

Curriculum Vitae of Ashley Latchu
(PhD Candidate – 2026, MSc, HSc, BSc, Dip, MCSE MCSD MCDBA MCSA)

PERSONAL DETAILS

Surname	Latchu
First Name	Ashley
Identity number	[Redacted]
Nationality:	South African
Age	45
Gender	Male
Demographics	[Redacted]
Physical Address	[Redacted]
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Email address	[Redacted]
Drivers License	Code B
Langages	English, Afrikaans

CAREER SUMMARY

Current: Head of IT – Nampak Glass (iSanti Glass / Ab InBev SABMiller)
Current: Board Member – University of Limpopo (UL)
Current: Board Member – University of Nelson Mandela University (NMU)
Current: Board Member – South African National Parks (SANParks)
Current: Board Member – Southern Africa Trust (SAT)
Current: IT Steering Committee – Sol Plaatje University (SPU)
Current: IT Steering Committee Chairperson – Special Investigating Unit (SIU)
Current: Enforcement Committee (Data Regulator & Compliance) – Information Regulator (IR)
Past: CIO / IT Director – Human Sciences Research Council (HSRC)
Past(2021-2023) : Information Officer POPIA – Human Sciences Research Council (HSRC)
Past (2019-2021): Group Executive: Shared Services – B&M, OHS, Protection Services Oversight
Past: Group Technology IM EMEA/APAC - Multinational Mining Anglo American - Leaders in Mining & Metals
Past: Head of IT - Multinational Oil FMCG Shell & BP JV - Leaders in Oil & Gas.
Past: Head of IT - Multinational FMCG Frigoglass - Leader in ICM Business
Past: Information Systems Manager - Multinational FMCG Lafarge Holcim -Leader in Building Materials.
Past: Systems Project Manager - Multinational FMCG Mahle Behr - Leader in Automotive Component Manufacturing.
Past: IT PM/Systems Engineer – Weiss Volkswagen
Past: IT Lecturer – PC Training & Business College
Past: Advisory Board - University of South Africa (UNISA) – School of Computing.
Past: Steering Committees - South African Identity Federation (SAFIRE)
Past: Steering Committees - Government Information Technology Officers Council (GITOC)
Past: Board Member – Tertiary Education and Research Network of South Africa (TENET)
Past: Board Member – Performing Arts Centre of the Free State (PACOFs)
Past: Board Member – Edenvale Hospital
Past: Board Member – Lebone College of Emergency Care (LCOEC)
Past: Board Member – Ekurhuleni East TVET College (EEC)
Past: Board Member – Nuclear Energy Corporation of SA (NECSA)
Past: Board Member – Council for the Built Environment (CBE)
Past: Board Member – Greater Taung Economic Development Agency (GTEDA)
Past: Board Member – Gauteng Industrial Development Zone (GIDZ)
Past: Board Member – Social Housing Regulatory Authority (SHRA)
Past: Board Member – South African Council for the Quantity Surveying Profession (SACQSP)
Past: Audit & Risk Committee – The National Credit Regulator (NCR)
Past: Audit & Risk Committee - Department of Justice and Constitutional Development (DOJ & CD)
Past: Audit & Risk Committee – Mayibuye Transport Company (MTC)
Past: Audit & Risk Committee – CENTLEC SOC Electricity (CENTLEC)

Past: Audit & Risk Committee – King Sabata Dalindyebo TVET (KSD)
Past: Chairperson ITC Steering Committee – Bankseta (SETA)
Past: Chairperson ITC Steering Committee - The Commission for Conciliation, Mediation and Arbitration (CCMA)
Past: Chairperson ITC Steering Committee – State Theatre (State Theatre)
Past: IT Steering Committee – UMALUSI
Past: IT Steering Committee – National Regulator for Compulsory Specifications (NRCS)

CAREER ACHIEVEMENTS

Information Regulator – Enforcement Committee: Appointed to the national POPIA Enforcement Committee, providing oversight on complex data-protection matters including unlawful processing, data-breach investigations, and compliance enforcement. I leverage deep experience in data governance—built through leading national POPIA discovery, remediation, and regulatory liaison work at the HSRC—to assess institutional controls, evaluate data-risk environments, and contribute to decisions that shape South Africa’s personal-information governance landscape.

