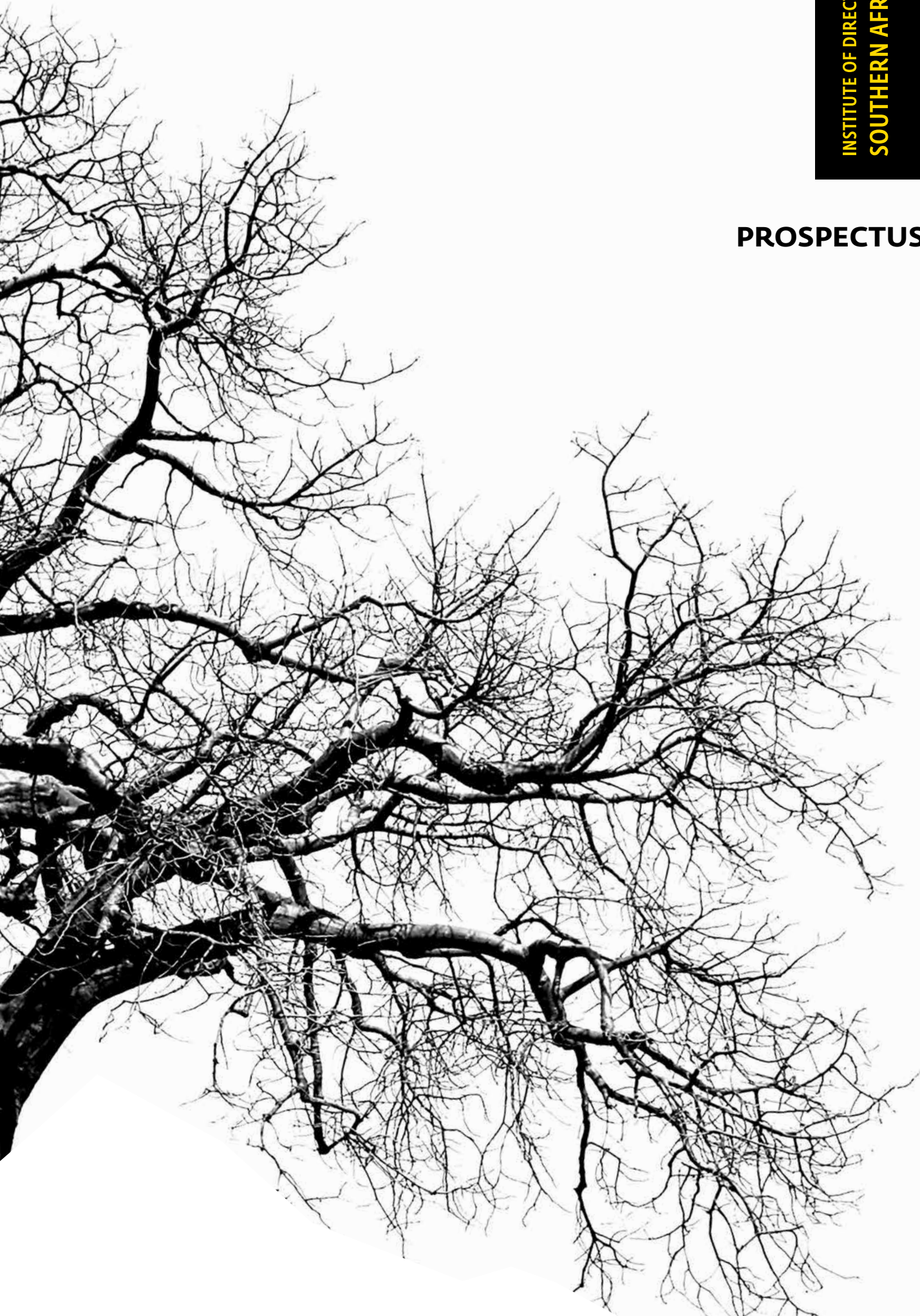




**INSTITUTE OF DIRECTORS
SOUTHERN AFRICA**

PROSPECTUS



Glossary

ACGN

African Corporate Governance Network

BAS

Board Appraisal Services

CD(SA)

Chartered Director (South Africa)

CERT. DIR.

Certified Director

DCF

Director Competency Framework

DD

Director Development

GNDI

Global Network of Director Institutes

JSE

Johannesburg Stock Exchange

KING REPORTS

Code of Corporate Governance

MCQ

Multiple Choice Question

NED

Non-Executive Director

NPC

Non-Profit Company

NPO

Not-Profit Organisation

SAQA

South African Qualifications Authority

SME

Small and Medium Enterprises

THE FOLLOWING TRADEMARKS ARE REGISTERED AND OWNED BY THE IODSA:

- I. Chartered Director SA / CDSA
- II. Director Development
- III. IoDSA
- IV. King IV
- V. Director Competency Framework
- VI. Director Sentiment Index

Contents

02

About

02

Our Vision

03

Our Mission

04

Our Strategic Focus

05

History

06

Ownership and Structure

07

Our Products and Services

07 Thought Leadership

14 Governance Advisory Services

15 Board Appraisal Services

16 Director Certification

19 Membership

27 Director Development

30

Our Brand

32

Collaboration

IBC

The Facts and Figures



**Better directors.
Better boards.
Better business.**

www.iodsa.co.za

About

The Institute of Directors in Southern Africa NPC (IoDSA) is a professional body recognised by the South African Qualifications Authority (SAQA),

and a non-profit company (NPC) that exists to promote corporate governance, and to maintain and enhance credibility of directorship as a profession.



