





*International Conference on Emergency  
Medicine (ICEM) 2016*

# DIRECTORATE AND ADMINISTRATION FOR THE YEAR ENDED 30 JUNE 2016

## Directors

### AM Boraine

Chairman  
Non-executive  
Appointed: 17/10/2006

### DA Cloete

Non-executive  
Appointed: 27/10/2015

### J Ellingson

Chief Executive Officer  
Appointed: 01/09/2014

### RSH Eksteen

Non-executive  
Appointed: 16/02/2014

### GM Fisher

Non-executive  
Appointed: 22/11/2011

### SW Fourie

Non-executive  
Appointed: 22/11/2014

### EI Hamman CA(SA)

Lead Independent Director  
Non-executive  
Appointed: 20/04/2013

### BJ Lodewyk CA(SA)

Non-executive  
Appointed: 20/04/2013

### GJ Lundy

Non-executive  
Appointed: 20/04/2013  
Resigned: 31/03/2016

### AA Mahmood

Non-executive  
Appointed: 20/04/2013

### S Myburgh-De Gois

Non-executive  
Appointed: 16/02/2014

### F Parker CA(SA)

Chief Financial Officer  
Appointed: 16/10/2012

### HJ Taljaard

Non-executive  
Appointed: 05/07/1999  
Retired by rotation: 27/10/2015

## Board committees

### Audit and Risk Committee

BJ Lodewyk (Chairman)  
SW Fourie  
EI Hamman  
AA Mahmood

### Human Resources and Remuneration Committee

DA Cloete (Chairman)  
AM Boraine  
BJ Lodewyk

### Nominations Committee

AM Boraine (Chairman)  
SW Fourie  
RSH Eksteen

### Social and Ethics Committee

EI Hamman (Chairman)  
RSH Eksteen  
AA Mahmood  
J Ellingson

### CTICC Expansion Committee

AM Boraine (Chairman)  
GM Fisher (Vice-Chairman)  
DA Cloete  
S Myburgh-De Gois  
J Ellingson

## Administration

### Company registration number

1999/007837/30

### Registered office

Convention Square  
1 Lower Long Street  
Cape Town 8001  
PO Box 8120  
Roggebaai 8012

### Company Secretary

MM Thirion  
Appointed: 01/08/2006  
Resigned: 01/08/2016

### Auditors

Office of the Auditor-General  
Private Bag X1  
Chempet 7442

### Principal bankers

ABSA Bank Ltd  
PO Box 7735  
Johannesburg 2000



## Board compensation and performance

Remuneration of the Board of Directors, Executives and Senior Managers is aligned with the Municipal Finance Management Act (MFMA). The Cape Town City Council sets and revises the upper limits of remuneration for the Board, as well as the CEO and all staff reporting directly to her.

Bonuses are linked to performance and the Remuneration Committee determines the CEO's performance bonus. The management team (senior and middle management) receive performance bonuses in July, based on company performance, while the bonuses paid out in February each year are based on personal performance. Shareholders approve the policy for Directors' remuneration at every second AGM as required by the Companies Act.

## BOARD COMMITTEES

The Convenco Board committees operate in accordance with the terms of reference defined in their respective charters. Regular reports on the committees' activities are provided to the Board. The members of the committees are listed on page 86.

### Audit and Risk Committee

The Audit and Risk Committee is constituted as a statutory committee of the company in respect of its statutory duties in terms of section 94(7) of the Companies Act and as a committee of the Board in terms of all other duties assigned to it by the Board. The committee currently comprises four independent Non-executive Directors and one Non-executive Director appointed by one of the shareholders, all of whom are suitably skilled, competent and experienced. The CEO, CFO and other members of the company's Executive Management team attend meetings of the committee. Both the internal and

external auditors have access to the committee and are invited to attend committee meetings.