Nampak Glass: Rebuilt the IT environment following Nampak’s divestment, resolving critical ERP, infrastructure, and cybersecurity risks identified through external audits. Stabilised and remediated the JDE landscape—restoring P2P, enabling WMS, establishing Fixed Assets, and correcting non-compliant authorisations—while reducing consultant dependency by R250 000 per month through a hybrid insourcing model. Rationalised cloud and infrastructure services, **achieving a further R250 000 in monthly savings**. Strengthened OT governance in a 24/7 plant environment, implemented a SOC, modernised backups, and introduced automated digital workflows and a production-traceability Recycling App to support operational assurance and audit compliance.

HSRC CIO: Developed and aligned the IT strategic roadmaps to support and enable the objectives of the ten Business Units within the Human Sciences Research Council (HSRC). This alignment marked a significant milestone, as it addressed the longstanding gap between IT and the business functions, where previously, IT had been primarily operational, responding to ad-hoc project demands without proper planning. The lack of strategic alignment hindered the achievement of the business units' goals. By ensuring that IT was integrated into business planning, a dual partnership was established, facilitating collaboration across functions. Furthermore, Key Performance Indicators (KPIs) were systematically defined and cascaded from management to technical staff, ensuring that each KPI was directly aligned with the objectives of the respective business units.

HSRC CIO: Initiated the establishment of an e-Research unit at the HSRC in response to the organization's underutilization of digital advancements in research methodologies. This effort included collaboration with Dr. Dale Peters, the Director of eResearch at the University of Cape Town (UCT), who was invited to the HSRC to share insights from UCT's eResearch journey. This collaboration served as a foundational step in developing HSRC's own eResearch capabilities.

HSRC CIO: Big Data, Artificial Intelligence (AI), and Machine Learning (ML) Integration: Recognizing the inefficiencies created by isolated data sets, I collaborated with my counterparts at Anglo-American to pioneer a proof of concept in Big Data. This initiative involved aggregating diverse data sets to derive insights, which were then visually represented to enhance understanding and decision-making. Currently, in our Tuberculosis (TB) project, I am facilitating the application of Machine Learning (ML) techniques, in collaboration with the same Anglo-American counterparts, to analyze and identify TB from X-rays collected during our TB surveys. This application of ML aims to improve diagnostic accuracy and streamline the detection process in TB screenings.

HSRC CIO: Leadership – The IT department had been without a permanent IT Director for over five years, with only short-term, temporary appointments during that period. This lack of consistent leadership hindered the development of a strong organizational culture and leadership style. Having worked in eight different organizations prior to this role, I brought diverse leadership experiences, which allowed me to adapt my leadership approach to meet the unique needs of the HSRC. The IT team was disengaged and had lost confidence in management.

In response, I adopted a servant leadership approach, focusing on understanding each team member's individual needs and motivations. My primary goal was to demonstrate that I was committed to addressing their concerns, which in turn significantly boosted their morale. Additionally, I introduced best practices and high standards from my experience with blue-chip companies, implementing structured project methodologies and templates that streamlined operations within the IT department. These changes not only improved efficiency but also provided the team with a clearer, more structured way of working.

Ultimately, I earned their respect through two key avenues: first, by advocating for and supporting the team, and second, by introducing world-class, proven methods for IT operations that transformed the way the department functioned.