OUR VISION

**Better directors.
Better boards.
Better business.**

www.iodsa.co.za

That those charged with governance duties in all sectors be empowered to discharge these duties effectively.



OUR MISSION

Supporting and developing those charged with governance duties through providing thought leadership and a platform for peer interaction.



History

STRATEGIC OBJECTIVE 1:



Achieve organisational growth in a sustainable manner.



1960

In 1960, the Institute of Directors in London established a branch in South Africa. The intention was to engage with business leaders and create a platform for networking.

1985

In 1985, the IoDSA was incorporated as a Section 21 company under the Companies Act, 1973.

1992

In 1992, the IoDSA convened and began serving as secretariat for the King Committee, issuers of the King reports on governance.

1994

In 1994, the King report on corporate governance (King I) was published, the first corporate governance code for South Africa.

2002

In 2002, the second King report (King II) was issued. It included new sections on sustainability, the role of the corporate board and risk management.

2009

In 2009, as it evolved to become an independent institute in its own right, the IoDSA ended its formal affiliation under the IoD UK in favour of a relationship between equals. New branding was adopted to evidence this newly established identity.

2010

In 2010, the King III Report on Corporate Governance came into effect and was used by all entities - public, private and non-profit.

2012

In 2012, the IoDSA was awarded status as a professional body for directors by the South African Qualifications Authority (SAQA) and in 2013, launched the Chartered Director (South Africa) designation.

2014

In 2014 the IoDSA commenced the drafting of King IV.

2016

In 2016, the IoDSA launched the King IV Report on a mobile platform (the first of its kind) at a conference gathering of over 1400 delegates, a huge milestone for the organisation.

2017

Milestone of 8500 members, development of new member app, SA chairs GNDI international forum, Launch of Certified Director

Ownership and Structure

THE IODSA IS A NPC AND AS A MEMBERSHIP ORGANISATION, THERE IS NO CLEARLY DEFINED OWNERSHIP STRUCTURE.

The IODSA is technically owned by its active members at any given time. As membership changes on an ongoing basis, the 'ownership' structure is not a set structure.



THE IODSA IS GOVERNED BY A BOARD OF DIRECTORS ELECTED FROM THE MEMBERSHIP AT THE AGM, HELD IN JUNE OF EACH YEAR.

The Board elects various committees i.e. Audit and Risk Committee; Social and Ethics Committee; Remuneration Committee; Investment Committee and Certification Committee

A small full-time staff under the direction of the Chief Executive Officer is responsible for the day-to-day running of the IODSA business.

The Board consists of not more than 15 members.

Our Products and Services

STRATEGIC OBJECTIVE 2:



Set principles, develop guidance and support implementation of good governance practices.

Thought Leadership

The IoDSA provides governance on thought leadership through various channels:

FORUMS AND COMMITTEES

King Committee



The IoDSA owns all 4 of the King Reports and Codes on Governance for South Africa and fulfils the role of the Secretariat to the King Committee on Corporate Governance.

Audit Committee Forum



Aims to assist members to be effective in their roles on audit committees through sharing knowledge with their peers, disseminating relevant guidance and information and focussing on key performance areas.

Public Sector Audit Committee Forum



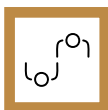
The activities of the Forum have specific focus on the governance and accountability role and duties of public sector audit committee members. The activities of the Forum are funded by National Treasury and the IoDSA acts as secretariat.

Sustainable Development Forum



Researching and disseminating information on developments relating to sustainability issues through regular meetings, workshops and, publications.

Corporate Governance Network



A platform for professionals in the corporate governance field to amass their combined knowledge and experience to provide directors and senior executives with the tools to understand and implement sound governance.

Remuneration Committee Forum



Researching and disseminating information on developments relating to Remuneration Committee issues through regular meetings, discussion events and publications.

Our Products and Services

Thought leadership, continued



2 KING IV REPORT

The King IV Report on Corporate Governance for South Africa 2016 ("King IV") was launched on the 1st of November 2016.

KING IV FOLLOWS AN OUTCOMES-BASED APPROACH. THIS APPROACH IS EVIDENT FROM THE STRUCTURAL BUILDING BLOCKS OF THE KING IV CODE, NAMELY GOVERNANCE OUTCOMES, PRINCIPLES AND PRACTICES.

In order to assist with ease of applicability across various sectors, King IV was specifically designed using a vocabulary appropriate to all organisations. Thus, King IV talks about “organisations” rather than “businesses” or “companies”, “governing bodies” rather than “boards”, and “those charged with governance duties” rather than “directors”.