The committee exercises oversight of the internal financial controls of the company. It reviews the adequacy and effectiveness of: the financial reporting processes; accounting practices; management information systems; the system of internal controls; the management of financial, investment and operational risks; the internal and external audit processes; and compliance with laws and regulations. The committee makes submissions to the Board regarding accounting policies, financial control, records and reporting. As the company does not have a separate risk committee, the Audit and Risk Committee also oversees the risk management process and monitors the implementation of the CTICC's risk management plan and risk register, which is reviewed by the Board quarterly and approved annually. The committee meets at least quarterly. It met five times during the past financial year.

### Human Resources and Remuneration Committee

The Human Resources and Remuneration Committee comprises three Non-executive Directors and meets at least four times for the purpose of reviewing annual salary increases, bonus incentives and the company's remuneration strategy. The committee's meetings are attended by the CEO, CFO and the Human Resources Manager of the company. It met five times during the past financial year.

## Convenco Board of Directors



*Andrew  
Boraine*

*Julie-May  
Ellingson*

*Ruwaida  
Eksteen*

*Gary  
Fisher*

*Deon  
Cloete*

### Nominations Committee

The Nominations Committee currently comprises three Non-executive Directors and is tasked with overseeing and making recommendations to the Board to ensure that:

- The Board has the appropriate composition to execute its duties effectively;
- Directors are appointed through a formal and transparent process;
- Ongoing induction, training, development and evaluation of Directors take place.

The committee met three times during the past financial year.

### Expansion Committee

The Expansion Committee has been mandated by the Board to oversee all aspects of the CTICC's expansion. The committee currently comprises the Chairperson of the Board, three Non-executive Directors and the Chief Executive Officer of the company. The previous Chairman of the company is the Vice-chairman of this committee. Members of the company's Executive Management team also attend meetings of the committee. The committee met seven times during the year under review.

### Social and Ethics Committee

The Social and Ethics Committee currently comprises three Non-executive Directors and the Chief Executive Officer. The committee's role is to monitor the company's activities, having regard to relevant legislation, other legal requirements and/or prevailing codes of best practice. The Social and Ethics Committee oversees matters related to social and economic development; good corporate citizenship; and the environment. Matters of health and public safety, including the impact of the company's activities, fall within the purview of the committee. In addition, it also monitors matters related to the company's products or services and consumer relationships, including the company's advertising, public relations and compliance with consumer protection laws and labour and employment. Its role is also to draw matters within its mandate to the attention of the Board and to report, through one of its members, to the shareholders at the company's annual general meeting on the matters within its mandate. The committee is also tasked with monitoring and reporting on the company's approach and implementation of ethics management across the business.

## Convenco Board of Directors



*Ethel  
Hamman*

*Barry  
Lodewyk*

*Sharon  
Myburgh-De Gois*

*Aklaaq  
Mahmood*

*Fairoza  
Parker*

*Solly  
Fourie*

### Details of Convenco Board composition

Independence	Surname	First Name	Date of Appointment	Female	Male	African	Coloured	Indian	White	20 – 30	31 – 40	41 – 50	Above 50
(*)	Boraine	Andrew Micheal	17 Oct 2006		•				•				•
(*)	Cloete	Deon Anton	27 Oct 2015		•				•				•
(*)	Eksteen	Ruwaida Suzette Heidi	16 Feb 2014	•			•				•		
#	Ellingson	Julie-May	01 Sep 2014	•					•			•	
**	Fisher	Gary Morton	22 Nov 2011		•				•			•	
**	Fourie	Solly William	22 Nov 2011		•		•						•
*	Hamman	Ethel Irene	20 Apr 2013	•			•					•	
*	Lodewyk	Barry Joseph	20 Apr 2013		•		•					•	
*	Mahmood	Aklaaq Ahmed	20 Apr 2013		•			•					•
(*)	Myburgh-De Gois	Sharon	16 Feb 2014	•					•				•
#	Parker	Fairoza	16 Oct 2012	•				•				•	
			Total	5	6		4	2	5		1	5	5

