

**4th Edition of the Deloitte
corporate governance survey
for Namibia 2019**

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Foreword

It is with great pleasure that we present the findings of our 2019 edition of the Deloitte Corporate Governance Survey for Namibia. The aim of the survey is to collate and analyse data regarding the policies, procedures and practices followed by Namibian entities to adhere to corporate governance principles.

It should be noted that this survey covers both public and private entities and our aim is for this report to be a catalyst for

contemplation, in-depth discussions and an improvement in governance practices in the country. This report is envisioned to be the first of several reports on governance matters in Namibia and will focus on presenting the factual results of our survey, whereas following reports will delve into more detailed analysis and interpretation of results.



Background and methodology

Effective governance frameworks, structures and practices are paramount to ensure that the organisation delivers on its strategic mandate and behaves like a responsible corporate citizen. Key ingredients include a balanced and effective board of directors providing the necessary guidance and oversight to management teams, as well as ethical leadership and codes of conduct that encompass honesty, transparency and fairness.

The NamCode was introduced in Namibia in 2014, with the main objective to respond to the need for a Namibian specific code that addresses international corporate governance best practice within the Namibian context. The NamCode sets out relevant principles, and requires application on an “apply or explain” basis. The main overarching categories can be summed up as follows:

- Ethical leadership and corporate citizenship
- Boards and directors
- Audit committees
- The governance of risk
- The governance of information technology
- Compliance with laws, codes, rules and standards
- Internal audit
- Governing stakeholder relationships
- Integrated reporting and disclosure

The Namibian Stock Exchange (NSX) is currently in the process of determining the applicability of the King IV report for the Namibian environment. King IV proposes a number of important new introductions and refines some

of the principles already present in King III and the NamCode:

- Applying a principle-and-outcomes based approach as opposed to a tick-box (“comply or explain”);
- Consolidating the previous 75 principles into 16 principles, with a greater focus on the achievement of one or more very distinct governance outcomes, including:
 - Ethical culture,
 - Good performance,
 - Effective control, and/or legitimacy.
- Each principle is supported by a limited number of recommended practices, and requires specific disclosures;
- Increased focus on remuneration, with the tabling of both the remuneration policy and an implementation report for a non-binding advisory vote with the shareholders;
- Separation of the management of information from the management of technology;
- Information is now considered a separate corporate asset with its own governance structures to protect and enhance this asset;
- The establishment of a Social & Ethics Committee (SEC) as a prescribed Board committee, which would oversee ethical behaviour and ethics management, amongst other duties;
- Increased emphasis on the critical role of active stakeholders in the governance process;
- Greater focus on opportunity management in strategic planning in addition to risk management;

- The combination or collaboration of the Audit and Risk Committees;
- Additional disclosures within the Audit Committee Report;
- Implementation of a group governance framework for groups;
- Adjustments to guidance related to the combined assurance model;
- Change from a factual approach to independence to a “perception of independence” based approach – Independence is “a state of mind”;
- Formal requirement of the Board to approve the strategy and oversee the policies and plans developed from the strategy;
- A move away from the triple bottom-line reporting (profit-planet-people) to principles aligned to the Integrated Reporting Framework by the International Integrated Reporting Council (IIRC); and
- Increased disclosure requirements.

We are pleased to include in this report the responses we received from both the private and public sector in Namibia. Electronic survey questionnaires were completed by respondents in the different entities we surveyed, and included responses from:

- Chief Executive Officers and Managing Directors;
- Company Secretaries; and
- Heads of Governance and Compliance.

We have further supplemented these surveys with one-on-one interviews with Board Chairpersons of our respondent group.

This survey was endorsed by our strategic partners, namely:

- **Ministry of Public Enterprises**
- **Namibian Stock Exchange**

Consistent with the previous editions, given the qualitative and quantitative nature of the responses, we have taken care to ensure that information presented in our survey is, to the greatest extent possible, anonymous and a fair reflection of the responses received.

We would like to extend our appreciation to the respondents for the time and enthusiasm devoted to providing comprehensive responses.

We believe that Namibia remains a prime investment destination and provides excellent economic growth potential even in this time of economic downturn. Our hope is that this report will contribute to the adoption, implementation and application of good corporate governance practices, and that this will lead to a return to economic growth and greater adoption of socially and environmentally responsible practices which will serve to support enterprises through this period of uncertainty.

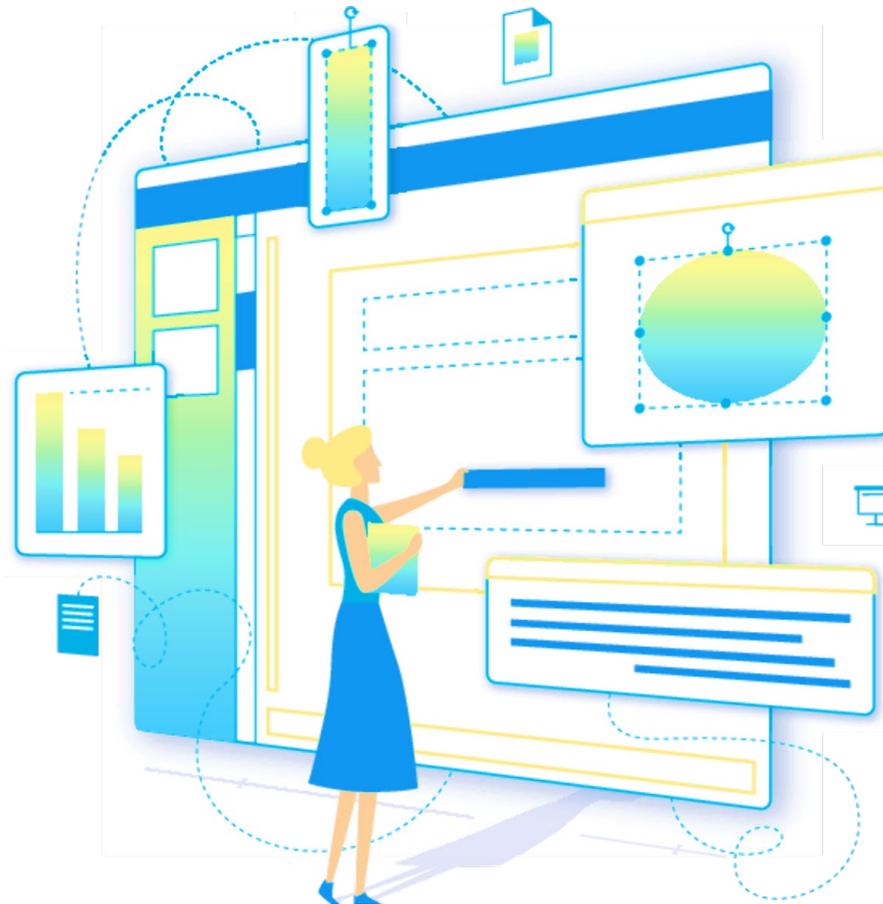


Results

In this survey we have relied upon the respondents' self-assessments and their responses have been presented with no modification or adjustment in an attempt to preserve the integrity of the responses provided. We have not verified the accuracy or completeness of the information provided by the respective respondents.

Due to the developments in corporate governance principles internationally, we have adjusted the survey questions contained in this survey; however where available, we provide comparisons to prior governance reports.

Overall, our respondents were moderately familiar with corporate governance reforms.

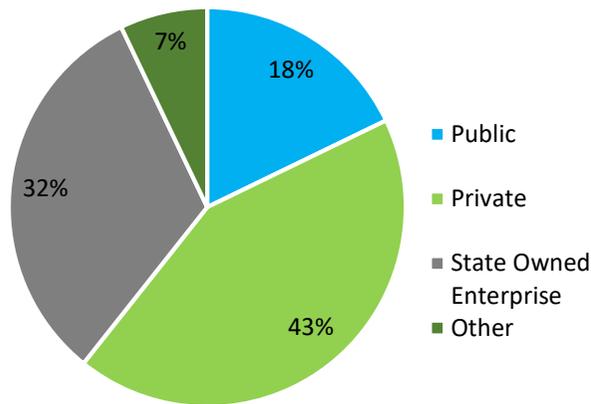


General Information

The following general information was noted from the participating entities.

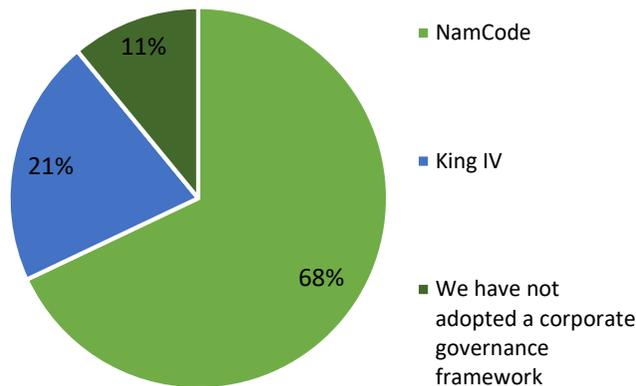
Company Sector

In the company sector the respondents were predominantly (43%) from the private sector, whilst 32% were state owned enterprises, 18% was public sector and 7% listed other sectors.



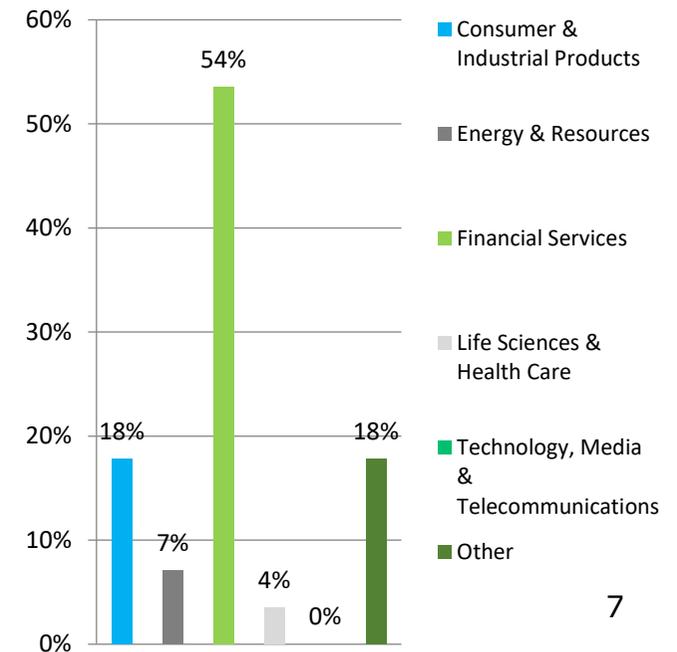
Please specify which corporate governance framework your Organisation has adopted

The majority of respondents opted for NamCode (68%) as the corporate governance framework their organisation has adopted, 21% make use of King IV and 11% for the respondents have not adopted a corporate governance framework.



Company's industry

The majority (54%) of participants were from Financial Services (e.g. banking and securities, insurance, private equity, hedge funds, mutual funds, real estate), 18% were Consumer & Industrial Products (e.g. automotive, retail, distribution, manufacturing, travel, leisure), while 7% were Energy & Resources and 4% were from the Life Sciences & Health Care industry.



Board Practises: Board Selection, Recruitment and Composition

What is your current board size?

Respondents predominantly (21%) stated that the board has 5 members.

How many board members are previously disadvantaged

Respondents predominantly (22%) stated that 4 of the board members are previously disadvantaged.

How many board members are women?

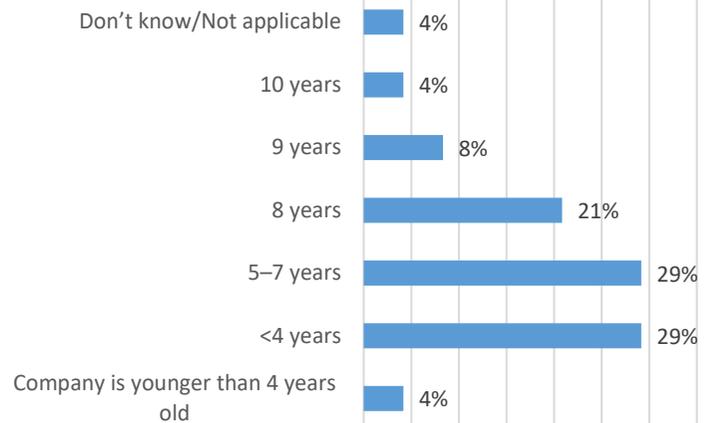
42% of respondents stated that 2 members of the board are women.

How has your board size changed over the past year?

More than half of the respondents believe that there has been no change in the board size over the past year.