In addition, King IV includes sector supplements to help organisations across a variety of sectors and organisational types to interpret and implement King IV to suit their particular circumstances. The sector supplements also provide guidance on how to scale the recommended practices in accordance proportionally, in line with the organisation's size and resources, and the extent and complexity of its activities.

As with King III, the King Committee will produce Practice Notes on King IV for the purpose of providing clarity and guidance where necessary.

King IV Practice Notes will be released on an ad hoc basis as the need arises.

King IV can be download at no cost from the IoDSA website

and is accessible on a mobile application. Hard copies may be ordered through Lexis Nexus.

3. DIRECTORSHIP MAGAZINE

Directorship is the IoDSA's quarterly magazine, exclusive to IoDSA members. The editorial focus of the magazine is on matters affecting directors and those charged with governance duties. Other content includes legal, strategic, financial and operational updates from a director's perspective, as well as business and professional book reviews. IoDSA events and member profiles are also featured in the magazine along with a travel and motor review column.

4. GENERAL GUIDANCE NOTES

Guidance on key governance topics relating to directors, boards and governance. These guidance note topics are drawn from queries received from members.

5. GOVERNANCE ALERTS

Governance alerts are exclusive to IoDSA members on pertinent governance and legal updates as and when they occur.

6. ARTICLES AND MEDIA RELEASES

The IoDSA regularly produces articles on governance related topics for publication in its Directorship Magazine as well as for other corporate publications.

The IoDSA also produces media releases on current affairs relating to governance matters.

7. RESEARCH

The IoDSA has produced governance related research including:

- Non-Executive Directors' Fees Guide – provides a useful reference point to benchmarking NED fees as disclosed by JSE-listed companies.
- Directors' Sentiment Index – aims to establish the current perceptual position of South African directors on Economic, Business, Governance and Directorship conditions, as well as track this sentiment over time.
- African Governance Showcase – a case study competition where submissions are based on actual corporate governance cases in Africa, within organisations which can be expected to, or choose to, apply good governance.
- The Governance research platform - The IoDSA, in support of masters and doctoral level students, has a governance research platform for students to either engage with the IoDSA membership with regards to governance related research projects or source governance related research topics.

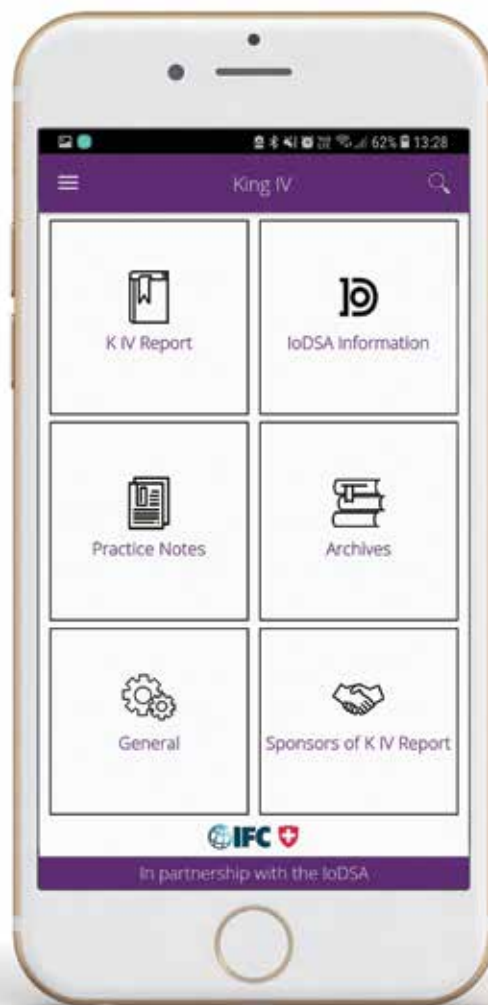
All of the above form part of our online library.



KING IV REPORT™ APP

Receive all content updates, including practice notes, as and when released by IoDSA.

Get access to downloadable content, including previous King reports.



Our Products and Services

Thought leadership, continued

BENEFIT TO MEMBERS

- Receive up-to-date information on all governance related topics.
- Members have access to the position papers issued by various Forums.
- Be part of the research conducted.
- Participate in the articles of Directorship Magazine – this magazine is exclusive to members quarterly.

WHY USE THE IoDSA

The IoDSA is the custodian and owns the copyright of the King Reports.

The IoDSA is the governance expert in South Africa.

Industry experts and key stakeholders form part of the forums drafting the position papers.

2020 Vision

KING IV INTERNATIONAL RECOGNITION AS A LEADING GOVERNANCE CODE.

ONLINE LIBRARY OF GOVERNANCE THOUGHT LEADERSHIP PUBLICATIONS.

ESTABLISHMENT OF AN INTERNAL RESEARCH UNIT WITH PUBLISHED GOVERNANCE RESEARCH PROJECTS.