HSRC CIO: I successfully coached and mentored staff members, facilitating their progression from junior roles to leadership positions. This included guiding individuals to become Infrastructure Managers and supporting the development of an Office Manager into a Facilities Director. Additionally, several of the individuals I mentored advanced into leadership roles in prominent organizations, such as the United Nations and Amazon. *My approach places significant emphasis on internal talent development, with the aim of fostering growth within the organization and preparing staff for internal leadership opportunities.*

HSRC CIO: The organization initially faced significant risk due to an aging hardware infrastructure that was out of warranty and no longer adequate to meet operational demands. By reallocating existing funds and successfully advocating for additional investments, I led a transformation of the infrastructure into a modernized hybrid cloud and co-location environment valued at

30 million rand. This strategic upgrade resulted in achieving 99% uptime, even in the challenging context of frequent loadshedding and power cable theft.
HSRC CIO: Following the infrastructure upgrade, a comprehensive digital transformation project was initiated, focusing on key areas such as supply chain, finance, and human resources. This transformation incorporated Microsoft SharePoint to automate workflows and enhance operational efficiency. Additionally, a multi-faceted approach to cybersecurity was implemented, including several penetration tests. The results of these tests demonstrated that the organization's cybersecurity posture was robust. Furthermore, multiple clean audit outcomes provided additional validation of the strength and effectiveness of the implemented systems.
HSRC Group Executive for Shared Services (GE:SS) – Led high-level negotiations between the Department of Public Works (DPW), the Human Sciences Research Council (HSRC), and the Department of Social Development (DSD) to secure three-year lease renewals valued at R80 million. These renewals were instrumental in mitigating the impact of government budget cuts imposed on the HSRC. Additionally, I served as the project sponsor for tenant-related renovations, overseeing key aspects such as flooring (carpeting and tiling), air-conditioning installations, and general refurbishments. I was also responsible for managing critical maintenance contracts, including lift maintenance renewals, building painting, and parking management. This involved ensuring service level agreements (SLAs) were met for lifts, air-conditioning, and various other facilities to guarantee tenant satisfaction and compliance with Health, Safety, and Environmental (HSE) standards. Furthermore, I developed and led a comprehensive facilities and buildings strategy, which included a survey conducted within the HSRC community. The findings were categorized into Key Strategic Focus Areas (KSFAs), which were subsequently championed by senior management.
HSRC Dep POPIA Information Officer – Conducted a comprehensive discovery phase to identify gaps in compliance with the Protection of Personal Information Act (POPIA) across various departments. Following this assessment, I managed and coordinated the remediation efforts, ensuring that all identified gaps were addressed to achieve full compliance with the Act. Additionally, I facilitated awareness sessions to educate staff on POPIA requirements and compliance protocols. As the designated Information Officer, I also served as the liaison to the Information Regulator, overseeing all communications and regulatory submissions.
Boards, & Governance Committees - I have actively volunteered my expertise to serve on various boards and committees as an IT governance specialist, with a focus on assisting the public sector in navigating the complexities of the Fourth Industrial Revolution (4IR) and the broader digital transformation. My role has been to ensure that public sector institutions not only adopt innovative digital solutions but also implement robust governance, risk management, and control frameworks to support their operational goals and achieve clean audits. One critical challenge facing the public sector is the insufficient exposure to advanced ICT practices. By leveraging my extensive leadership experience in ICT, gained through roles at some of the world's largest companies, I am able to provide valuable insights and guidance. This enables boards and committees to optimize their use of ICT to enhance and augment public service delivery, ensuring that digital transformation aligns with and supports their mandates.
Anglo-American: I was responsible for the initial implementation of Strategic Planning in Information Management (IM) for Capital Projects with budgets exceeding 50 million USD. This included Stay in Business Projects, which ensure the sustainability and longevity of mining operations, Technology Development Projects focused on advancing new mining technologies, and Business Planning Projects aimed at fostering future growth.
Anglo-American: As Group Technology (IM), facilitated alignment and coordination between regional teams in South Africa, Australia, and Latin America (Brazil, Chile, and Colombia). This process ensured the standardization and synchronization of operations following the amalgamation of Group IM and its various subsidiaries ensuring no shadow-IT. The role played a critical role in unifying processes and systems across these regions to maintain operational consistency and strategic coherence.
Anglo-American: I facilitated the transformation of a traditional mining company's mindset into a digital-first approach by partnering with senior management at Anglo-American. This collaboration ensured that strategic IT advancements were integrated into the company's broader objectives, propelling Anglo-American into an Information Management (IM) Innovation initiative that provided a competitive edge. Key developments included spearheading cutting-edge projects in robotic mining, autonomous mining, the Internet of Things (IoT), and machine learning, in close collaboration with the Technology Department. I ensured that IM played a critical role in facilitating and supporting these advanced technological initiatives, thereby aligning technological progress with the company's strategic goals.
Shell & BP (JV): During my tenure at a leading lubricants company, I developed a comprehensive roadmap to establish a robust Information Management (IM) environment that aligned with the organization's strategic objectives. This initiative was critical in addressing significant risks identified during an audit conducted by one of the top three global audit firms. The audit revealed serious issues, including inadequate staffing, fraudulent activities, and failing IT systems, all of which posed a threat to the company's shareholders, namely BP and Shell. One of my key strategic objectives was to mitigate these risks and ensure the organization's long-term viability. To achieve this, I established a **SAP Centre of Excellence (CoE)** and formulated a **Service Level Agreement (SLA)** to stabilize an out-of-