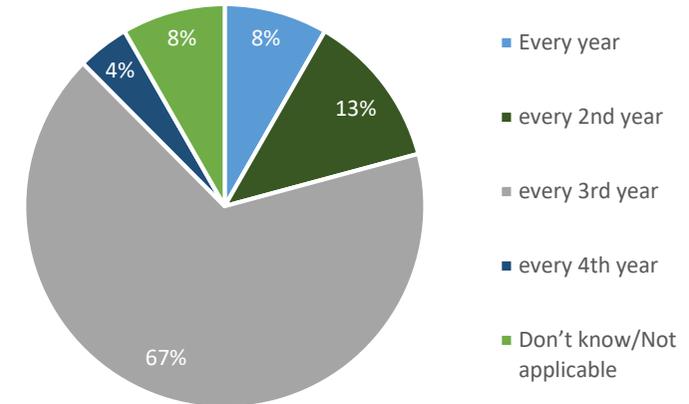
What is the average tenure of all non-executive members of your board?

The majority (58%) of respondents stated that the average tenure is between 4 to 7 years.



How often do non-executive directors rotate off the board and are subject to re-election?

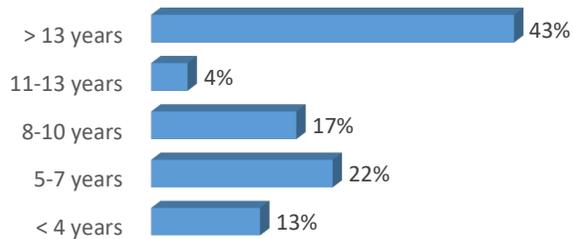
The majority (67%) of respondents stated that non-executive directors rotate off the board every 3rd year.



Board Practises: Board Selection, Recruitment and Composition

King IV Principle 7: The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.

How long has your longest serving non-executive director been a member of your board?

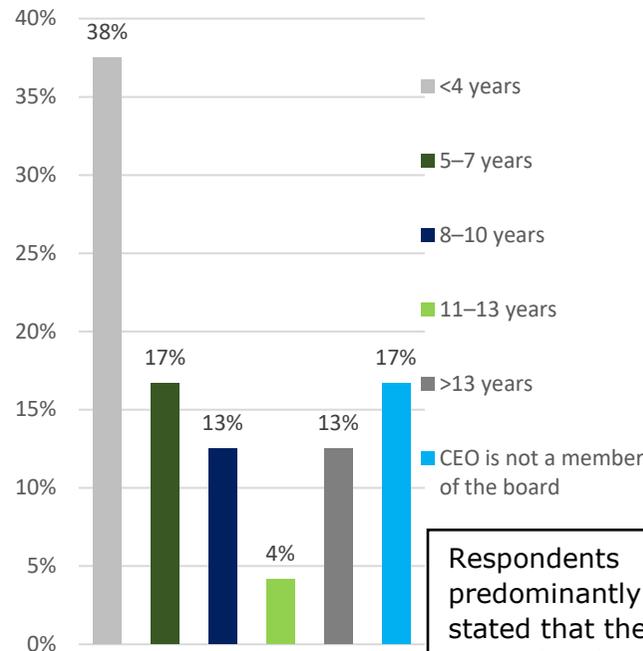


The longest a non-executive director has served on the board is > 13 years (43%).

The majority (59%) of respondents stated that they were not aware that their board had a maximum term limit, 63% where not aware of a required retirement age, whilst 29% stated that the required retirement age is 70 years.

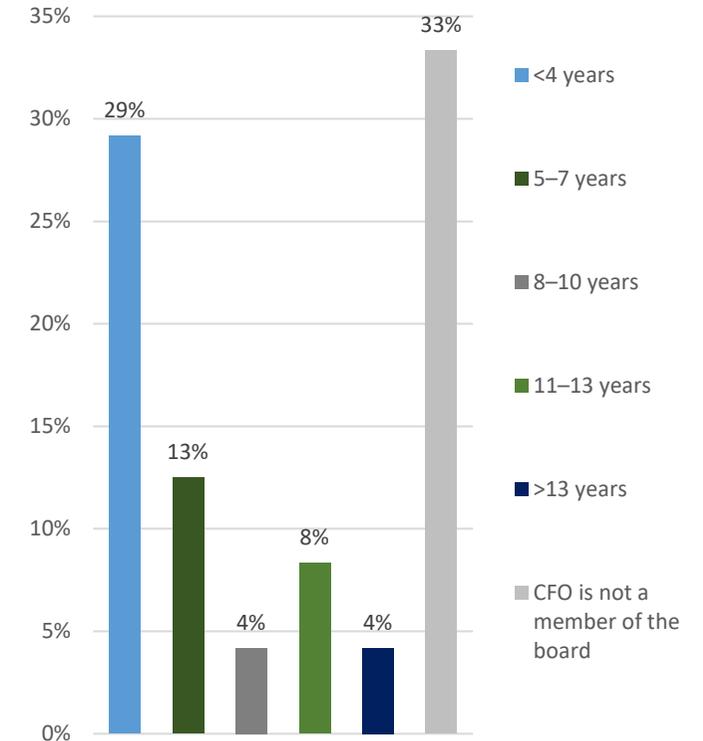
When looking at the board's refreshment policies, respondents predominantly (42%) did not know if the board has any refreshment policies. 25% of respondents indicated that the board makes use of terms or age limits and 29% have other board tenure conditions/restrictions. Only 4% stated that loss of independent status occurs after a prescribed number of years.

How long has your CEO been a member of your board?



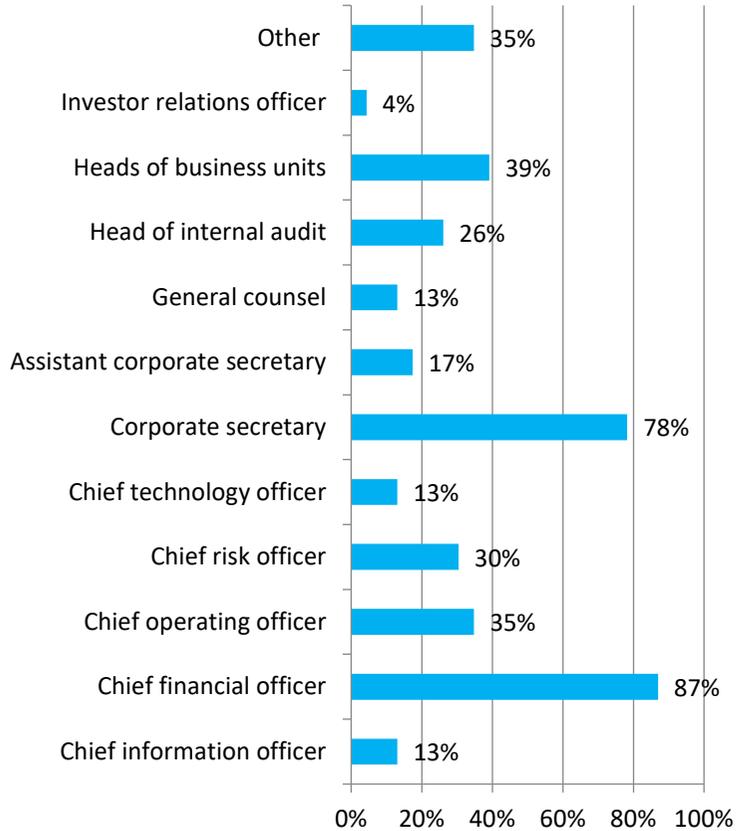
Respondents predominantly (38%) stated that the longest a CEO has been a member of their board was less than 4 years.

How long has your CFO been a member of your board?



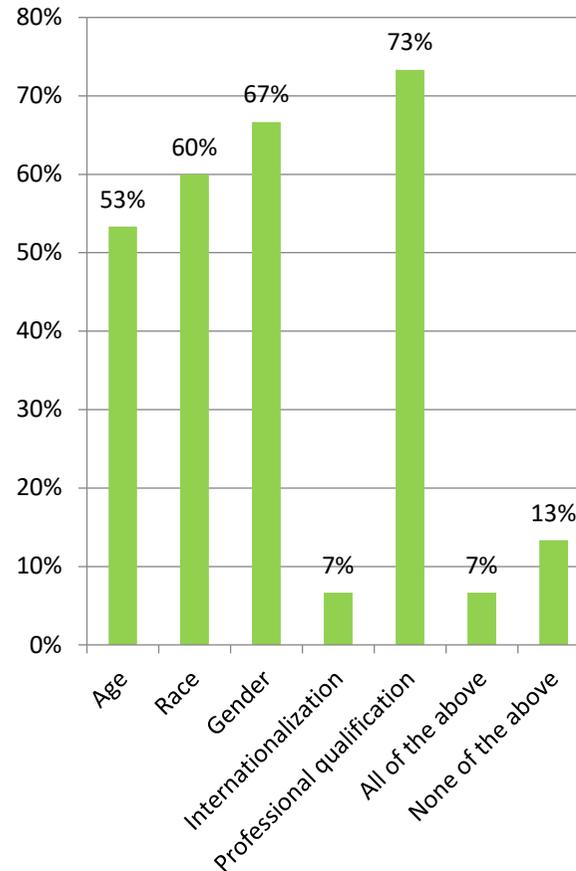
Respondents predominantly (33%) stated that the CFO is not a member of the board.

The following members of management regularly attend board meetings:



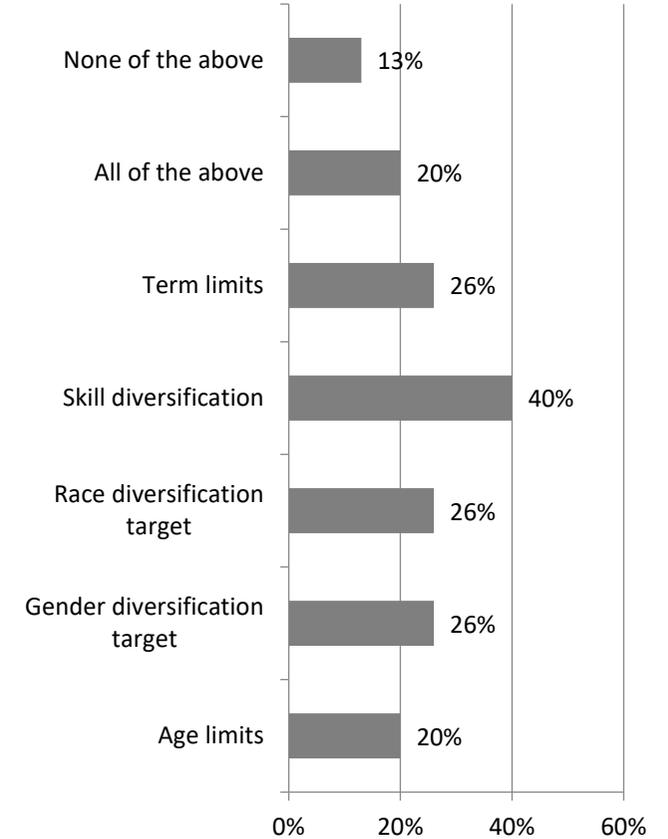
The majority (87%) of interview respondents stated that the chief financial officer regularly attends meetings.

Board composition is based on the following diversity criteria:



The majority (73%) of interview respondents stated that the board composition is based on professional qualification.

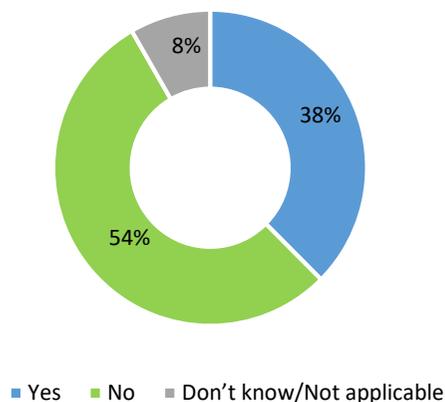
The board has implemented the following for its directors:



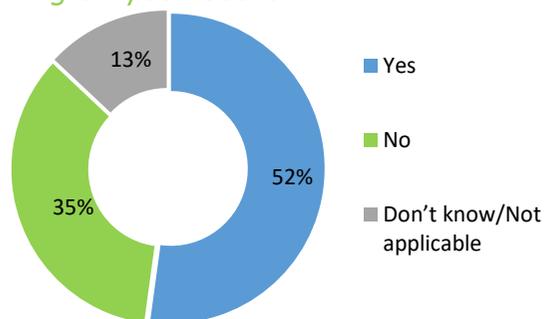
40% of the interview respondents stated that the board has implemented skills diversification for its directors.

The majority (83%, 2016:56%) of respondents stated that they do have an on-boarding/induction process for new directors and that the most recent director joined the board in the last year (46%). When looking at independence, the majority (75%) of respondents stated that more than 51% of board members are independent non-executive directors. The majority (54%) of representatives stated that the youngest director currently serving on the board is between 31-40 years of age.

Compared to the last 5 years, have you had an increase in the number of women directors serving on your board?