Our Products and Services

Governance Advisory Services

The IoDSA's Centre for Corporate Governance provides practical advisory assistance on corporate governance, which entails:

- Benchmarking current organisation practices against corporate governance best practice recommendations i.e. through various assessments and/or, gap analyses;
- Conducting facilitated advisory workshops to review and assist with the development of governance frameworks and/or to address specific issues/concerns. This can be combined with specific training to provide added value.;
- Reviewing and drafting charters, terms of reference, mandates and policies; and
- Providing high-level advice and recommendations on corporate governance issues specific to the organisation.

WHY USE THE IoDSA

The IoDSA is the custodian and owns the copyright of the King Reports.

The IoDSA is the governance expert in SA.

Advice is provided for directors by directors with expert knowledge in a specific industry.

Services are adaptable to meet the clients' needs.

BENEFIT TO MEMBERS

- General governance technical support queries not requiring research is provided free to all active IoDSA members.
- Special discounts on fee based advisory services for:
 - 15% Special discount on Board appraisals for active group corporate membership with the IoDSA.
 - 20% Special discount on Board appraisals for NPOs.

2020 Vision

ENHANCEMENT OF ADVISORY SERVICES TO MEMBERS – ADVISORY UNIT


Board Appraisal Services

We facilitate the following appraisals:

- The board as a collective;
- Board committees;
- The chair of the board;
- The company secretary; and/or
- The individual directors.

Organisations could decide to evaluate all of the components in the same year, or to use a staggered approach with various configurations based on a cost/benefit analysis.

The IoDSA has specifically tailored offerings to suit various budgets and entity types (including listed and large private companies, public sector, SMEs, Trusts and NPOs).



BENEFIT TO MEMBERS

- 15%** Special discount on Board appraisals for active group board membership with the IoDSA.
- 20%** Special discount on Board appraisals for NPOs.

WHY USE THE IoDSA

The IoDSA has been facilitating board appraisals for 9 years and is a leading service provider in this field. We offer:

- Over 240 appraisals and 9 years' experience,
- Facilitation for directors, by directors,
- Broad experience in the private, public and non-profit sectors as well as other foreign entities,
- Ability to benchmark performance against an extensive database of similar organisations,
- Robust methodology based on good governance as espoused by the King Reports, and
- Identification of director development training and action plans to address the board appraisal findings.

Our Products and Services

Director Certification

There are two professional designations that are conferred by the IoDSA:



CERTIFIED DIRECTOR

CERTIFIED DIRECTOR – CERT. DIR.

Anyone can be appointed as a director of a company. The Certified Director (Cert.Dir.) designation is aimed at signalling to the market place that individuals who attain the designation have the knowledge to serve as a director. However, it does not indicate that the individual is an experienced director.

The designation is awarded to individuals who have successfully completed the foundational training, online multiple choice questions (MCQs) and written assessment. The entire programme is aligned to the knowledge components of the IoDSA's Director Competency Framework. An individual wanting to attain this designation does not need to have any experience as a director. The Certified Director (Cert. Dir.) designation is a stepping stone toward gaining Chartered Director (SA).



CHARTERED DIRECTOR

CHARTERED DIRECTOR (SA) – CD(SA)

Every company should be headed by a board that is the focal point of governance. The board should provide effective and ethical leadership to direct and safeguard relationships between management, the board, shareholders and other stakeholders. To do this, directors require specialist skills, knowledge, experience and integrity – all while meeting the

challenges of today's complex business environment. The CD(SA) designation is designed to enhance directorship as a profession and further promote sound corporate governance in South Africa.

Although the Companies Act, 2008, provides for ineligibility and disqualification of directors, there are no professional or occupational qualification criteria. CD(SA) will assess and credit the mastery of directors while enhancing the skills of directors in South Africa.



STRATEGIC OBJECTIVE 3:



To be the professional body for directors with the view of developing the profession.

The CD(SA) designation will:

- Enable directors to demonstrate their mastery of knowledge, skills and experience;
- Enable directors to evidence their commitment to ongoing professional learning;
- Enable directors to demonstrate their integrity and commitment to moral and legal duties;
- Create a pathway for aspirant directors to enhance their careers;
- Lend credibility to the profession by upholding standards for directorship and sound corporate governance, and,
- Result in better directors, better boards and better business in the interest of South Africa.

There are stringent entry criteria and assessment processes for the designations.

What is the difference between a Certified Director and a Chartered Director (SA)?

The Certified Director is aimed at assessing knowledge underpinning the Director Competency Framework.

The Chartered Director (SA) is aimed at recognising mastery of directorship and requires demonstration of a proven track record of directorship experience against all 20 competencies within the IoDSA Director Competency Framework.



Our Products and Services

Director Certification, continued

BENEFIT TO MEMBERS

- Only members of the IoDSA can obtain the Cert. Dir and CD(SA) designations.
- Designations demonstrate knowledge and mastery respectively.
- Only certified designees may use the post nominals.

WHY USE THE IoDSA

Only the IoDSA can award the designations of Cert. Dir and CD(SA).

2020 Vision

HAVE 350 CHARTERED DIRECTORS.