\* Independent non-executive

(\*) Independent non-executive appointed by the City of Cape Town

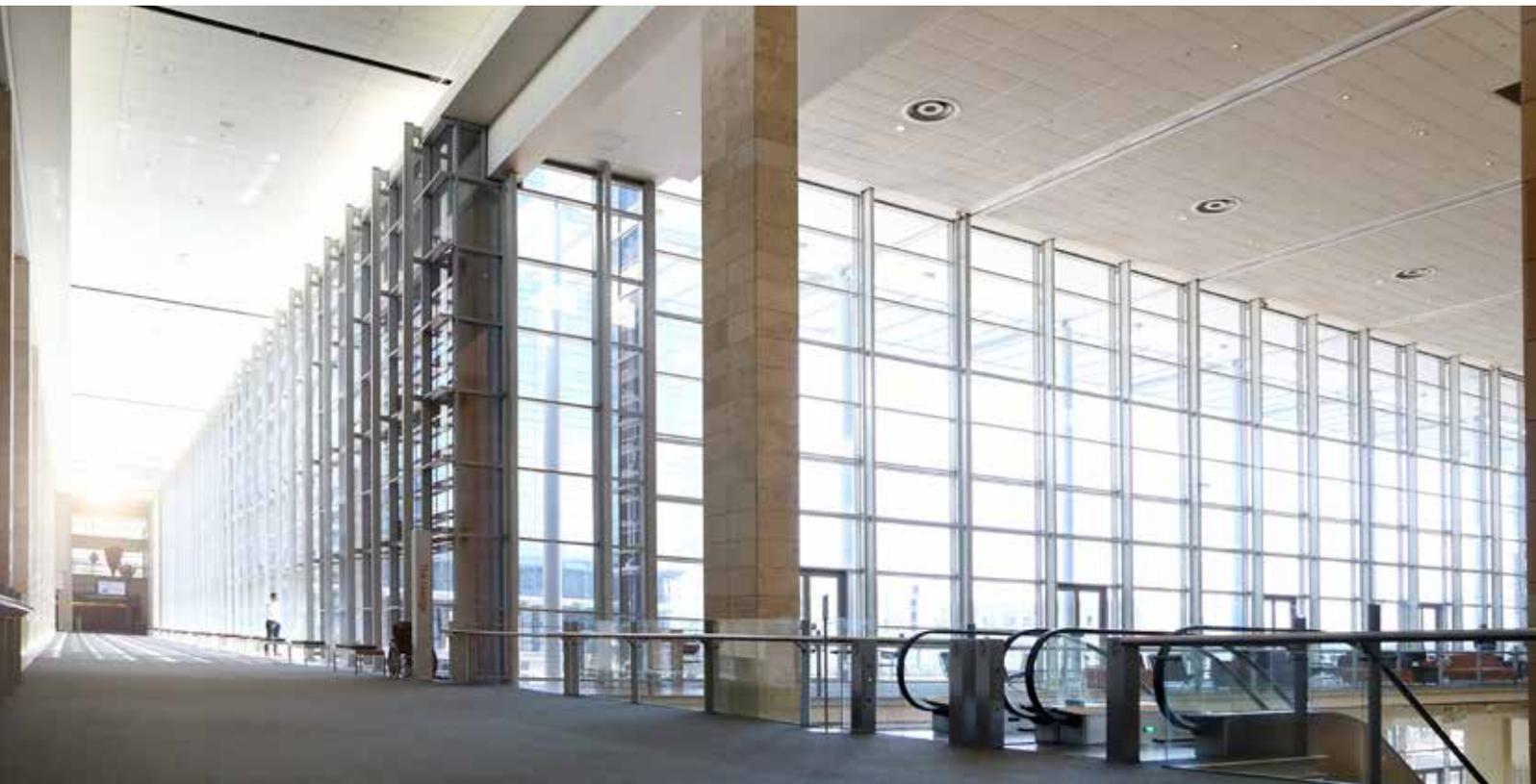
# Executive

\*\* Independent non-executive appointed by the Western Cape Government

### Convenco Board retirements and resignations

Independence	Surname	First Name	Date of Appointment	Date of Retirement/Resignation
*	Taljaard	Henning Jeremias	5 July 1999	27 October 2015 (retired)
*	Lundy	Guy	20 April 2 013	31 March 2016 (resigned)