Compared to the last 5 years, have you had an increase in the number of previously disadvantaged directors serving on your board?



When posed the question: What will be the most desired skills and experience needed to contribute to your board's success in the next two years?

The majority (58%) of respondents stated that the most desired skills & experience is Technology/IT.

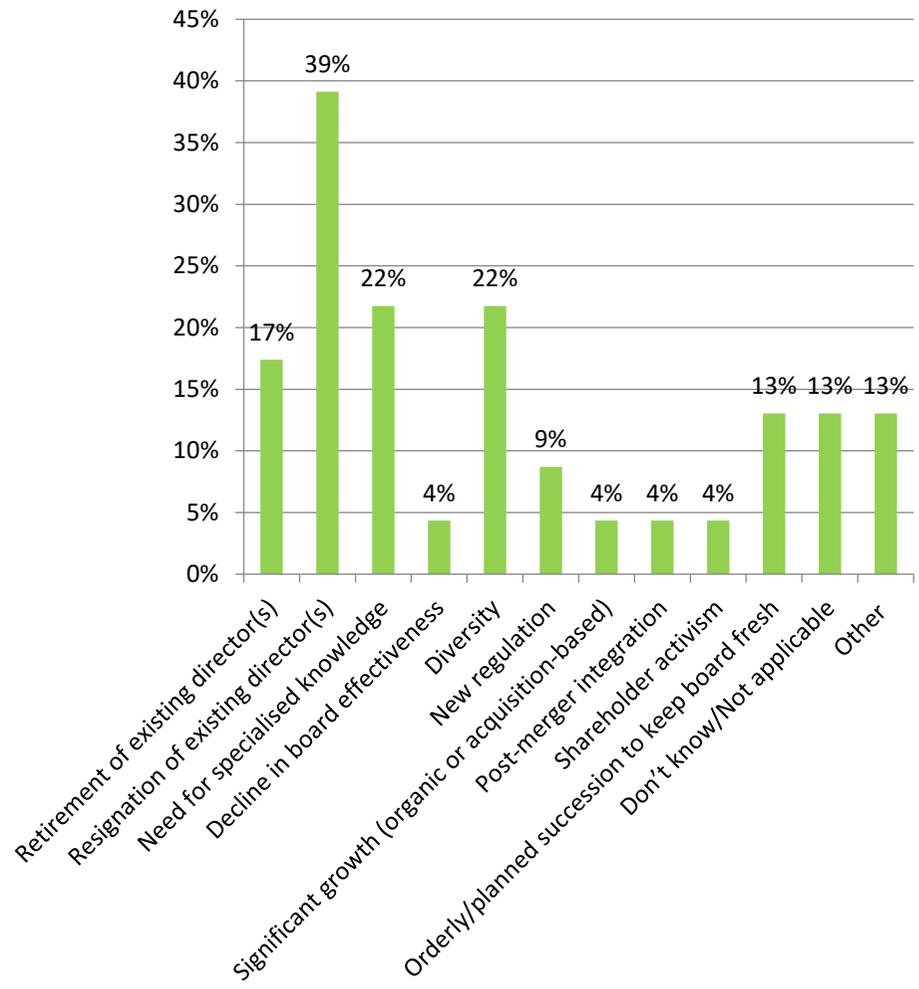
List of Skills	2019
Legal	21%
Sustainability (including environmental, social, and governance issues)	29%
Industry (similar to respective company)	29%
Cybersecurity	25%
Corporate governance	38%
Regulatory compliance	42%
Technology/IT	58%

2016 results: 61% of respondents acknowledge that they lacked skill on their boards pertaining to one or more areas such as:

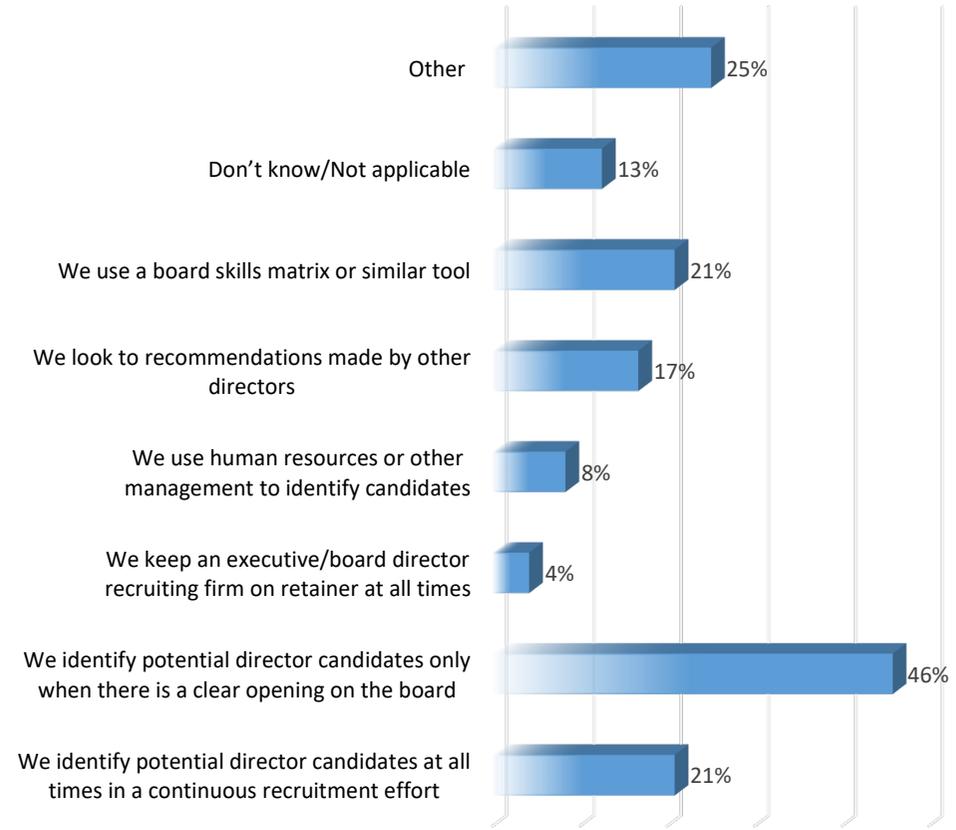
List of Skills
Information Technology
Legal
Accounting
Technical
Human Resources
Risk Management

What triggers drove any recent, or pending, change in your board composition.

Respondents predominantly (39%) stated that the resignation of existing director(s) triggers a change in the board composition:



Which of the following describes your board's timeline and practices related to director recruitment?



Respondents predominantly (46%) stated that the board identifies potential director candidates only when there is a clear opening on the board

Board Leadership

Which of the following best describes your board leadership structure?

The majority (92%) of respondents stated that the chairman and CEO roles are separated.

Is your chairman independent?

The majority (65%) stated that the chairman is independent.

What is the gender of your chairman?

The majority (75%) stated that the chairman is male.

What is the race of your chairman?

Half of the respondents stated that the chairman is from a previously disadvantaged group.

Is a lead independent director appointed?

Half of the respondents stated that the lead independent director hasn't been appointed yet.

The chairman is also chairman of other board committees:

The majority (67%) of respondents stated that the chairman is not a chairman of any of the board committees.

The chairman is also a member of other board committees:

The respondents predominantly (38%) stated that the chairman is also a member of the Remuneration Committee.



Board Meetings and Materials

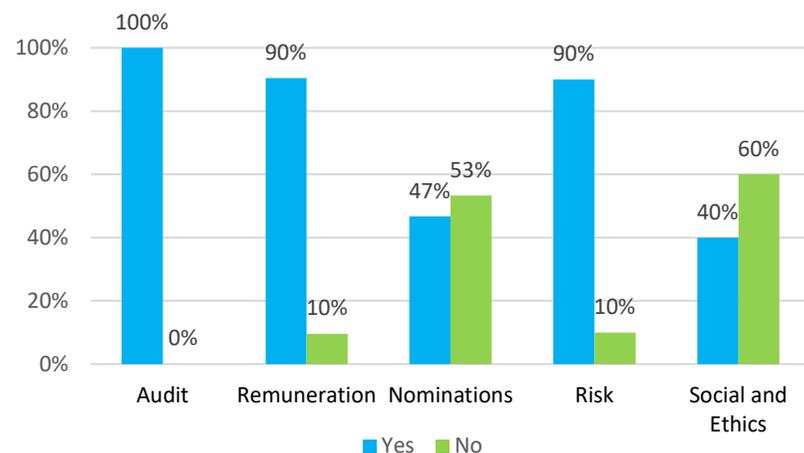
35% of representatives stated that their board met 4 times in the past financial year and that the board meeting (30%) normally lasts between 2-3 hours (not accounting for the time spent on committee meetings). They (48%)

usually receive materials for the board meetings about 6-10 days in advance of the scheduled meetings. Additionally the majority (61%) responded that the average size of the board pack is between 100 and 500 pages. Board

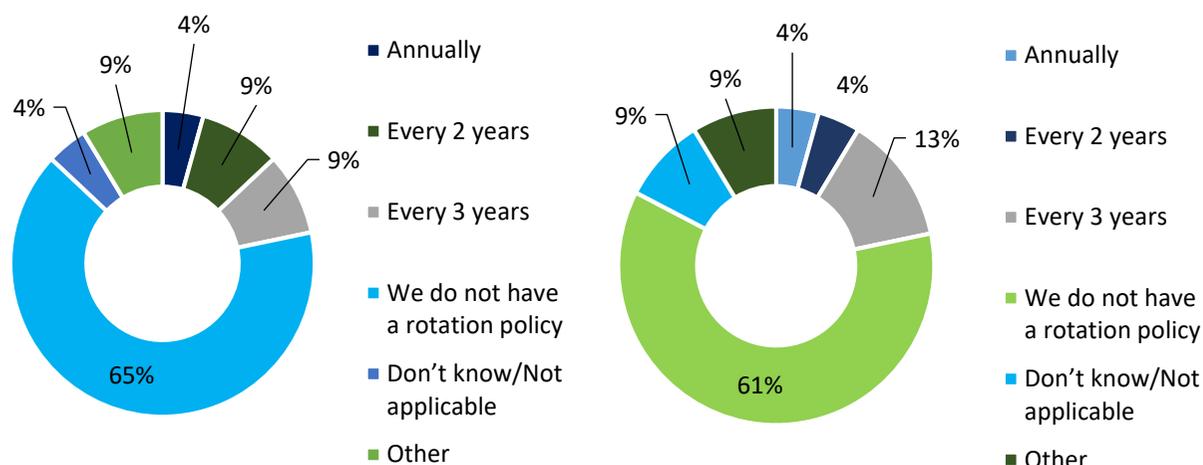
materials for most (43%) of the respondents are normally distributed through a courier service of hard copies or via secured email (39%).

Board Committee Structures and Roles

When asked about the standing board committees in place: 100% of respondents stated that they have an audit committee, 90% a remuneration committee, 90% a risk committee, 47% a nominations committee and 40% a social and ethics committee.



Respondents were asked to provide the frequency with which committee chair rotation takes place. The majority (65%) stated that they do not have a committee chair rotation policy. Furthermore, when asked about the frequency whereby committee membership rotates, (61%) of respondents stated that they do not have a committee membership rotation policy.



Board Orientation and Training

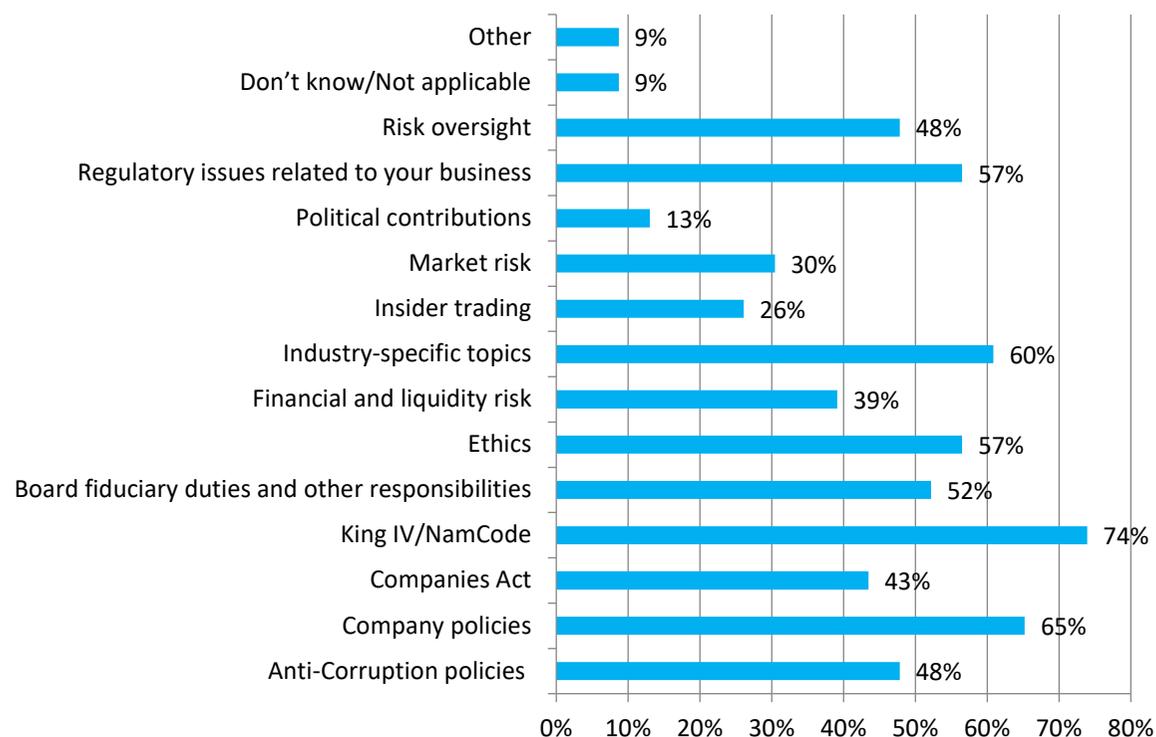
When asked which of the following best describes your board's ongoing director education program, the respondents predominantly (35%) stated that the board's ongoing director education program is provided in-house by a combination of management and a third party.

