



# The Boardroom Forum

Presented by PwC's Business School



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# The Boardroom Forum

Aligned to our purpose of building trust in society and solving important problems, PwC has created an exclusive platform for directors to network and engage in discussion and debate around the complex and varying issues being faced in the modern boardroom.

The challenges facing today's boards are vast and varied, driven by many factors, including global megatrends and local shifts.

PwC's Boardroom Forum, under the auspices of PwC's Business School, was established to turn these challenges into opportunities. The Forum provides a platform for the leading minds in corporate governance and related fields to engage with boards to share their knowledge, experience and expertise – while stimulating discussions on new and emerging topics.

Our mission is to help directors effectively meet the challenges of their critical roles and to comply with evolving expectations and regulations.





# Board committees and roles

The Boardroom Forum provides offerings for the following board committees and roles:

**Audit & Risk Committees**

**Remuneration Committees**

**Social and Ethics Committees**



# Board committees and roles

## Audit & Risk Committees

The role of the audit and risk committee is becoming even more critical in light of a continuing quest for increased governance and certainty in corporate actions, disruption and reporting.

### Audit committee chairs roundtables

Selected audit committee chairs are invited to join us for focused, small group conversations, maximising the opportunity for networking and substantive dialogue between audit committee chairs, on matters most relevant to this role.

## Remuneration Committees

Remuneration committees have a responsibility to ensure that they are fully competent in all areas of reward and remuneration, and that they are up to date on local remuneration best practices and global trends.

### Non-executive director remuneration roundtables

Our non-executive director remuneration roundtables allow a focus on the critical issues remuneration committee chairs and members will need to consider when dealing with key remuneration concepts.

As awareness surrounding their responsibilities increases, and the reward environment continues to become more complex to navigate, we see a trend towards requests for more in-depth discussion on reward governance matters, which is even more pronounced with the introduction of King IV™. These small group masterclass sessions address the fundamentals of relevant governance principles and the latest remuneration development.

## Social and Ethics Committees

The work of Social and Ethics Committees has elicited much discussion since their inception in response to the requirements of the Companies Act. Social and Ethics Committees were established with the purpose of monitoring companies' activities relating to social and economic development, environmental practices, health and safety, good corporate citizenship, consumer relationships and labour practices. Committees are expected to consider all matters within their broad mandate and have a reporting responsibility to the board and shareholders.

With a heightened focus on ESG, are the Social and Ethics committees living up to their mandates?

### Social and Ethics Committee events

Our structured forum creates opportunities for members to network and engage in dialogue on topics relevant to this field.



# Executive director roles

The Boardroom Forum provides offerings for the following executive director roles:

**Chief Audit Executive**

**Chief Risk Officer**

**Chief Information Officer**

**Chief Human Resources Officer**





# Executive director roles

## Chief Audit Executive

The chief audit executive (CAE) has an important role in an organisation. Not only does the CAE report critical issues to the audit committee on a regular basis, together with an assessment of the effectiveness of management's efforts to resolve them, but the CAE also plays a critical role in strengthening the governance and internal control structures in a business. These issues could cause substantial financial or reputational damage to the company if not addressed.

## Chief Risk Officer

In today's rapidly evolving business landscape where cause and effect are no longer linear or always predictable, organisations have recognised the importance of effectively managing risks that pose threats to productivity and profitability. As a response to this heightened awareness, the formalisation of risk management efforts has gained significant traction, resulting in the emergence of more formalised enterprise risk management practices, led by dedicated Chief Risk Officers (CROs). This pivotal role has been further elevated within the C-level hierarchy due to the growing influence of regulatory requirements

### Chief Audit Executive and Chief Risk Officer roundtables

Chief Audit Executives and Chief Risk Officers are invited to participate in our exclusive roundtable discussions, designed to facilitate focused and intimate conversations on topics of common interest. These sessions offer a valuable

opportunity for networking and substantive dialogue, centred around topics most relevant to these roles. This collaborative environment encourages knowledge sharing and fosters meaningful connections with industry peers. It gives participants the opportunity to benchmark their functions with others in the field, and to be exposed to some of the latest trends and solutions.