\* Independent non-executive



## Details of Directors' meeting attendance 1 July 2015 – 30 June 2016

Name of Director	Board	Audit and Risk Committee	HR and Remuneration Committee	Nominations Committee	Social and Ethics Committee	Expansion Committee
<b>Total number of meetings</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>6</b>
AM Boraine	8		4	3		6
DA Cloete	4		2			3
RSH Eksteen	6			3	3	
J Ellingson	8	(5)	(5)	(3)	3	6
GM Fisher	7					2
SW Fourie	8	2		1		
EI Hamman	7	4			3	
BJ Lodewyk	7	5	5			
GJ Lundy	4		4			1
AA Mahmood	7	3			3	
S Myburgh-De Gois	7					5
F Parker	4	(5)	(4)			(2)
HJ Taljaard	2		1			2

() Attended meeting in a capacity other than as a committee member



## COMPLIANCE, GOOD GOVERNANCE AND RISK MANAGEMENT



*Audit and Risk Committee*

### **Company Secretary**

The Company Secretary ensures that, in accordance with pertinent laws, the proceedings and affairs of the directorate and, where appropriate, members of the company are properly administered. The Directors have access to the Company Secretary and can seek her advice on Board and governance matters. The Company Secretary is also the Secretary to all the committees of the Board.

### **Precautionary principle approach to risk**

The Board places a strong emphasis on proactive risk management within the company and the Audit and Risk Committee is responsible for monitoring the management

of risk. The precautionary principle is used as a tool when making decisions that might pose a risk to the organisation. The objective of this principle is to prevent harm from the outset, rather than managing it after it has happened. The CTICC has, for example, taken a tough stance on ensuring that the expansion of the centre meets best practice environmental standards, with clear monitoring systems in place. There is a separate risk register for the CTICC East expansion, which is closely monitored by the Expansion Committee.



*Client Year end Function 2015*

## STAKEHOLDER ENGAGEMENT REVIEW

As a significant roleplayer both in the leisure and business tourism sector internationally, the CTICC engages with a number of different shareholders, as identified in the About the CTICC section in this report. The list of key stakeholders follows in the table below.

**10**

**Stakeholder engagements held for the year under review**

### Our stakeholders and their role in our world

List of Stakeholder Groups	Basis for identification and selection of stakeholders
City of Cape Town	Primary shareholder and investor. Important to the governance of the CTICC.
Western Cape Government	Second largest shareholder and investor. Important to the governance of the CTICC.
Clients: Professional conference, exhibition and event organisers	Vital to the financial sustainability of the CTICC.
CTICC staff	Fundamental to the longevity, sustainability and reputation of the CTICC.
Service partners	Important to effective delivery on organisational goals/KPIs.
Local community partners: Abalimi Bezekhaya, Foundation for Alcohol Related Research (FARR), the Haven Night Shelter and Mitchell's Plain School of Skills	Established partnerships since 2011 to strengthen community ties and offer ongoing support to the valuable work of the organisations.
Cape Town Convention Bureau	Business unit within the official Destination Marketing, Investment and Trade Promotion Agency for the Western Cape (Wesgro). A strategic alliance that assists in attracting bids for international conferences to the CTICC and Cape Town.
Tourism industry stakeholders	Raise the tourism profile of the city and region. Collaborating in order to position the CTICC and the region at top of mind.
Media	Partner in raising awareness about the CTICC. Primary target audience for reputation management strategy.