Topics covered in education and training of board members:

- Anti-Corruption policies (e.g., FIA, AML, Anti-Corruption Act)
- Company policies
- Companies Act
- King IV/NamCode

- Board fiduciary duties and other responsibilities
- Ethics
- Financial and liquidity risk
- Industry-specific topics
- Insider trading
- Market risk
- Political contributions
- Regulatory issues related to your business
- Risk oversight

The most common topic covered (74%) was King IV/NamCode.

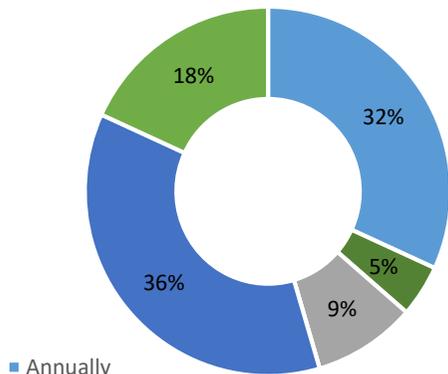


Board Evaluations

When looking at how directors are evaluated, respondents predominantly (39%) stated that the directors are evaluated by a full board evaluation led by the company secretary or other in-house personnel.

How often is your board evaluated by an external service provider?

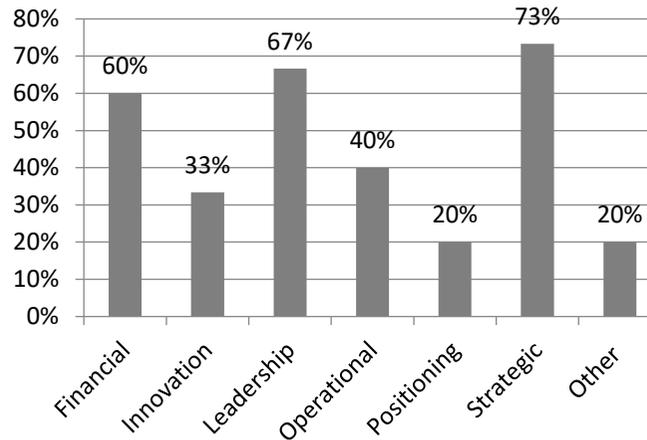
Respondents predominantly (36%) stated that the board is not evaluated by an external service provider.



- Annually
- Every 2 years
- Every 3 years
- We do not have external board evaluations
- Don't know/Not applicable

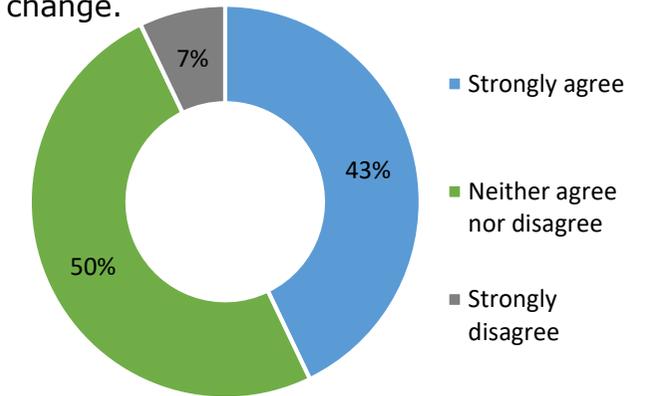
On which basis is the performance of the overall board evaluated?

The majority (73%) of interview respondents stated that the board is evaluated on strategic objectives.



The results of the board performance assessment are used to affect future change.

Half of interview respondents neither agree nor disagree with the statement that board performance assessments affect future change.



What are the top 3 criteria of an effective board?

Respondents listed as the top 3 criteria of an effective board:

- Ownership/Engagement/Attendance of meetings
- Diversity in skills
- Strategic oversight

Strategy and Risk

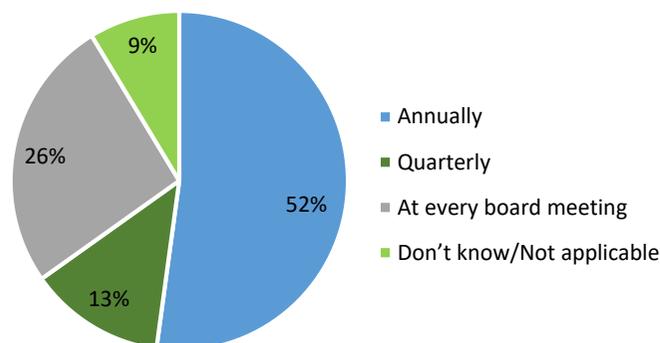
Principle 11 of the King IV report states that, "The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives"

The question of whether the board participate in a strategic planning session was posed to management? The majority (87%) of respondents stated that the board participates in a strategic planning session with management, while only 73% of respondents stated that the board is briefed on strategic alternatives. Furthermore, the majority (73%) of respondents stated that in the past year, their board received enhanced information on risks associated with their company's strategy.

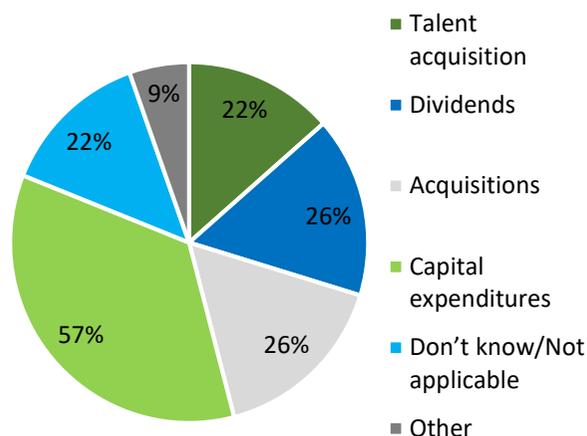
52% of respondents indicated that activities are coordinated through detailed discussions at the full board meeting and sharing of minutes or other committee meeting materials. Respondents also stated that the full board discussed the most significant year risks to the company more than once a year.

How often does the board discuss strategic objectives?

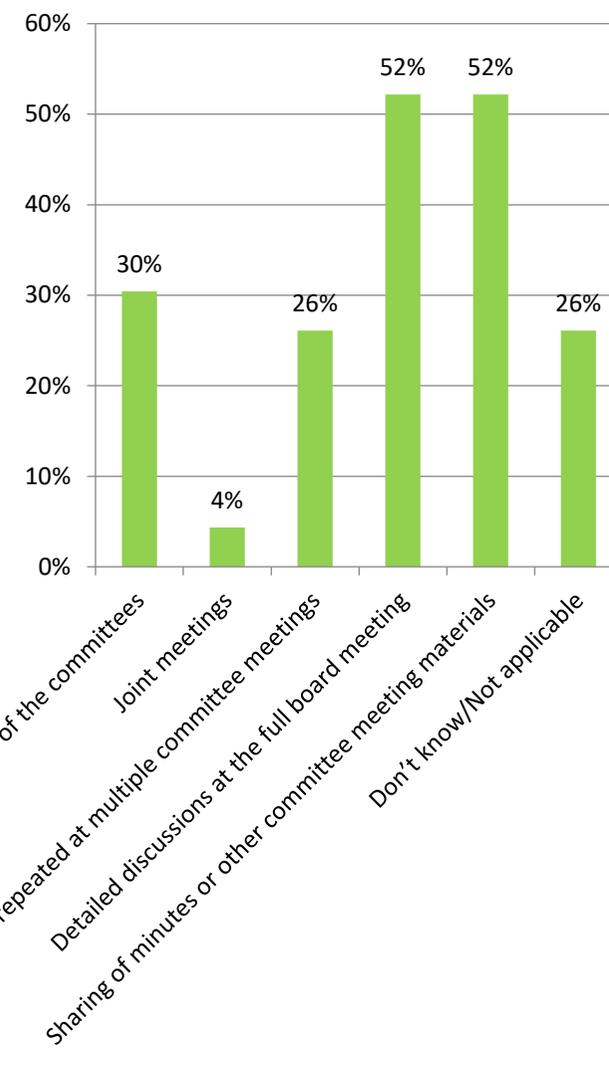
The majority (52%) of respondents stated the board discusses strategic objectives annually. 13% said that no strategic planning session with management takes place.



With regard to capital allocation, which of the following strategies has the board considered this year?

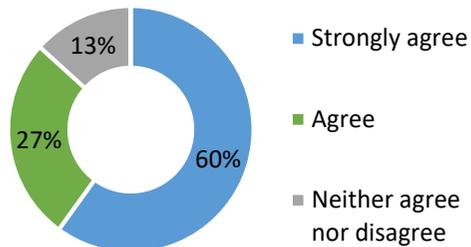


If risk oversight is shared by multiple committees, how does the board coordinate these activities?



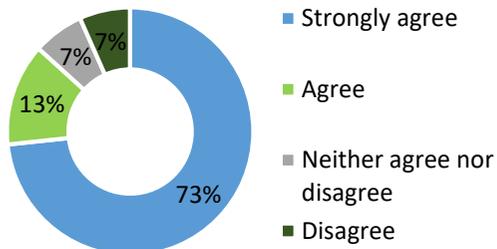
The board maintains an appropriate balance of oversight of risk, growth, performance and strategy.

The majority (60%) of interview respondents agreed with the above statement.



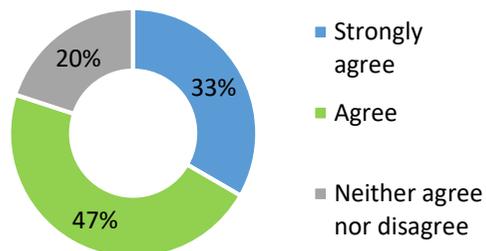
Risk management is well integrated into the board's strategic decision-making process.

The majority (73%) of interview respondents strongly agreed with the above statement.



The information received to make risk and strategic decisions is effective - in terms of quality, timeliness and focus.

(47%) of interview respondents agreed with the above statement.



What were the top FIVE issues impacting Boards in the past 12 months?