## Chief Information Officer

As the role and influence of technology increases, it continues to have a greater impact not only on organisations, but how people live, work and interact. For CIOs, this offers both opportunities and challenges. To succeed, the right skills and understanding are vital if they are to harness technology's potential, while also mitigating the risks. Only through a human-led and tech-powered approach will they be able to deliver sustained outcomes, quicker and more accurately, and gather unexpected insights and creative solutions to their biggest challenges. But while human intervention and insight is more critical than ever, there is a scarcity of people with the skills and understanding to successfully convert technological advances into commercial advantages.

### Chief Information Officer roundtables

CIOs are invited to join us for focused, small group conversations, maximising the opportunity for networking and substantive dialogue on matters most relevant to this role.

These roundtables help CIOs look at their challenges and the opportunities arising from them from different perspectives — helping them drive the sustained outcomes they want for their organisations and understand the trends and disruptors that will play into their strategic technology projects.

## Chief Human Resources Officer

Chief Human Resources Officers (CHROs) are pivotal in shaping an organisation's culture, talent strategy, and long-term sustainability.

The CHRO ensures that people remain at the heart of business performance by aligning workforce capabilities with organisational goals. This role extends beyond traditional HR functions – today's CHRO is a strategic partner who drives transformation through talent development, diversity and inclusion, and employee engagement. In an era of rapid technological change and evolving workforce expectations, the CHRO's influence on leadership effectiveness and organisational agility is more critical than ever.

Modern CHROs also play a key role in navigating complex challenges such as skills shortages, hybrid work models, and regulatory compliance related to labour practices. By fostering a resilient and future-ready workforce, the CHRO helps organisations maintain competitive advantage while safeguarding employee well-being and productivity.

### Chief Human Resources Officer Roundtables

Join fellow CHROs for exclusive, small-group roundtables designed to spark focused discussions and build meaningful connections. These sessions provide a unique forum to explore the most pressing issues shaping human capital leadership today. In this collaborative setting, participants can share insights, benchmark practices, and exchange ideas on emerging trends such as workforce analytics, AI in HR, and strategies for attracting and retaining top talent. It's an opportunity to deepen your knowledge, strengthen your network, and gain fresh perspectives from peers across the industry.

# Focused leadership forums

The Boardroom Forum also provides offerings for the following roles:

**Board Investment Forum**

**Company Secretary**

**Women in Leadership**





# Focused leadership forums

## Board Investment Forum

The role of Board Investment members has become increasingly important, and challenging, given the uncertainty in global markets. Strategy setting has become more complicated considering enhanced threats associated with M&A, major capital projects, capital allocation and target operating model decision making. Increasingly, retirement plan sponsors are also coming under scrutiny in the management of plan assets.

Experienced Board Investment members are essential in ensuring that risks associated with investment decisions are adequately understood and mitigated by management to prevent significant business and reputational exposure.

### Board investment roundtables

Board Investment members are invited to join us for focused, small group conversations, maximising the opportunity for networking and substantive dialogue between members, on matters most relevant to this role.

## Company Secretary

As you're aware, ensuring compliance with statutory requirements and meeting the demanding standards of corporate governance is crucial for directors. Company Secretaries play a critical role in ensuring this by keeping the board informed about all relevant laws and regulations and reporting any non-compliance. They have evolved from the compliance gatekeepers to the friend you phone as director to ensure your actions meet the highest levels of governance.

However, given the ever-evolving legal system and complexities around regulatory requirements, navigating the role of Company Secretary can be challenging.

### Company Secretary roundtables

That's why we're inviting Company Secretaries to join us for our exclusive roundtable discussions. These small group conversations provide an intimate setting for substantive dialogue and networking with fellow Company Secretaries. Our discussions will focus on the most relevant matters related to the role, helping Company Secretaries unpack the complexities of their position.

Don't miss out on this opportunity to connect with peers and enhance your understanding of the evolving role of Company Secretaries. Join our upcoming Company Secretary roundtables today.

## Women in Leadership

Our women in leadership programmes provide insights from experienced leaders in the marketplace on how to operate effectively as individuals in the boardroom. The practical sessions provide networking opportunities for those individuals aspiring to leadership roles and for those already in leadership roles.



# Boardroom Forum News

A range of industry and role-specific thought leadership is available to our directors. Insights including those provided in our Annual Global CEO Survey and Annual NED Report provide directors with the latest research and cutting-edge thinking to assist them in excelling in their role.

PwC's Boardroom Forum news is an extension of our commitment to create a platform to contribute to the debate around the complex and varying issues facing the modern boardroom.



# Contact Us

## We want to hear from you

Please get in contact should you want to learn more about the programme or register for an event.



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