Women's Day Event 2015

## How we engage with our stakeholders

In order to encourage stakeholder interaction, various stakeholder events are hosted throughout the year. These include the regular CTICC Board meetings, the annual general meeting and social stakeholder events. These platforms encourage face-to-face communication and are an ideal way of receiving first-hand feedback from stakeholders. Specific stakeholder engagement initiatives include:

- A variety of events hosted throughout the year to which clients are invited and at which they are able to provide direct feedback and input to the centre;
- At least four staff meetings per year with the specific aim of encouraging direct communication and feedback, supported by additional events and internal communication platforms such as the CTICC intranet, staff emails, staff newsletters, KPA meetings, notice boards;
- A series of stakeholder and client events to which industry roleplayers, media and suppliers were invited to engage with the CTICC as demonstrated on pages 95 to 97;
- Comprehensive 'product and service' feedback sessions as part of thorough client de-briefing sessions after each key event;
- Monthly client surveys conducted by an independent third party supplier;
- Extensive social media interaction with 18 869 Facebook members and 5 634 Twitter followers. These social media platforms are extensively used for two-way stakeholder communication.

An additional focus area is our membership of both local and international trade forums, which helps us to position the CTICC as a global player in the conventions and events sector (a full list of our membership is included in the About the CTICC section of this report). CTICC staff members are particularly active in these associations and their contribution helps promote and strengthen the industry both nationally and internationally. Notably, the CEO is the first African representative to be voted onto the Board of the International Association of Congress Centres (AIPC). The CTICC's Business Development Manager: National serves on the Board of the Exhibition Association of South Africa (EXSA). In addition, a CTICC Event Executive serves on the South Africa Association for the Conference Industry (SAACI) Western Cape Committee.



**18 869**  
Facebook Members



**5 634**  
Twitter Followers

*Social media data as at June 2016*

## Growth through local partnerships

One of the cornerstones of our sustainable success is our commitment to collaborating with local tourism and eventing organisations, not only to enhance our own position, but also to grow and develop the entire industry. These partner organisations include, but are not limited to, the following:

- **Cape Town & Western Cape Convention Bureau:** a strategic business unit of Wesgro, this organisation works to promote Cape Town and the Western Cape as a premier destination for meetings, incentives, conferences, events, exhibitions and trade fairs.
- **Event organisers:** Professional Conference Organisers (PCOs) and exhibition organisers are our key clients. We work closely with these stakeholders to constantly refine and enhance our offering in line with their requirements and expectations.
- **The film and media industry:** Cape Town is an appealing international filming and photography destination. The CTICC is a sought-after location for these shoots and we make every effort to promote our centre and the city to the global media industry.
- **The South African National Convention Bureau (SANCB):** SANCB plays a vital role in positioning South Africa as a world-class international meetings and events destination.

## Employee engagement and labour practices

Employees are able to raise any concerns relating to Conditions of Employment, Employment Equity and Skills Development with their line managers. The CTICC also has an Employee Relations Forum (ERF) in place, with six staff nominated ERF representatives who take a collective approach to resolve employee relations matters. Concerns can be raised through the HR department directly or via this ERF.

Fair labour practices and human rights principles are implemented at the CTICC and have also been included into the procurement of contractors and sub-contractors as outlined in the section on procurement practices. This includes protection against child, forced and compulsory labour.

The CTICC does not have employees who are covered by a collective bargaining agreement. They do however operate within a unionised environment with 21 employees (13.9%) belonging to the South African Commercial, Catering and Allied Workers Union (SACCAWU).

## Keeping in touch with our stakeholders

The following mechanisms are in place for shareholders, employees, clients and other stakeholders to provide recommendations or direction to the highest governance body (the CTICC Board):

- Clients: CTICC customer survey index (CSI)
- Employees: Employment relations forum (ERF) and CEO open door policy
- Shareholders: Strongly encouraged to attend AGM and press conference
- Media and other stakeholders: Free to attend AGM and press conference.