budget SAP implementation, which had exceeded costs by R80 million. This CoE provided the governance and oversight necessary to support SAP system performance and align IT operations with business goals.

In addition, I spearheaded a cost-saving initiative within the IM division, which was particularly essential during the global crude oil crisis. Years of neglect in the IM environment had resulted in inefficiencies and escalating operational costs. Through contract renegotiation and cost optimization strategies, I successfully reduced the company's operational expenses by more than R1 million in that financial year. Furthermore, I played a pivotal role in budget creation and optimization, ensuring financial sustainability and operational efficiency within the IM function.

Shell & BP (JV): Digital Advancements in the Lubricant Manufacturing Environment - In the lubricant manufacturing sector, digital improvements were necessitated by significant challenges such as the lack of traceability and reliance on manual performance calculations, which were both prone to inaccuracies and operational inefficiencies. Upon identifying these issues, I initiated a digital Proof of Concept (POC) within my first week. This solution introduced comprehensive cloud-based automation and integrated Business Intelligence (BI) analytics through real-time dashboards, enabling precise performance tracking and data-driven decision-making.

The success of this POC garnered attention from the Head of Performance for the Shell EMEA Group, who subsequently reviewed it for potential global implementation. This initiative highlights the critical role of digital transformation in enhancing operational efficiency and traceability in the lubricant manufacturing environment.

Shell & BP (JV): The audits conducted by both KPMG and the IT Steering Committees of Shell/BP revealed a concerning trend of underperformance among the IT staff, which posed a substantial risk necessitating urgent intervention. However, the core issue was not attributable to the team's capabilities but rather stemmed from deficiencies in management, motivation, and leadership. The IT personnel had not benefitted from effective leadership due to organizational irregularities within the Lubricants Africa Business. Within a month of assuming leadership, I implemented a transformative strategy for the department, resulting in each IT professional surpassing expectations and exhibiting enhanced commitment to their roles. This turnaround process entailed an initial phase of close mentoring and micro-management, which was crucial for establishing a solid foundation for growth. Consequently, the IT department was empowered to align with and effectively execute the Strategic Roadmap I had formulated.

Frigoglass: An audit revealed that over 300 million ZAR in fraudulent activities could be attributed to inadequate information technology controls and systems. The aging infrastructure has significantly impeded the Group's strategic expansion efforts into Africa, which are heavily dependent on its South African operations as a foundational platform. In response to these challenges, I took the initiative to establish a comprehensive IT department from the ground up, focusing on the development of robust infrastructure, the formulation of policies, and the implementation of governance frameworks. Additionally, I created a Centre of Excellence dedicated to enhancing the Enterprise Resource Planning (ERP) system.

Frigoglass: As the executive head, my responsibilities extended beyond my ICT focus to encompass business continuity and operational excellence for the company. Recognizing a gap in management within the internal environment, I assumed the project manager role for the development of a new warehouse for spares and components. While it's uncommon for the Head of IT to lead non-IT projects, I possessed the requisite skills and knowledge, along with access to experts, to effectively manage this initiative.