The majority of interview respondents listed their top 5 issues as the following:

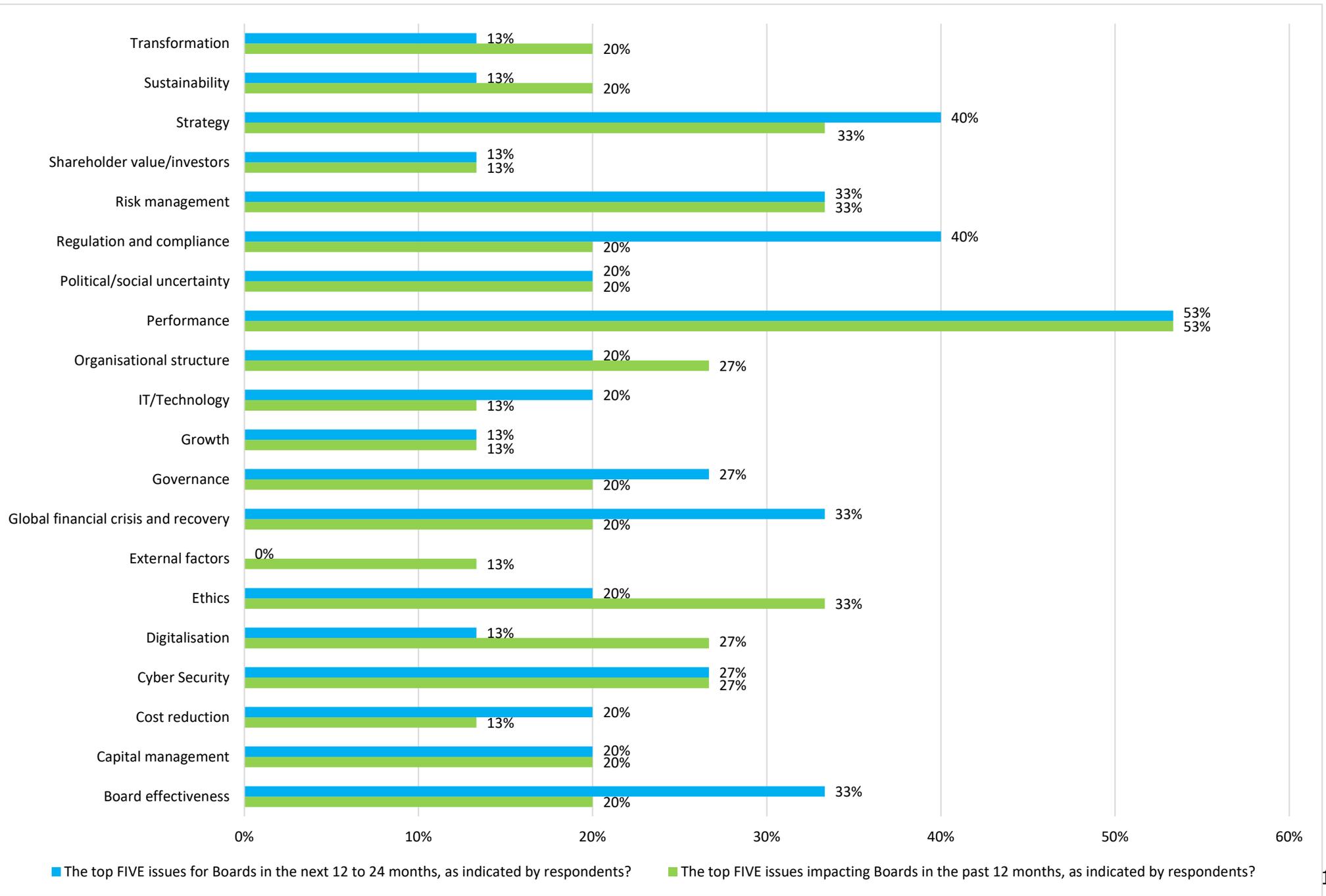
1. Performance
2. Ethics, Risk management and Strategy
3. Organisational structure, Digitalisation and Cyber Security
4. Board effectiveness, Capital management, Global financial crisis and recovery, Governance, Political and social uncertainty, Regulation and compliance, Sustainability, Transformation
5. IT/Technology, Growth, External factors, Cost reduction and Capital shareholder value/investors

Compared to when interviewees were asked

What are likely to be the top FIVE issues for Boards in the next 12 to 24 months?

The majority of interview respondents listed their top 5 issues as the following:

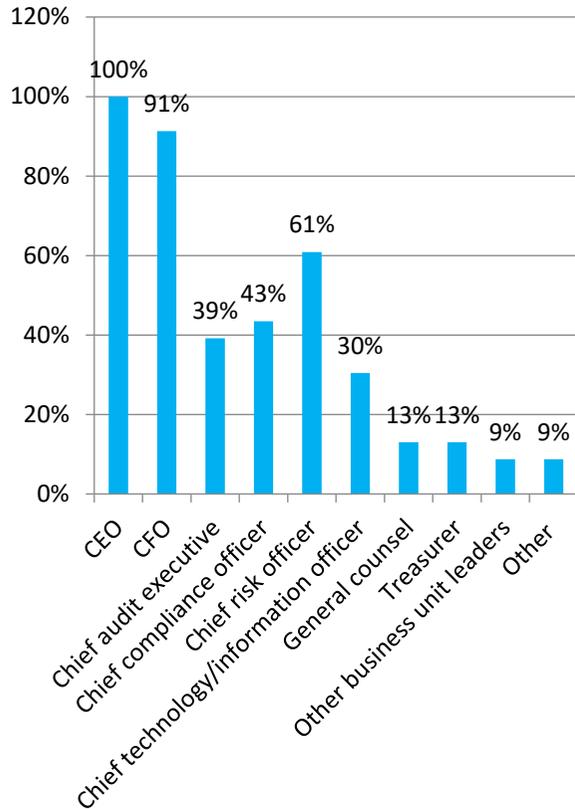
1. Performance
2. Regulation and compliance and Strategy
3. Global financial crisis and recovery, Risk management and Board effectiveness
4. Cyber Security and Governance
5. Capital management, Ethics, IT/Technology, Organisational structure, Political/social uncertainty and Cost reduction



Audit Committee

Respondents stated that their audit committees meet 4 times a year.

Which members of management regularly attend audit committee meetings?



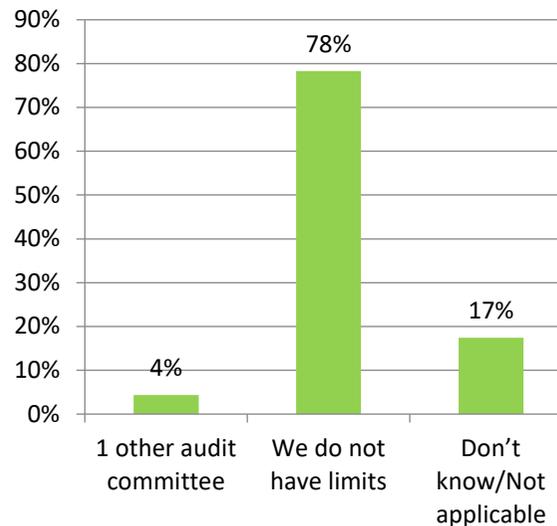
Respondents were asked if the audit committee conducts performance

evaluations of its members, 30% of respondents stated yes, as it forms part of the board evaluation process, and 30% stated no to the question.

Furthermore, respondents stated that the audit committee almost never receives reports on internal tip-offs from a compliance hotline or they felt the question did not apply to their organisation. Furthermore, 43% stated that they did not receive an increase in tip-offs from their helpline in the past year.

Please specify the limit on your board's audit committee members being able to serve on the audit committees of other companies?

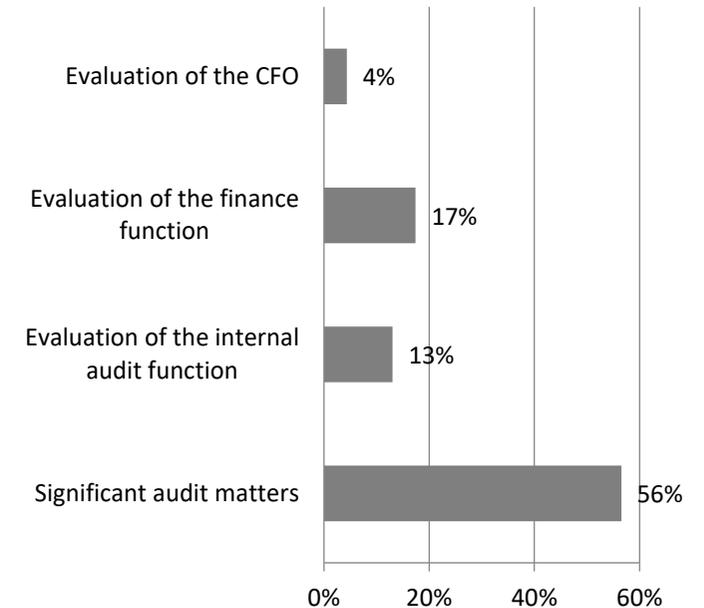
The majority (78%) stated that they don't have limits.



Is your audit committee chair also your financial expert?



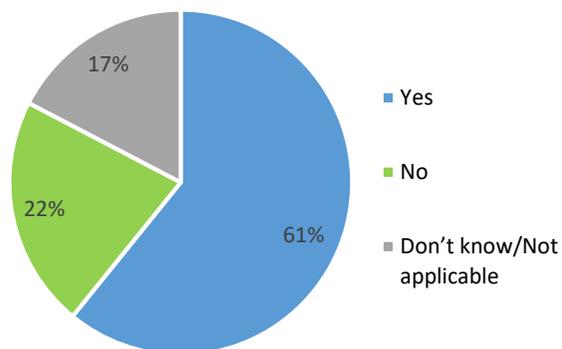
Does your audit committee report include any of the following beyond what is required in terms of the Companies Act?



Remuneration Matters

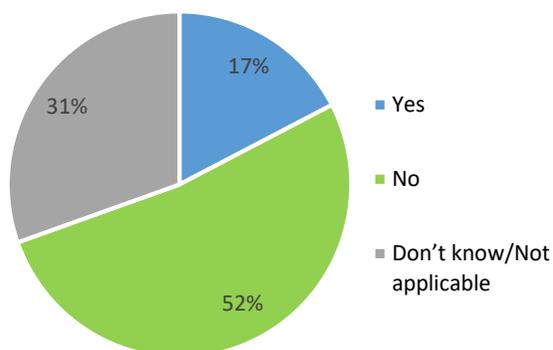
Does your company disclose the remuneration policy?

The majority (61%) of respondents stated that their organisation discloses their remuneration policy



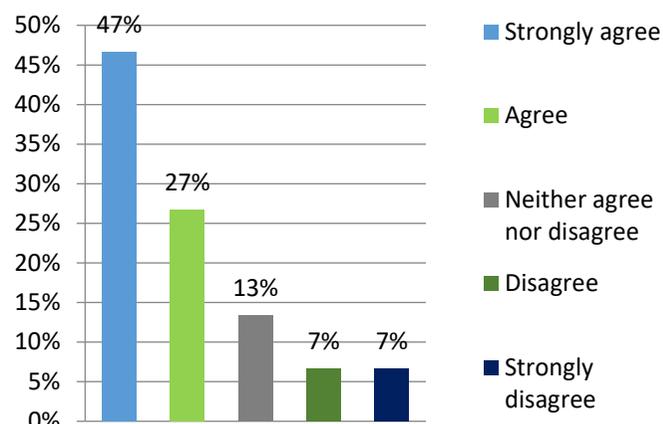
Does your company disclose the implementation report (as proposed in King IV), in addition to the Companies Act remuneration disclosures?

The majority (52%) of respondents stated that the company does not disclose the implementation report (as proposed in King IV), in addition to the Companies Act Remuneration disclosures.



For appropriate levels of management and executive board members, remuneration is tightly linked to the performance and ongoing viability of the company.

Interview respondents predominantly (47%) agreed with the above statement.



The information disclosed to the public around executive compensation is reviewed by the board to what degree?

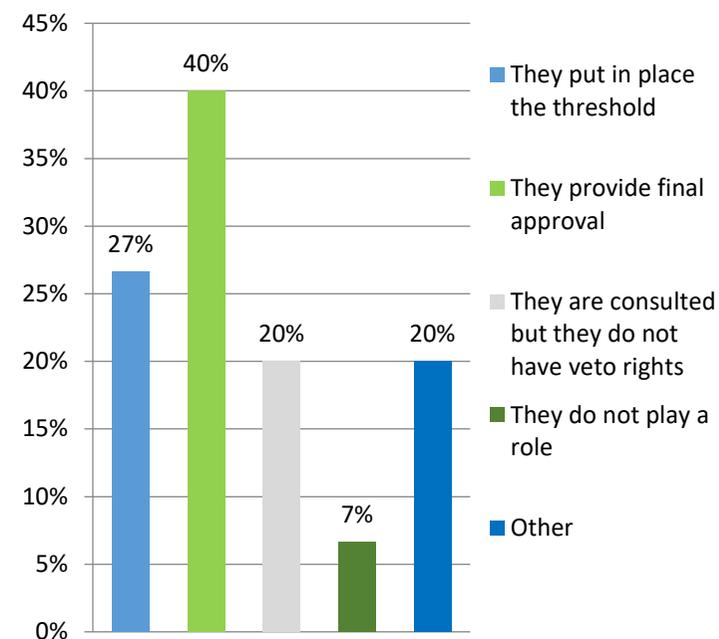
The majority (60%) of interview respondents stated that all supervision is carried out by the Remuneration committee (or other committees).

How is remuneration determined for management and executive board members?

The majority (80%) of interview respondents stated that business performance (including financial) determines the outcome, followed by consistency of remuneration policies between executives and employees.

To what extent do shareholders have a say on director remuneration?

The majority of interview respondents stated that shareholders provide final approval.



CEO and CFO Succession Planning

How often does the full board review CEO and CFO succession plans?

Respondents predominantly (35%) stated that the board reviews the CEO and CFO succession plans only when a change in circumstance requires



2016 results: 41% of respondents have a succession plan for the CEO.

