King V Governance Readiness Checklist

A practical checklist for applying and reporting against King V corporate governance principles

King V · Corporate Governance · Risk Governance · Combined Assurance · ESG · Compliance

King V is South Africa's corporate governance code, applied on an apply-and-explain basis rather than as a certifiable legal requirement. This checklist sets out a practical sequence for demonstrating how governance principles are applied and reported against, not just referenced.

A Leadership, Ethics & Governance Structure

- [ ] Document how the governing body provides ethical and effective leadership
- [ ] Define and record the roles, composition, and independence of the governing body
- [ ] Maintain a governance framework describing delegation of authority to management
- [ ] Review board and committee composition against skills and diversity expectations
- [ ] Record how the organisation's culture and values are monitored by leadership

B Strategy, Performance & Value Creation

- [ ] Link strategic objectives to the risks and opportunities that inform them
- [ ] Document how performance against strategy is monitored and reported
- [ ] Confirm resource allocation decisions are informed by risk and assurance input
- [ ] Report on value created for stakeholders, not only financial performance
- [ ] Review strategic assumptions when the risk or operating environment changes materially

C Risk Governance

- [ ] Confirm the governing body sets and approves the organisation's risk appetite and tolerance
- [ ] Maintain a risk management framework covering strategic, operational, and emerging risks
- [ ] Report material risk exposures and mitigation status to the governing body
- [ ] Review risk governance effectiveness at defined intervals
- [ ] Link risk oversight explicitly to the combined assurance model

D Combined Assurance

- ☐ Map assurance providers across management, internal audit, and external assurance
- ☐ Confirm the combined assurance model covers the organisation's material risks
- ☐ Identify and address gaps or duplication in assurance coverage
- ☐ Report combined assurance conclusions to the audit and risk committees
- ☐ Review the combined assurance model when the risk profile changes

E Compliance & Legal Governance

- ☐ Maintain a register of applicable laws, regulations, and codes relevant to the organisation
- ☐ Assign accountability for monitoring compliance with material legal obligations
- ☐ Report material compliance breaches or exposures to the governing body
- ☐ Review the effectiveness of the compliance function or capability periodically
- ☐ Confirm whistleblowing and ethics reporting channels are operating and monitored

F Sustainability & ESG Governance

- ☐ Confirm sustainability is embedded in strategy, not managed as a standalone initiative
- ☐ Report on environmental, social, and governance performance to stakeholders
- ☐ Assign oversight of sustainability performance to a board committee or equivalent structure
- ☐ Track progress against sustainability targets and disclose material gaps
- ☐ Align ESG disclosure with the frameworks stakeholders expect, such as GRI or IFRS Sustainability

G Stakeholder Engagement & Reporting

- ☐ Identify material stakeholders and their legitimate interests in the organisation
- ☐ Document how stakeholder feedback informs governance and strategic decisions
- ☐ Prepare integrated or governance reporting that explains, rather than simply lists, practices applied
- ☐ Disclose areas where a King V principle is not fully applied and explain why
- ☐ Review stakeholder communication channels for effectiveness on a periodic basis

H Apply-and-Explain Reporting Discipline

- ☐ Prepare a governance disclosure that addresses each King V principle individually
- ☐ Avoid generic or copied disclosure language that does not reflect actual practice
- ☐ Have governance disclosures reviewed by the governing body before publication
- ☐ Update disclosures year on year to reflect genuine changes in practice
- ☐ Retain supporting evidence for each disclosure in case of stakeholder or assurance scrutiny