I facilitated the installation of racking systems and coordinated civil works, collaborating with the supply chain management team to implement efficient lean management processes. I also introduced the managing director to lean management specialists and organized site visits to gather best practices for operational flows and design. Ultimately, I ensured the successful implementation of an automated barcode scanning wireless warehouse management system.

The impact of this project was significant: stock variance decreased from 9 million ZAR to 2 million ZAR after the new warehouse system was in place.

Frigoglass: The Greek EU crises prompted the Group to implement significant cost-cutting measures. I led initiatives that ranged from smart printing exercises to licensing models. I also negotiated service level agreements (SLAs) and worked to eliminate standalone systems by collaborating with Group IT. This involved implementing group-based systems locally, which ensured both internal support and effective costing models.

Frigoglass: During a period of crisis for the business, the depreciation of the rand against the dollar significantly affected direct material costs associated with imported materials. In response, I traveled to Durban to engage in negotiations with a local supplier, Mahle Behr (from my previous employment), regarding the local sourcing of compressors for Frigoglass. Always expanding beyond ICT, I consistently prioritized business profitability by leveraging my knowledge and authority to facilitate effective solutions.

Lafarge-Holcim: At that time, Lafarge operated numerous subsidiaries employing disparate systems that hindered effective digital integration and reporting, thus failing to align with the ONE Lafarge strategy established by the headquarters in France. In my role, I was responsible for standardizing systems across the business units (BUs) to ensure alignment with group systems. This involved tactically consolidating enterprise resource planning (ERP) systems and aligning them with the group's JD Edwards (JDE)

platform through Lafarge Cement (utilizing the legacy JDE), Ash Resources (using Syspro), and Aggregates and Concrete (operating on AS400). This consolidation resulted in significant cost savings related to licensing and facilitated enhanced support and development at the group level. With over 130 operational sites in South Africa, I was tasked with creating deployment systems and managing rollouts to remote sites, ensuring the provision of operational support and the establishment of support and operational level agreements.

Lafarge-Holcim: In my role, I was responsible for the comprehensive implementation of digital solutions designed to integrate business operations with information and communication technology (ICT) across large-scale projects at Lafarge. Given Lafarge's decentralized management structure, I effectively liaised with and managed teams both locally and internationally. A significant initiative I led was the development of the Electronic Proof of Delivery System. Recognizing the critical importance of deliveries and logistics to Lafarge's operations, this digital solution facilitated the elimination of paper processes and introduced a digital scanning system, thereby enhancing Lafarge's competitive position in the market.

The system enabled real-time vehicle delivery monitoring and the application of business intelligence (BI) tools, empowering Supply Chain Heads to make faster and more informed decisions—capabilities that were previously unattainable. Additionally, I oversaw the implementation of an online customer portal for Lafarge, which was subsequently extended to other business units. This initiative positioned Lafarge to effectively capture the digital market and maintain a competitive advantage. Notably, these technological advancements represented a pioneering effort within South Africa's construction and building materials sector.

Mahle-Behr: Mahle Behr, recognized as the third-largest automotive component manufacturer globally, has undertaken a serious commitment to digitization to ensure that technological advancements influence its operations in alignment with the evolving automotive industry. Here with consultants I pioneered the digital transformation of their manufacturing environment, incorporating systems that enhance traceability and automate label printing through programmable logic controllers (PLC) and pneumatic systems. This approach has resulted in the maintenance of high quality standards through rigorous testing, auditing, and compliance measures tailored to the automotive sector.

Moreover, we championed the automation of workflows by implementing paperless systems across its cross-functional units where I had a development team reporting to me. Notably, the organization successfully executed and supported the implementation of SAP and SAP HR, receiving accolades for the best implementation in its category. The management of the Centre of Excellence has facilitated the escalation of issues to external support services, ensuring effective operational continuity.

The deployment of a significant Cisco IP Telephony rollout in KwaZulu-Natal (KZN) marked a strategic move that yielded substantial cost reductions. By tactically and strategically implementing information management initiatives, Mahle Behr has effectively aligned its operations with key strategic focus areas, particularly in the context of cost reduction during the recession in the automotive industry.