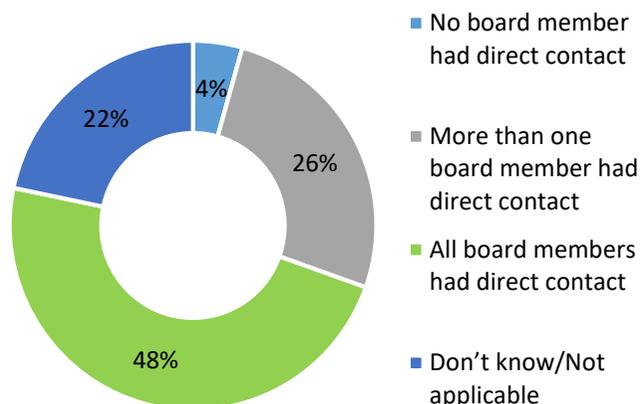
Who has the primary responsibility over the CEO and CFO succession planning process?

Respondents predominantly (39%) stated that the full board has the primary responsibility over the CEO and CFO succession planning process.

Shareholder Engagement and Shareholder Activism

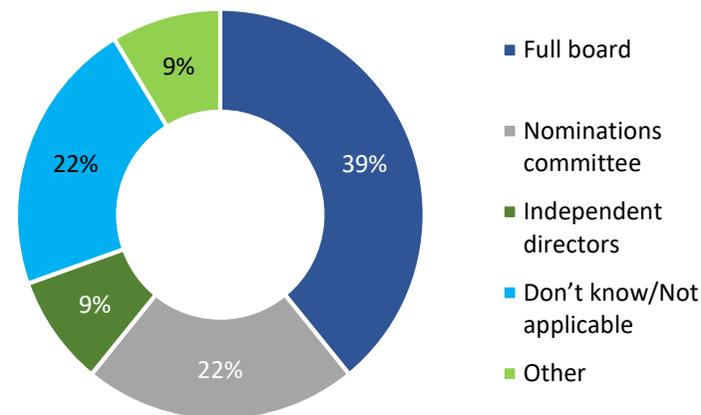
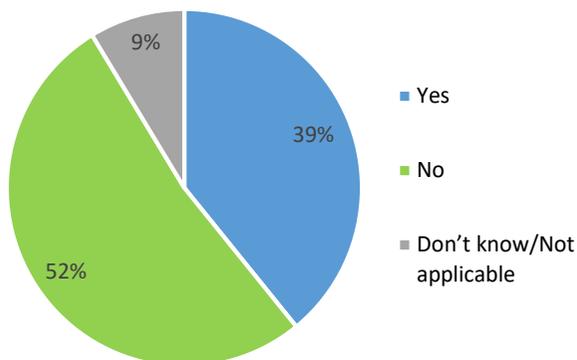
Have members of your board had direct contact with shareholder(s) or shareholder groups over the past year?

Respondents predominantly (48%) stated that all board members have direct contact with shareholders or shareholders groups



Has your company been approached by a shareholder activist within the past 12 months?

The majority (52%) of respondents stated the company hasn't been approached by a shareholder activist within the past 12 months.



Cybersecurity

Has your company experienced a cybersecurity breach during the past two years?

45% of respondents stated that the company didn't experience a cybersecurity breach during the past two years, whilst 36% had experienced a cyber-breach and 18% were not sure.

What level of awareness does the board have on cybersecurity?

32% of respondents stated that level of awareness the board has on cybersecurity is at a moderate level.

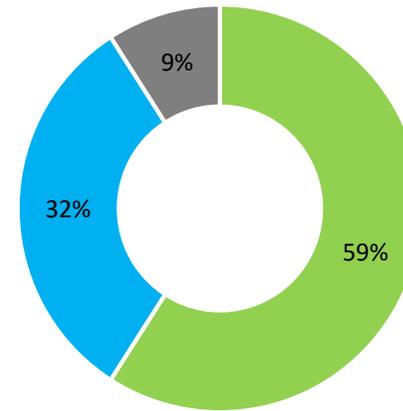
Which committee of the board oversees cybersecurity issues?

41% of respondents stated that the risk committee oversees cybersecurity issues whilst 32% stated the audit committee.

Who within management is responsible for cybersecurity?

64% of respondents stated that the Chief Information Officer or IT Manager is responsible for cybersecurity

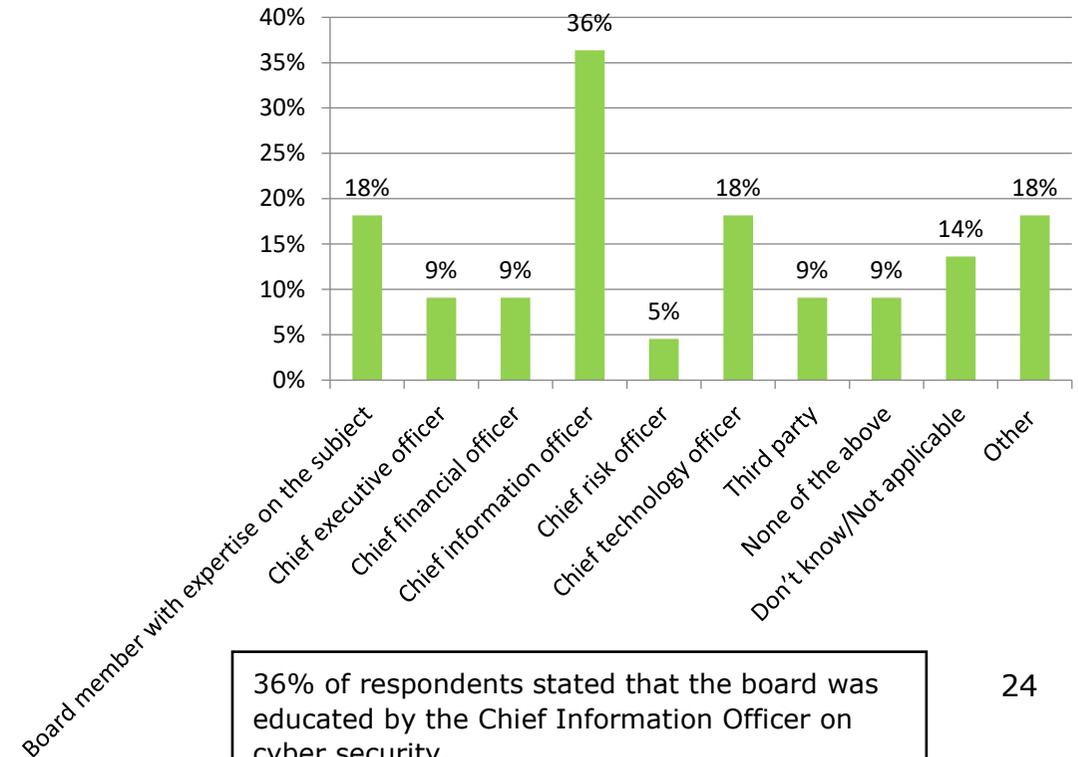
Did the board discuss crisis management during the past year?



The majority (59%) of respondents stated that the board discussed crisis management during the past year.

- Yes
- No
- Don't know/Not applicable

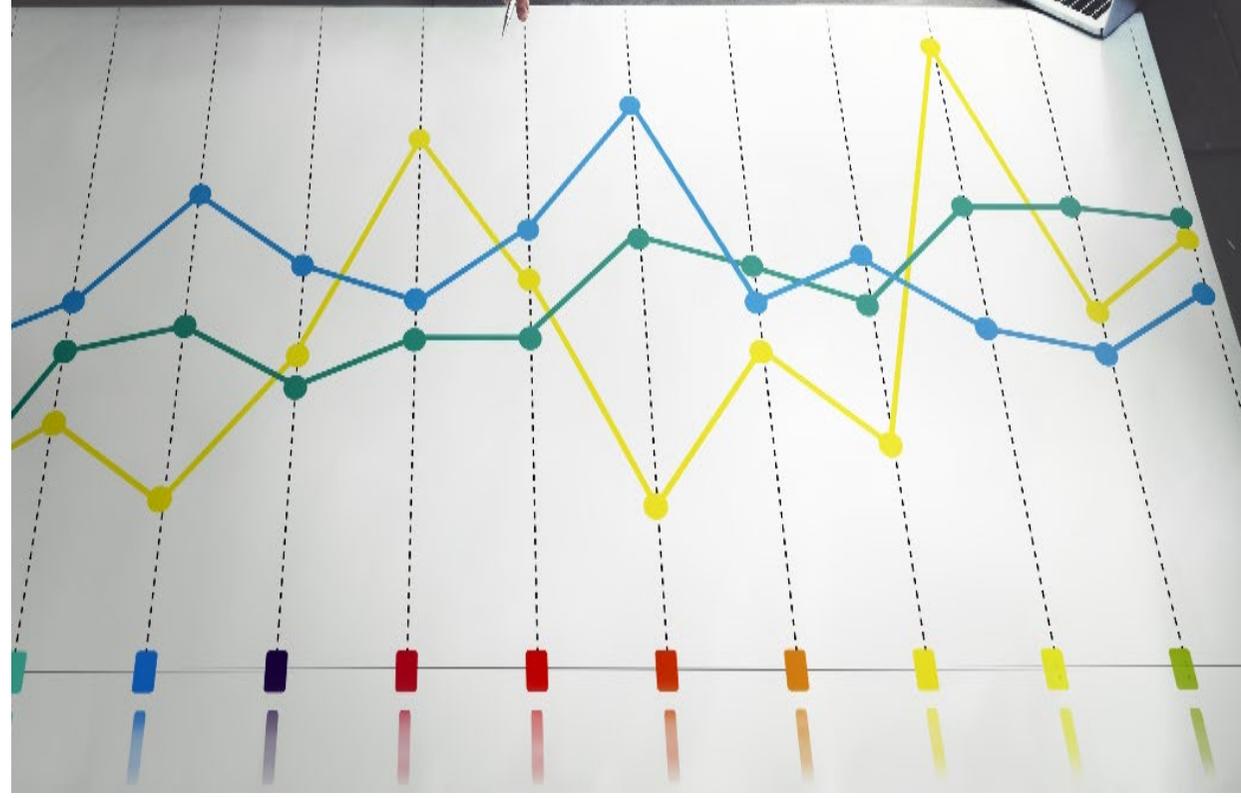
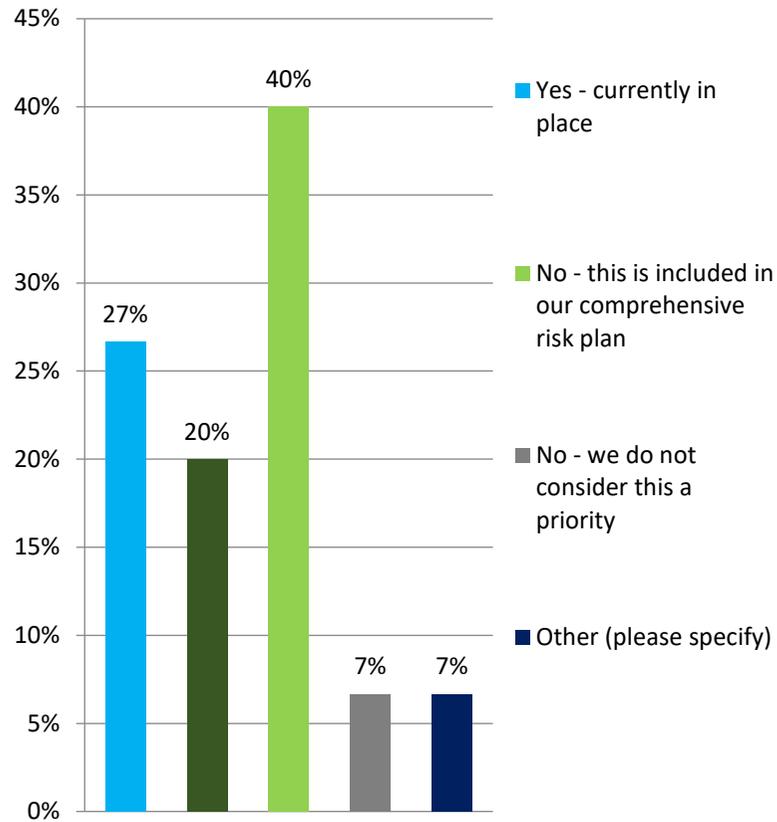
Who has educated your board on cybersecurity?



36% of respondents stated that the board was educated by the Chief Information Officer on cyber security.

Does the company currently have an action plan in place linked to cyber security?

Interview respondents predominantly (40%) stated that the company does not have a separate cyber security plan in place as it is included in their comprehensive risk plan. Thus there is no board member nominated as the cyber security expert as cyber security comes through in the risk committee, whilst discussing risk plans (47%).