RECOGNITION OF THE DIRECTORSHIP

CAREER PATHWAY TOWARD CD(SA).



Membership

IoDSA membership represents over 8500 prestigious and diverse South African business leaders, a database of 28000 IoDSA alumni, providing a unique opportunity for networking and business development in all sectors. Membership of the IoDSA provides both professional and lifestyle benefits.

Membership criteria have been developed mindful of the objective to reach all those who are critical to the governance of an entity.

Reference to "director" for purposes of membership includes being a member of the body that is responsible for the governance and strategic business direction of an entity and which makes the decisions that determine its success and integrity. It furthermore includes those who play a key role with regards to the governance of an entity.

STRATEGIC OBJECTIVE 4:



To broaden our influence and reach by developing a committed and loyal membership base.

There are various membership categories:

INDIVIDUAL MEMBERSHIP

This is the default option and allows full membership benefits.

FUTURE LEADER MEMBERSHIP

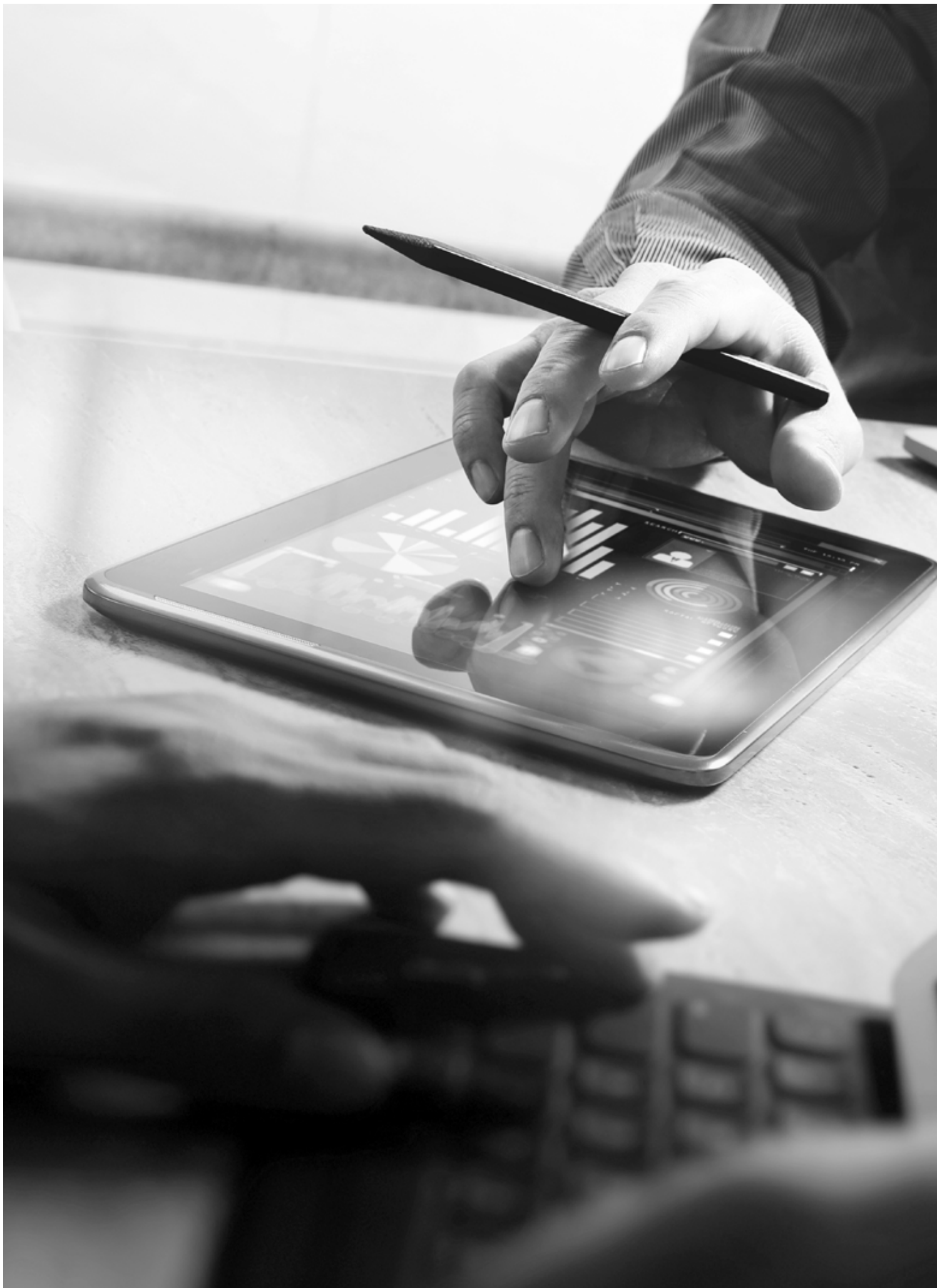
Allows part access to membership benefits for those candidates who do not qualify for full membership yet, but are aspiring directors.

BOARD MEMBERSHIP

Provides organisations with the opportunity to join their full boards/ employees who qualify at a discounted group membership rate.