QUALIFICATIONS

2023 (In Progress)	PhD (Doctor of Philosophy – Information Systems) UNISA (University of South Africa)
2015 (Obtained)	MSc (Masters in Computing) UNISA (University of South Africa)
2012 (Obtained)	Honours Degree (Computing) UNISA (University of South Africa)
2011 (Obtained)	BSc Degree (IT Management) UNISA (University of South Africa)
1999 (Obtained)	Diploma in Networking & Engineering Oval Computer College
1998 (Obtained)	Matric HG (Brookdale Secondary School)

COURSES & CERTIFICATIONS

2017 (Obtained)	Mining and Minerals Business and Technology University of Johannesburg
2017 (Attended)	Introduction to Mining Runge Pincock Minarco
2015	JDE P2P Training

(Obtained) 2015	Mumbai India, Lafarge & Larsen & Toubro Peak Project Management
(Obtained) 2014	PM Solutions America Collaborative Intelligence Platform
(Obtained) 2014	Lyon France, Lafarge & Contracting House DigiMIND Workflow Application Training
(Obtained) 2013	Lafarge & Contracting House Run My Process SAP HR Training
(Obtained) 2012	Stuttgart Germany, Mahle Behr Head Office Training Project Management
(Obtained) 2012	PM. IDEAS SAP ERP, SAP Solution Manager, Business Processes in HCM
(Obtained) 2012	SAP Academy of Learning Lotus Notes Administration
(Obtained) 2011	On-Site Training SAP Basis Training
(Obtained) 2008	Stuttgart Germany, Mahle Behr Head Office Training Leadership Training
(Obtained) 2007	VETTA Communications Microsoft Certified Systems Engineer (MCSE)
(Obtained) 2007	Bytes Technology Microsoft Certified Systems Administrator (MCSA)
(Obtained) 2002	Bytes Technology Microsoft Certified Database Administrator (MCDBA)
(Obtained) 2000	New Horizons Microsoft Certified Solution Developer (MCSD)
(Obtained)	New Horizons

Industry Experience

Manufacturing, Engineering, Building Materials, Construction, Bottling, Education, Automotive Industry, Refrigeration Component Metal & Glass, Arts, SOE's, Parastatal, Petrochemical Oil Lube and Gas experience, Mining & Metals.

CAREER HISTORY OVERVIEW

NAMPAK Glass (iSanti / AB inBev SABMiller), Johannesburg, (Gauteng)

Education & Research

Duration: 01.2025 – Current

Title: Head of IT

Staff Complement: 5 with an outsourced model.

Duties:

- Nampak Glass was acquired by AB InBev/SABMiller to be a strategic partner to the SAB breweries – however the divestment from the larger Nampak has brought with it multiple challenges regarding the IT Systems, Infrastructure, Network and staffing;
- Essentially brought in to re-build the IT landscape to augment and enable Nampak Glass to facilitate on it's own to ensure it's shareholders AB Inbev/SAB Miller that IT is a strategic and operational enabler;
- Audits done by PWC revealed serious risks aligned to the ERP due to demerger from Nampak.
- Rebuild the IT department from staffing to insourcing work that is currently broadly outsourced.
- Implementation of IT strategy to promulgate the new business model.

Key Accountabilities: Projects:

- **Project Name: ERP JDE Fix-Up**
- Nampak divestment left legacy authorizations and unresolved roles and responsibilities.
- P2P module was non-functional.
- WMS system was not operational.
- Support SLA management with JDE consultants.
- Massive dependence on consultants costing millions; initiated a hybrid insourcing model saving approximately R250 000 per month by bringing critical roles in-house.
- ERP authorizations were not compliant, resulting in significant audit findings; led the remediation process and internalized ERP administration, reducing reliance on consultants.
- Implemented the Procure-to-Pay (P2P) module in JDE — previously absent since divestment — to centralize procurement and curb irregularities.
- Initiated the implementation of the Fixed Assets module in JDE to establish an auditable register, addressing gaps that impacted financial reporting.
- Introduced a Recycling App enabling traceability of recycled waste in production and facilitating rebate and incentive claims from government.
- **Project Name: IT Organogram – Recruit Staffing**
- Current organogram was defunct, yet IT costs remained disproportionately high.
- Currently spending R500 000 per month on outsourced work.
- Re-created a fit-for-purpose IT Department to absorb work internally and support the business directly.
- Adopted a phased hybrid approach balancing internal capability with specialist outsourcing.
- **Project Name: Hybrid Cloud Infrastructure Model Revamp**
- Outsourced infrastructure (networks, servers, DR, and backups) costing R1 million per month.
- Rationalised and consolidated cloud licensing and workloads, achieving R250 000 monthly savings — bringing total recurring savings to R500 000 per month.
- Developing a hybrid cloud model integrating on-premise and co-located environments.
- **Project Name: OT (Operational Technology) Environment Governance**
- The manufacturing OT environment lacked formal management; established standard operating procedures to ensure coordination between IT and Engineering in a 24/7 plant environment.
- Implemented backup systems for OT infrastructure previously unprotected.
- Introduced a new time and attendance system to better align with production shift cycles.
- **Project Name: Digital and Cybersecurity Enhancements**
- Implemented automated workflows in SharePoint and Sage for onboarding and offboarding employees.
- Established a Security Operations Centre (SOC)—outsourced but internally integrated—to identify and mitigate vulnerabilities; initial scans already exposed critical risks.
- Initiated mobile device lockdown for both personal and company devices to safeguard network integrity.

HSRC (Human Sciences Research Council, Pretoria, (Gauteng)

Education & Research

Duration: 09.2017 – 12.2024

Title: CIO / IT Director

Staff Complement: 30.

Duties:

- Providing strategic vision and leadership for the development and implementation of information technology initiatives;
- Aligning the IT directorate's strategy with the HSRC's strategic research direction, management plans and business processes;
- Management of all areas of risk according to the HSRC's IT governance framework;
- Will be responsible for the formulation and implementation of organisationally aligned ICT strategies, policies and procedures, regulations and ensuring adherence that will enable the business to achieve its strategic and operational goals.

- Managing and protecting all Security Protocols, Auditing and Governance Frameworks, mitigation of risks to ensure compliance with audit requirements.
- Networking /collaborating effectively with outside service providers to identify ways of enhancing the delivery capability in innovative ways;
- Uptake of local and international trends to promote proactive, innovative and cutting edge infrastructure, technology and administration to streamline and simplify work processes at the HSRC;
- Proactive liaison / consultation with users to understand their needs, in order to optimise service delivery;
- Effective collaboration and knowledge sharing with colleagues to ensure seamless service delivery;
- Effective management of financial, human and other resources & effective management of contracts with external service providers & working closely with all other programs at the HSRC.

Leadership Accountabilities

- Accountable and Responsible for IT in all 4 offices i.e. PTA, PE, DBN and PMB.
- Leading a team of 30 whom have not had permanent IT leadership in 4 years.
- Advising the CEO and Deputy CEO of best practice in IT, as well as all 10 Executive Directors in the business units.
- Ensuring the IT Heads/IT Managers appropriately govern their respective teams.

Purpose:

- Ensure the mandate of the HSRC is accomplished via IT enablement.
- Create Strategic Roadmaps.
- Create a digital drive and transform the HSRC from a traditional mind set into a competitive digital mindset.
- Due to R20mil budget cuts – ensure rationalization and standardization of systems to ensure cost reduction.

Role Complexity:

- HSRC is split into two wings i.e. Support Services and Research – each working in Silo's.
- Research wing has 10 business unit's each with their own Executive Director, and individually funded.
- No cohesion or collaboration with inter-unit rivalry for funding has bred silo mentality and agenda's.
- Business units have taken shadow IT into a new ideology by having their own IT staff, with their own custom built systems and purchasing of software.
- Each Research Unit procures their own IT equipment and systems allowing for disparate systems and equipment leading to higher overhead for IT support.
- The above is not conducive financially and from ITIL COBIT perspectives.
- Outdated IT infrastructure not conducive to Big Data exploration.
- 20 Million Rand budget cut in 2017, and 20 Million Rand further budget cut in 2018.