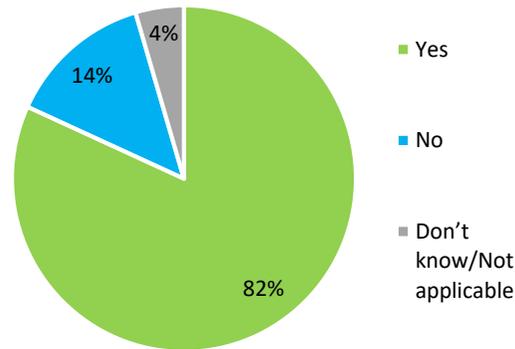


Social and ethics

“Good corporate governance is essentially about effective ethical leadership. While leadership starts with each individual director, it finds its expression through the Board as a collective, setting the appropriate example and tone which is referred to as ethical governance. King IV explains the governance of ethics as the role of the Board in ensuring that the ethical culture within the organisation is aligned to the tone set by the Board through the implementation of appropriate policies and practices.”

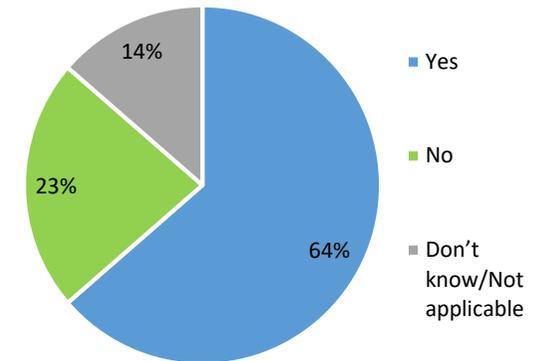
Did the board discuss the company’s values during the past year?

The majority of respondents (82%) stated that the board discussed the company values during the past year.



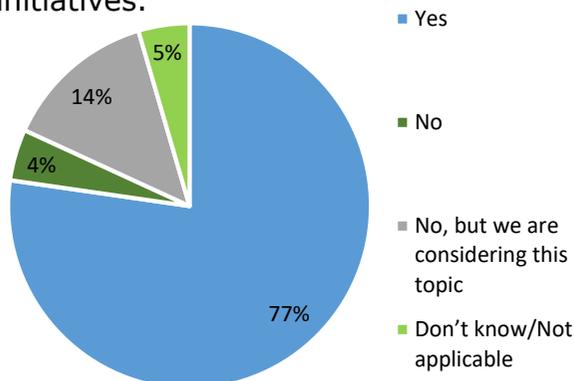
Did the board discuss the company’s ethics policy and ethics management during the past year?

The majority of respondents (63%) stated that the board discussed the company’s ethics policy and ethics in the past year.



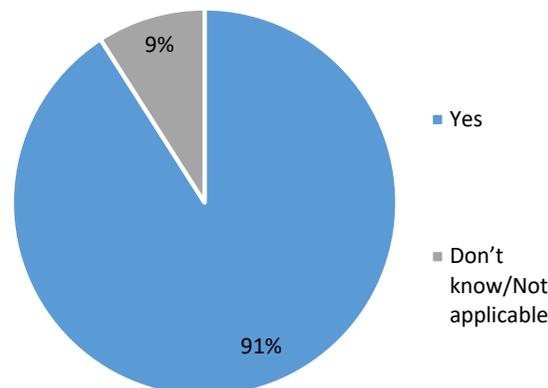
In the past year, has your company's strategy incorporated new sustainability initiatives?

The majority of respondents (77%) stated that the company’s strategy incorporated new sustainability initiatives.



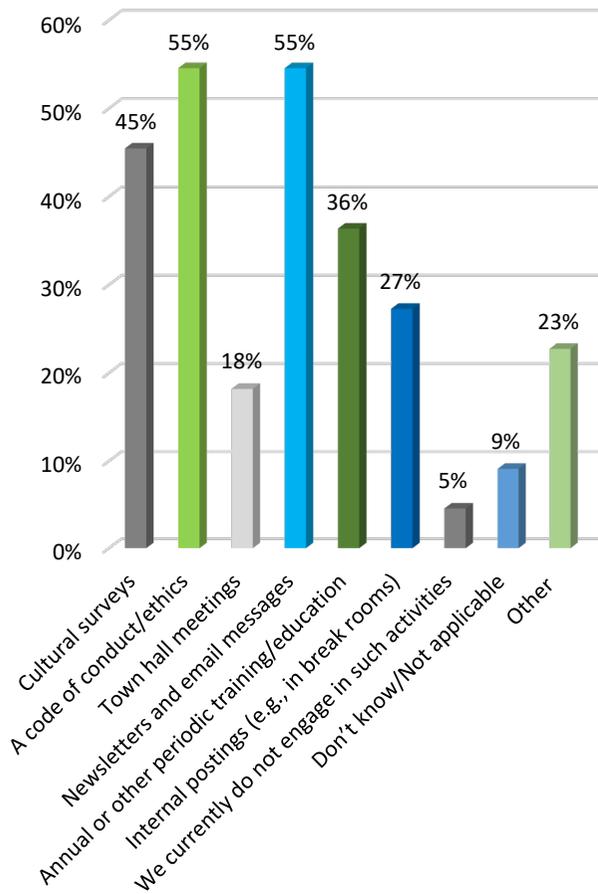
Does your company have an ethics code of conduct?

The majority of respondents (91%) stated that the company has an ethics code of conduct.



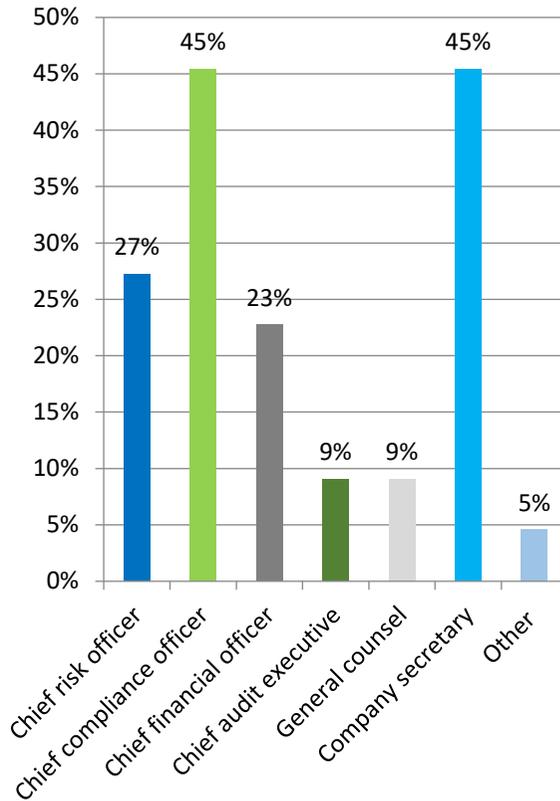
Which activity does your company engage in to create tone at the top of the company?

The majority of respondents (55%) stated that the company engages in newsletters and email messages, as well as in the code of conduct/ethics to create tone at the top of the company.

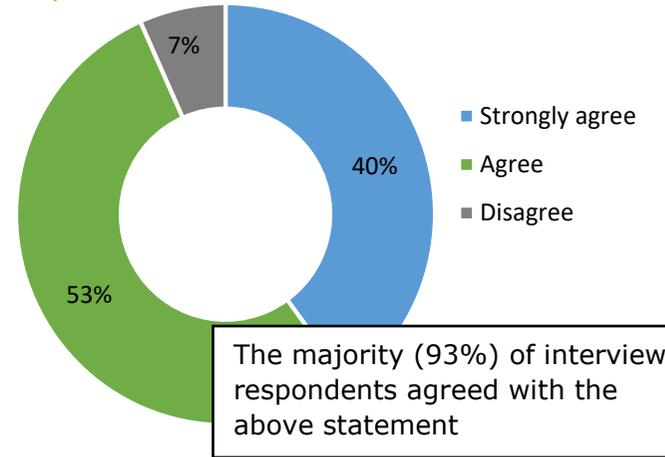


Which individual(s) are responsible for reporting ethics and compliance matters to the board?

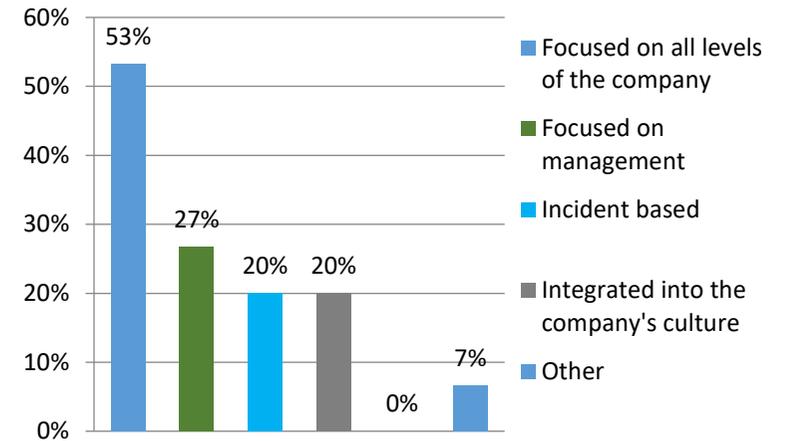
For the majority of the respondents (45%) either the Company Secretary or Chief Compliance Officer are responsible for reporting ethics and compliance matters to the board.



The board periodically reviews the protocols in place to deal with ethical breaches and evaluates the associated risk on brand reputation?



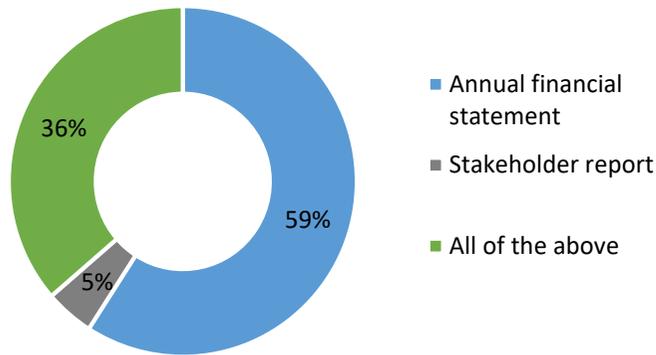
Would you say that the current controls on risks linked to brand reputation are:



The majority (53%) of interview respondents stated that the current controls focused on all levels of the company

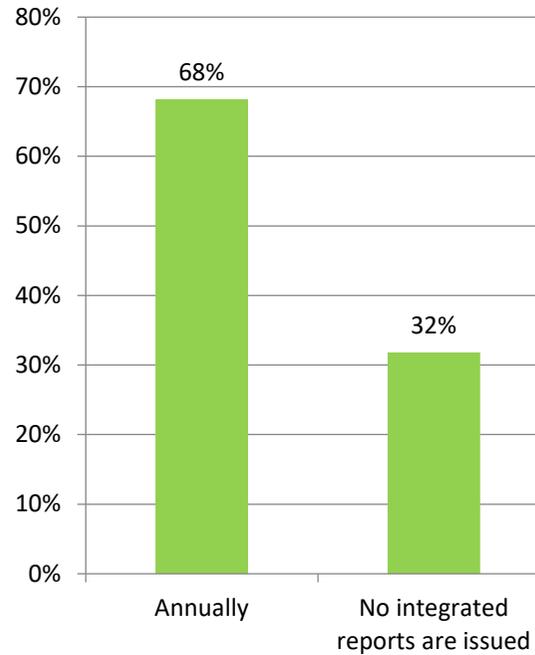
Integrated Reporting

Board ensures accountability for organisational performance by issuing:



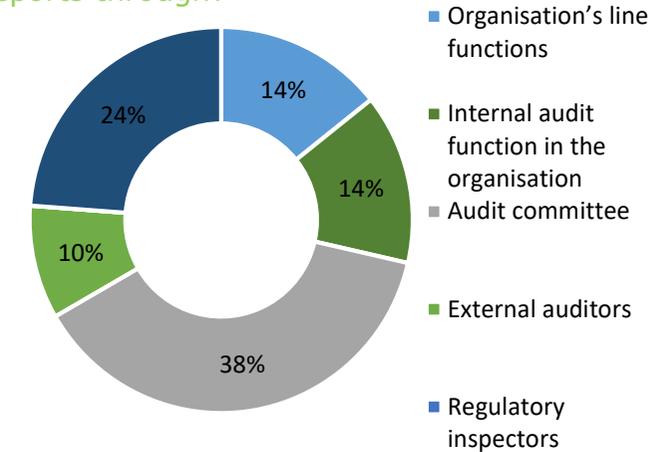
The majority (59%) of interview respondents stated that the board ensures accountability for organisational performance by issuing annual financial statements.