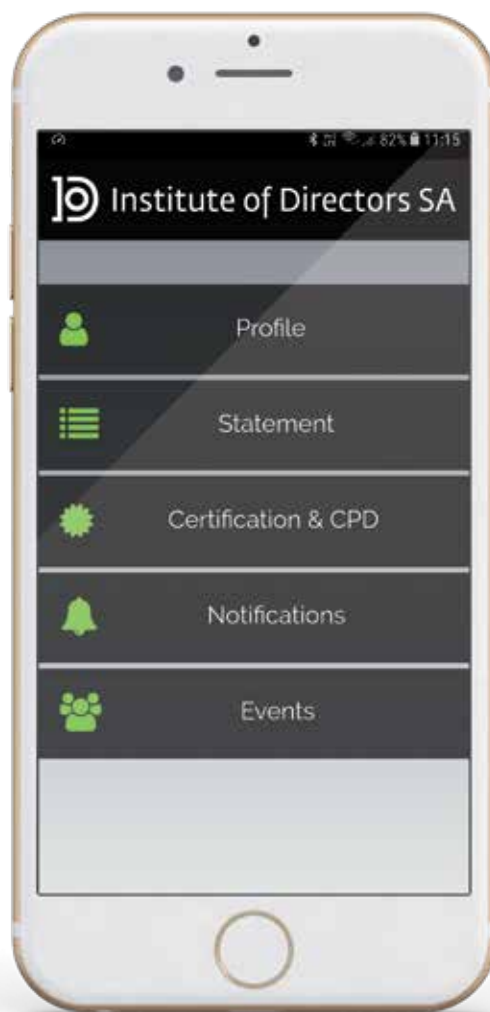
FELLOW MEMBERSHIP

An applicant must be an active IoDSA member for a minimum of 5 years consecutively and in addition have at least 10 years' experience as a director, company secretary, senior executive, partner, associate or senior manager or senior academic.



Do you have the IoDSA Member App?

Update your profile.
Pay your invoices.
View your event bookings.
View your CPD points.
Receive notifications from us.



Our Products and Services

Membership, continued

IoDSA Preferred Programme

**WE ARE FIRM BELIEVERS IN DEVELOPING
DIRECTORSHIP AS A PROFESSION. INCLUDED
IN OUR BENEFITS PROGRAMME ARE THE
FOLLOWING PROFESSIONAL BENEFITS THAT
WILL ASSIST YOU DURING YOUR CAREER PATH.**





Our Products and Services

Membership, continued

OTHER PROFESSIONAL BENEFITS INCLUDE:

- **The Corporate Report**
- **E-mag**
- **Contemporary Gazette**
- **GetAbstract**
- **Discounted Director Development Programmes**
- **The Business Directory**
- **Networking tailored events**
- **Director's Channel**



NETWORKING EVENTS

The IoDSA offers a wide range of events at which we make sure our members get a chance to network. Our rich portfolio of events includes, but is not limited to:

- Business speed networking,
- Forum events on specific topics by industry specialist panels,
- Special guest speakers,
- Award ceremonies,
- Wine tastings,
- Golf days,
- Member cocktails,
- Conferences.

**THE IoDSA HAS NEGOTIATED
AND PARTNERED WITH
EXCEPTIONAL ORGANISATIONS
TO ENSURE THAT YOU
ARE MAKING THE MOST
OF YOUR MEMBERSHIP.**

MEMBER VALUE PROPOSITION

Benefit	Future Leader	Individual	Fellow (incl. CDSA & Cert. Dir)	Alumni
Thought Leadership and Professional Benefits				
Contemporary Gazette	NO	√	√	NO
Director Sentiment Report	√	√	√	√
Directorship Magazine	√	√	√	NO
E-mag	√	√	√	NO
getAbstract	√	√	√	NO
Governance Matters and Alerts	√	√	√	NO
NED Fees Guide	√	√	√	√
Harvard Leading Edge	NO	NO	√	NO
The Corporate Report	NO	√	√	NO
Business Benefits and Opportunities				
Advertising discounts	√	√	√	√
Advisory and Board Appraisal discounts	√	√	√	NO
Business Directory	NO	√	√	NO
Business Insurance	√	√	√	NO
Reputation Research	NO	√	√	NO
CV search	NO	√	√	√
NED vacancies	NO	√	√	NO
Director Development, Events and Networking Benefits				
Chartered Director	NO	√	√	NO
Director Development Programmes Subsidies	√	√	√	√
Events and networking	√	√	√	√
Online Leadership Assessment (available July 2018)	√	NO	NO	NO
Toastmasters Speechcraft Programme	√	NO	NO	NO
Member induction sessions	√	√	√	√
Privy Seal	NO	NO	√	NO
Alumni dinner	NO	NO	NO	√
Lifestyle Benefits				
Automobile Association (AA)	√	√	√	NO
AVIS	√	√	√	NO
BMW	√	√	√	NO
Europcar	√	√	√	NO
Jaguar	√	√	√	NO
Legacy Lifestyle Gold Membership	√	√	√	NO
Mercedes Benz	√	√	√	NO
Tsogo Sun	√	√	√	NO

Our Products and Services

Membership, continued

BENEFIT TO MEMBERS

- Members receive a wide variety of benefits which includes special discounts on our products and services and lifestyle benefit.
- Members are entitled to use the designation M.Inst.D behind their names.