**CAPE TOWN  
& WESTERN CAPE  
CONVENTION BUREAU**  
a division of **WESGRO**

## A strategic alliance

Positioning the CTICC as a leading conference destination, especially in the international association event segment, requires strong partnerships and cross-industry collaboration.

We consider our work with the Cape Town & Western Cape Convention Bureau as a strategic alliance in securing international congresses and association events. The Bureau is a business unit within Wesgro – Cape Town and the Western Cape's official tourism, trade and investment promotion agency.

The Bureau is instrumental in building the reputation of Cape Town and the Western Cape as a premier business events destination and offers pre- and post-bid assistance, convention planning support and event services to business event planners.

Indeed, as a result of our collaboration, we have managed to secure prominent international association conferences for the CTICC and Cape Town, not to mention Africa.

As partners, we were proud to announce in September 2015 that the World Ophthalmology Congress will be held in Africa for the first time in 2020. This congress will bring approximately 15 000 delegates to our centre, our city and our region. The conference is one of the world's largest medical meetings and will be the biggest ever hosted at the CTICC and will occupy both CTICC West and East.

During the financial year, we also successfully hosted the 46th Union World Conference on Lung Health (featured in the event case studies section of this report). The Bureau was responsible for submitting the successful bid to host the conference.

Truly, a highly valued partnership in securing high-value conferences.

## SIGNIFICANT CLIENT STAKEHOLDER ENGAGEMENTS IN THE YEAR UNDER REVIEW



August 2015

### ***International Ophthalmology Association Chef's Table***

To showcase our offering, CTICC Executive Management hosted a chef's table for the Chief Executive Officer and Director of Meetings of the International Ophthalmology Association and the local organising committee of the World Ophthalmology Congress, which will be hosted at the CTICC in June 2020. 15 000 delegates are expected.



October 2015

### ***Chef's Table for corporate clients***

The national sales team hosted a tasting for corporate clients with Executive Chef Warwick Thomas and his team.

February 2016

### ***Société Internationale de Chirurgie Orthopédique et de Traumatologie (SICOT) Chef's Table***

SICOT is an international non-profit association that promotes the advancement of science and the art of orthopaedics. The CTICC hosted a chef's table with the International Secretariat and local president. SICOT will take place at the CTICC from 28 November to 2 December 2017.



February 2016  
**Meetings Africa client relationship management event**

CTICC Executive Management hosted a client relationship management event with the client responsible for the 17th Annual Conference of the Board of Healthcare Funders of Southern Africa.

April 2016  
**Jazz Festival Client Engagement Sessions**

The CTICC hosted stakeholders and top clients during the Cape Town International Jazz Festival to thank them for their valuable contribution to the CTICC as well as showcasing the CTICC product offering.



April 2016  
**IMEX International Associations business event**

In partnership with four other convention centres, CTICC Executive Management hosted 22 international association and meeting planner clients during a business event at the annual IMEX tradeshow in Frankfurt, Germany.

May 2016  
**International Society for Microbial Ecology (ISME) Chef's Table**

The International Society for Microbial Ecology is the principle non-profit scientific society for the burgeoning field of microbial ecology and related disciplines. The CTICC hosted a chef's table with the ISME Executive Board.



May 2016

### **Joint Assembly (IAPSA, IAMAS, AIGA) Chef's Table**

The CTICC hosted a chef's table for the local organising committee of the International Association of Meteorology and Atmospheric Sciences, the International Association for the Physical Sciences of the Ocean and the International Association of Geomagnetism and Aeronomy.



May 2016

### **ICCA Client-Supplier Workshop**

Megan Arendse, GM: Commercial & Business Development attended the International Congress and Convention Association client-supplier workshop in Cancun, Mexico. The CTICC qualified to take its client, Catherine Draper from the International Society for Behavioural Nutrition and Physical Activity Association, to the workshop.



June 2016

### **Global Exhibitions Day**

The CTICC participated in the inaugural Global Exhibitions Day event launched by UFI (the Global Association of the Exhibitions Industry of which the CTICC is a member).