Board oversees that the organisation issues integrated reports at least:



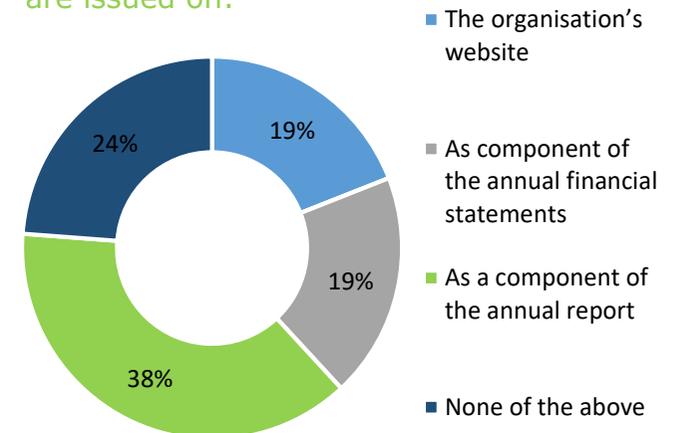
32% of interview respondents stated that the organisation does not issue an integrated report.

Board verifies and affirms the integrity of reports through?



38% respondents stated that the board verified the integrity of reports through the audit committee

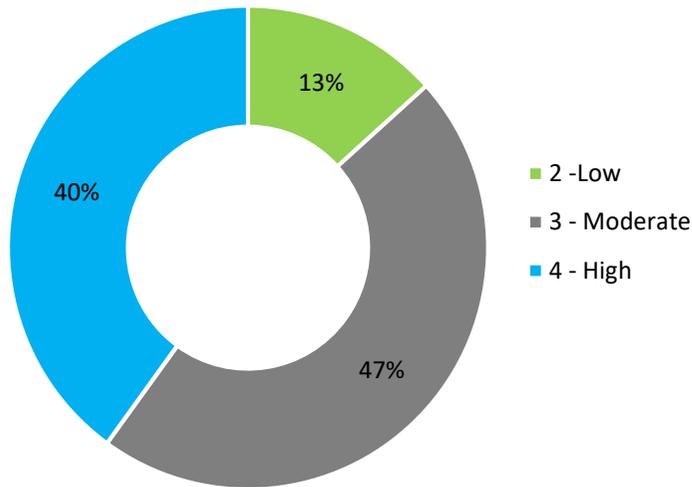
The integrated reports of the organisation are issued on:



Innovation

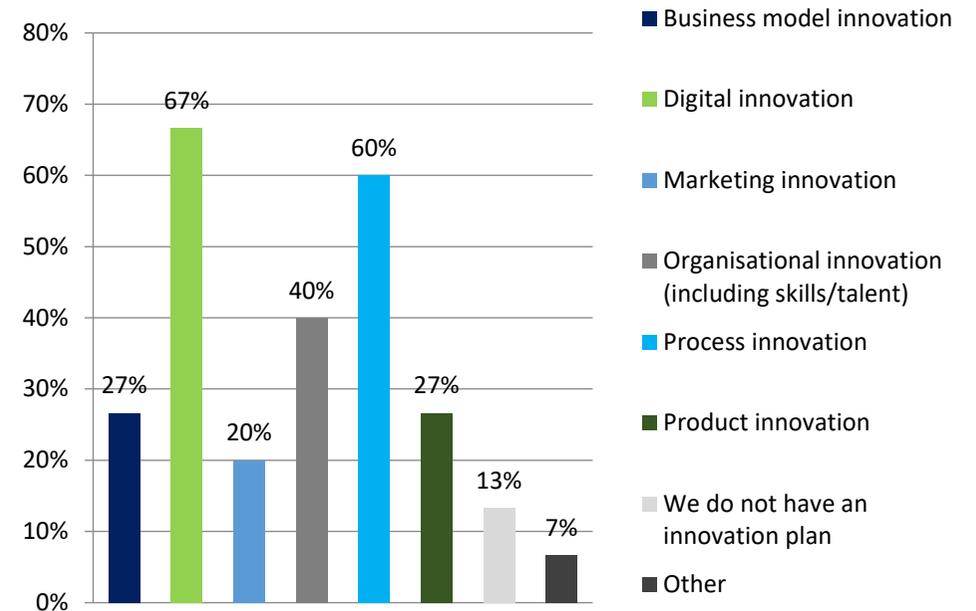
“Innovation distinguishes between a leader and a follower.” –Steve Jobs

How high up on the board's agenda is innovation in your company?



47% of interview respondents stated that innovation has a moderate priority on the board's agenda.

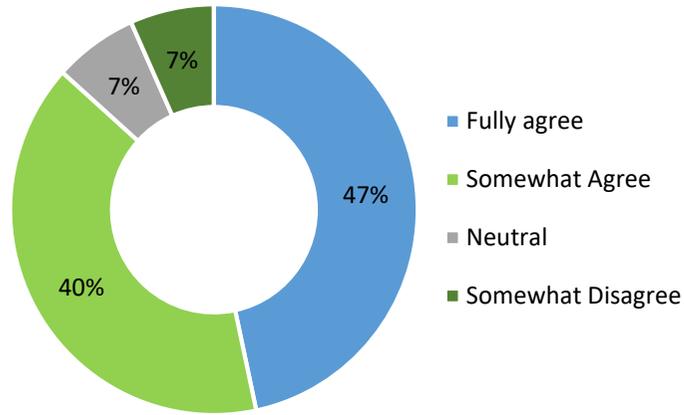
What is the focus of your company's innovation plan?



Interview respondents listed the following as the top 3 focus areas for their company's innovation plan:

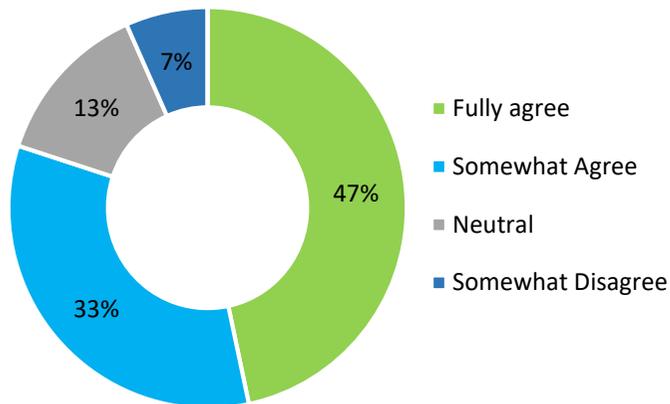
1. Digital Innovation
2. Process Innovation
3. Organisational innovation (including skills/talent)

The organisation's culture encourages innovation and idea generation.



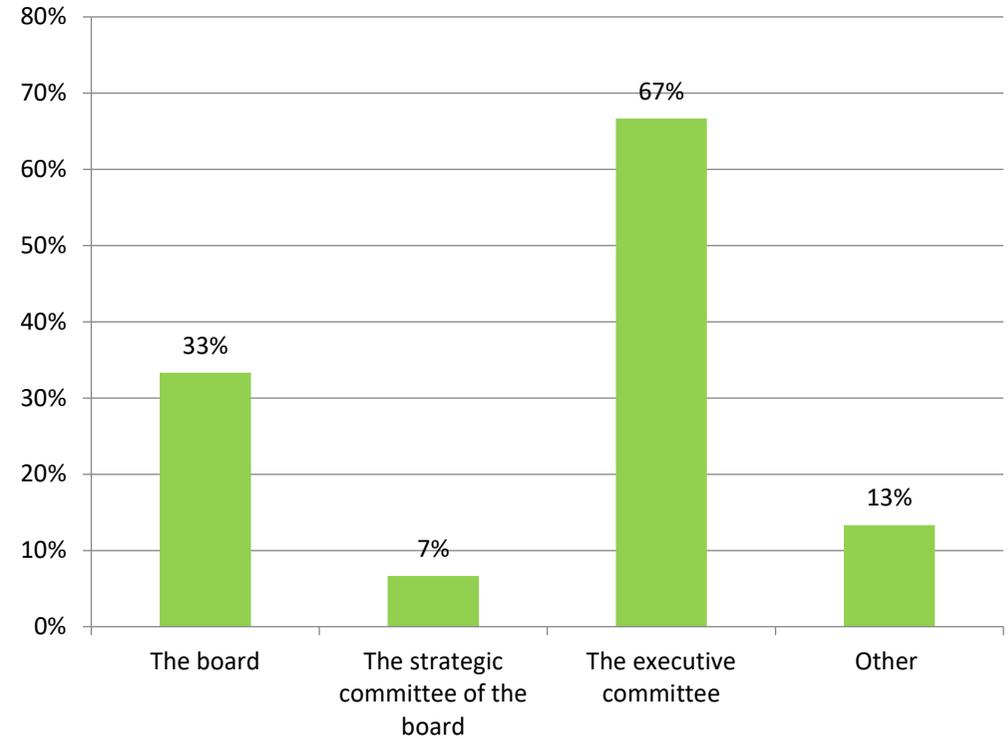
47% of interview respondents fully agree that their organisations culture encourages innovation and idea generation.

There is a good balance between innovation strategy and the level of risk the board is willing to take.



47% of interview respondents fully agree that there is a good balance between innovation strategy and the level of risk the board is willing to take.

What part of the company is charged with monitoring innovation progress?



The majority (67%) of interview respondents stated that the executive committee is charged with monitoring innovation.

Conclusion



Governance frameworks: Since the previous survey, there has been a good uptake on corporate governance frameworks, with the King IV report even being adopted in Namibia.



Board composition: In comparison to the prior survey, there has not been a change in the average board size, but there appears to be a good diversity of age, gender and race. Boards have however not considered implementing board refreshment policies, term limits or age limits. Since our 2016 survey, information technology skills are still lacking on most boards.



Board leadership: The chairman of the majority of boards is independent, with a further majority of chairmen being male and from a previously disadvantaged background. As per good corporate governance practises, the chairman is not the chairman of other board committees, but in some instances is a member of other board committees.



Board materials: The majority of Board members received their board materials well in time, but there is a concern at the length of the board materials.



Board committee structures and roles: A marked improvement from the 2016 survey was noted in that 100% of respondents have an audit committee. The majority of respondents however do not have a rotation policy for the committee chair and/or membership.



Strategy and Risk: The majority of respondents discuss strategic objectives annually, however what is of concern is that for a few organisations, no strategic planning session with management takes place. From a risk perspective most organisations appear to receive enhanced information on risks associated with their company's strategy on an annual basis. Company performance, strategy, risk management, cyber security, board effectiveness and the global financial crisis and recovery seem to have been top of mind for most boards over the past 12 months and continue to be top of mind going forward.



Audit Committee: For the majority of respondents, the audit committee chairperson is also the financial expert on the board.



Board orientation and training: Many organisations appear to have an ongoing director education programme, with the majority of these programmes focusing on King IV/NamCode, industry specific topics, company policies, board fiduciary duties, ethics and regulatory issues facing the organisation.



Remuneration: The majority of respondents disclose their remuneration policy. Furthermore, remuneration is tightly linked to performance and the ongoing viability of the company with the shareholder giving final approval on director remuneration.



CEO and CFO succession planning: Of concern is the fact that for a third of respondents, the CEO and CFO succession plans are only reviewed when a change in circumstance requires so which may be too late.



Social and ethics: The majority of organisations respondents have an ethics policy in place and discuss ethical breaches and the company values at a board level.



Integrated reporting: Most of Namibia organisations are still grappling with the concept of integrated reporting and rely on their annual financial statements and annual reports for reporting purposes.



Innovation: Innovation distinguishes between a leader and a follower. Of concern is that innovation is not very high up on the board's agendas of Namibia organisations. When innovation is considered, the focus is on digital innovation, process innovation and organisational innovation.



Technology and data analytics: Social media is changing the way and speed at which organisations communicate with their stakeholders. What is concerning is that most organisations stated that their boards have not received reports on or discussed the usage of social media by employees, customers or the board. Advanced analytics is still not readily incorporated into the company strategy.



Cyber security: There is a moderate level of awareness at the board level of cyber security, it is monitored along with the risk plans and is the responsibility of the IT manager or CIO. Since technology is merely a means of disseminating information and the ownership of information resides with the business, there is a concern around the ownership of the cyber risk. When ownership resides with IT, the cyber risk is seen as an IT risk and not a business risk. Furthermore, of more concern, less than half of the respondents have a cyber-security plan in place.

Contacts

		
<p>Melanie Harrison</p>	<p>Abel Akayombokwa</p>	<p>Gerda Brand</p>
<p>Director Risk Advisory</p>	<p>Partner Business & Financial Advisory</p>	<p>Director Taxation Services</p>
<p>D: +264 (0)61 285 5003 M: +264 (0)81 224 0899</p>	<p>D: +264 (0)61 285 5086 M: +264 (0)81 304 3748</p>	<p>D: +264 (0)61 285 5062 M: +264 (0)81 127 8987</p>
<p>melharrison@deloitte.co.za</p>	<p>aakayombokwa@deloitte.co.za</p>	<p>gbrand@deloitte.co.za</p>



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