2020 Vision

REACH 10 000 MEMBERS.

Our Products and Services

Director Development

The focus of our Director Development offerings and events is to contribute to the development of better directors, and ultimately, better boards. The enhanced leadership and direction in turn delivered by these well-equipped boards will, we believe, yield better business.

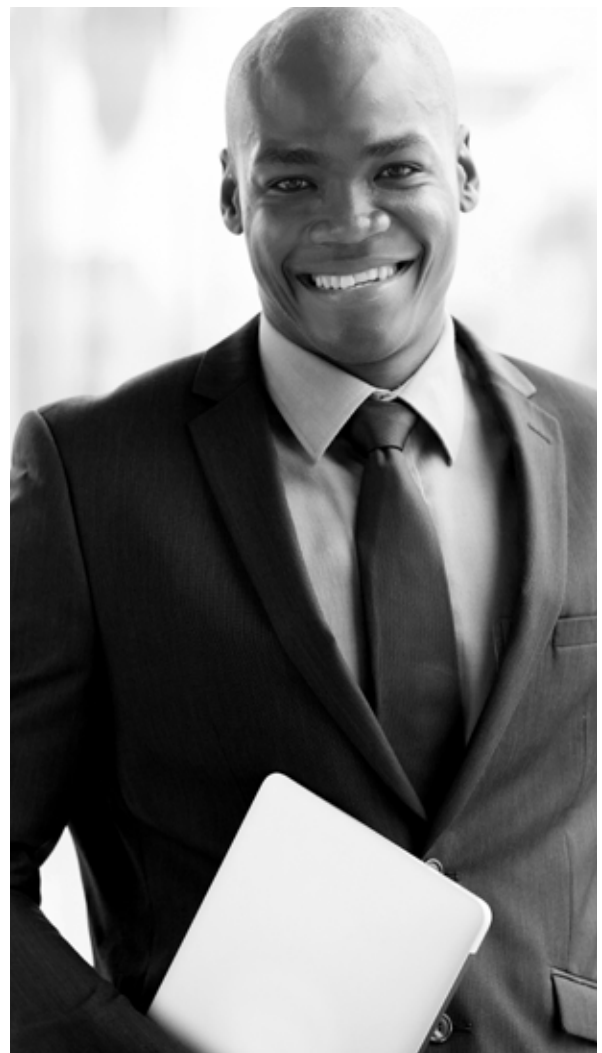
The IoDSA **Director Competency Framework** (DCF) contains 20 competencies that epitomise the competent director. All our offerings are aligned to the DCF and we are therefore continuously striving to deliver relevant interventions – programmes, events, mentoring, assessment and certification – that equip directors with the necessary knowledge and insights required to fulfil their duties and to appreciate the importance of good governance.

Director Development delivers a host of interventions aimed at supporting the continual learning and development of aspiring and experienced directors. Customised programmes are also available that can be held at your premises for a group of individuals.

STRATEGIC OBJECTIVE 5:



To provide learning and development opportunities that increase the number of competent directors on all boards.



Our Products and Services

Director Development, continued

The IoDSA provides director development via the following avenues:

1. OPEN PROGRAMMES

Interactive half-day, 1 and/or 2 day programmes open to the general public. These sessions focus on transferring knowledge and providing an opportunity for individuals to enhance their skills in relation to the topics being addressed.

2. IN-HOUSE PROGRAMMES

The IoDSA offers bespoke in-house programmes ensuring that the organisation addresses critical issues relevant to their own circumstances, in a confidential environment facilitated by the IoDSA as an independent party.

3. SNAP SHOT SESSIONS

These 2 hour sessions are aimed at providing delegates with a high-level overview of current challenges or trends. An experienced director will facilitate the presentation and allow for discussion on the topic being covered.

5. ONLINE MULTIPLE CHOICE QUESTIONS (MCQs)

The online MCQs will assess your knowledge gained through the face-to-face programmes attended through the IoDSA. The MCQs, once completed, form part of the pathway to obtaining your Certified Director designation.





2020 Vision

RECOGNISED CAREER PATH FOR DIRECTORSHIP

BENEFIT TO MEMBERS

Members receive a discount on all Director Development offerings.

- Organisations with a Corporate Membership with the IoDSA receive 15% discount for in house programme fees.
- Individual Members receive a 20% discount on public programme fees.

WHY USE THE IoDSA

The IoDSA will keep those charged with governance up to date on all the latest developments in the governance space.

We have trained over 50 000 directors to date. For directors. By directors – all of our facilitators are seasoned directors.

Our Brand

STRATEGIC OBJECTIVE 6:



To build a credible and visible brand.

Through our branding, the IoDSA conveys a professional and consistent image. In a world where there is ever increasing exposure to brand images through electronic and traditional media, it is vital to present a unified image where the IoDSA is seen as the organisation for South African directors.

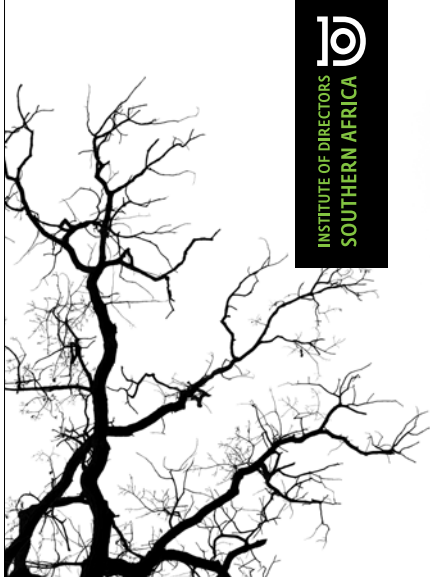
The IoDSA projects itself as contemporary and forward looking. The iconic symbol, made up of the I, O and D of the acronym Institute of Directors, appears in all of our branding along with our bold wordmark. The combination of the wordmark and the symbol creates a distinct visual that will be recognised at a glance. The power and success of this recognition depends on consistent and frequent use of the logo.

The symbol and wordmark are often accompanied by beautiful photography of Africa's mighty Baobab tree, which has been chosen as the IoDSA's visual symbol to enhance the unique nature of the IoDSA and its clients.

The baobab tree is known for its size and spiritual significance in many African cultures. It is believed that kings and elders would hold meetings under the baobab tree, in the belief that the tree's spirits would guide them in decision-making. In more modern times, the baobab tree is commonly used as a venue for community meetings or even as a classroom.

Our branding is used online, at events and during training and appears on different collateral such as banners, umbrellas, gazebos, brochures and a variety of other printed and electronic materials.





IOD
INSTITUTE OF DIRECTORS
SOUTHERN AFRICA

**Better directors.
Better boards.
Better business.®**
www.iodsa.co.za

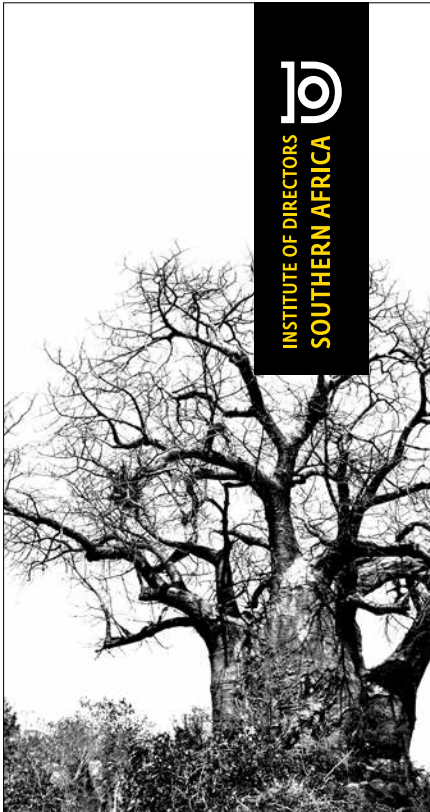


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IOD
INSTITUTE OF DIRECTORS
SOUTHERN AFRICA

Collaboration

The IoDSA is a founding member of both the Global Network of Director Institutes (GNDI) as well as the African Corporate Governance Network (ACGN). We regularly partner with other professional bodies and support collaboration in the achievement of shared objectives.

The IoDSA also participates as members on the following:

- The 30% Club (aimed at gender diversity)
- The Anti-Intimidation and Ethical Practices Forum (www.aepf.co.za)
- The Professional Body Forum



STRATEGIC OBJECTIVE 7:

To serve as a hub for collaboration between like-minded professional institutes.

BENEFIT TO MEMBERS

- Members receive a discount from products and services offered by the GNDI.
- Global policy committee guidance papers are communicated to our members.



I. Did you know that the IoDSA facilitators are all practicing directors and have a large number of years serving on various boards?

We believe that only practicing directors are equipped to facilitate our programmes so as to ensure the integrity of the knowledge imparted. Thus, our ethos "For Directors. By Directors".



II. As an IoDSA member you would have access to over 20 member benefits included in your annual subscriptions.



III. Chartered Director Southern Africa [CD(SA)] is the only designation for professional directors in South Africa. We have more than 60 CD(SA)s.

The facts and figures

IV. The Board Appraisal Services (BAS) department of the IoDSA has conducted over 240 appraisals, of which 60% were facilitated in the Public Sector.



V. Director Development (DD) has trained over 50 000 professionals since its inception in 2001.



VI. The IoDSA represents over 8500 prestigious and diverse South African business leaders. We are also gratified by the knowledge that:

- 32% of our member constituency is made up of females
- 56% of our member database is comprised of historically disadvantaged individuals.



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 @TheIoDSA
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in Southern Africa

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