Strategy

- The IT Strategy in presiding years was purely operational and did not take into account each business unit's objectives and HSRC mandate in whole.
- Created strategic roadmaps to ensure each Research Business Unit and Support Services department was aligned with on the roadmaps.
- Ensuring business had a stake in the IT roadmaps.
- Facilitating HSRC to other revenue streams by selling datasets to private companies whom are in Big Data Insights – HSRC gets funded by 40% Department of Science and Technology, and 60% external funds from NGO's etc.
- With the funding cut from DST it only made sense to seek other opportunities and I have implemented a collaboration between private companies to use our Data.
- HSRC would like to enter the Big Data spectrum and what better way than to use private companies resourcing to facilitate this mandate.

Responsibility towards:

- CEO, Deputy CEO and the Board.

Key Accountabilities: Projects:

- **Project Name: Strategic IT Roadmap Alignment**
- Developed and aligned IT strategic roadmaps to support and enable the objectives of ten Business Units within the HSRC.
- Addressed longstanding fragmentation between IT and business, shifting IT from an operational responder to a strategic enabler.
- Established dual partnership between IT and business functions through integrated planning.

- Defined and cascaded Key Performance Indicators (KPIs) from management to technical staff to align IT performance with organisational goals.
- **Project Name: Establishment of eResearch Unit**
- Initiated the creation of an eResearch capability to modernise research methodologies and leverage digital tools.
- Collaborated with Dr. Dale Peters (Director of eResearch, UCT) to benchmark and design HSRC's eResearch model.
- This initiative laid the foundation for the HSRC's adoption of advanced data-driven research practices.
- **Project Name: Big Data, AI and Machine Learning Integration**
- Led a proof-of-concept project in Big Data integration, in collaboration with Anglo American counterparts.
- Aggregated diverse data sets for analytical visualisation, improving decision-making efficiency.
- Introduced Machine Learning techniques in the Tuberculosis (TB) project to analyse X-ray data, improving diagnostic accuracy and turnaround time.
- **Project Name: Leadership and Organisational Renewal**
- Inherited an IT department without permanent leadership for over five years.
- Adopted a servant-leadership approach to rebuild morale, trust, and accountability.
- Introduced structured project methodologies and best practices inspired by blue-chip environments, transforming operational efficiency.
- Earned staff respect through advocacy, transparency, and implementation of global-class IT operations standards.
- **Project Name: Talent Development and Mentorship**
- Mentored and coached staff from junior roles to leadership positions, with several progressing to roles at the United Nations and Amazon.
- Focused on developing internal talent pipelines and succession planning for sustainable leadership capacity.
- **Project Name: Infrastructure Modernisation**
- Replaced aging infrastructure with a modernised hybrid cloud and co-location environment valued at R30 million.
- Achieved 99 % uptime despite severe loadshedding and cable-theft risks.
- This upgrade eliminated critical operational risk and strengthened research continuity.
- **Project Name: Digital Transformation and Cybersecurity**
- Drove digital transformation across supply chain, finance, and HR using Microsoft SharePoint to automate workflows.
- Implemented a comprehensive cybersecurity programme including multiple penetration tests, which confirmed a strong security posture.
- Contributed to clean audit outcomes and elevated overall ICT governance maturity.
- **Project Name: Shared Services and Facilities Strategy (as Group Executive: Shared Services)**
- Led R80 million lease-renewal negotiations between DPW, HSRC, and DSD, mitigating budget-cut risks.
- Oversaw national facilities, OHS, and protection services; ensured compliance with HSE standards through SLA-based contractor management.
- Developed a Facilities and Buildings Strategy informed by employee survey data, categorised into Key Strategic Focus Areas (KSFAs).
- **Project Name: POPIA Compliance Framework**
- Conducted a national discovery phase to identify compliance gaps with the Protection of Personal Information Act (POPIA).
- Managed remediation, awareness, and training programmes to ensure compliance across all divisions.
- Served as liaison to the Information Regulator, overseeing official submissions and correspondence.

HSRC (Human Sciences Research Council, Pretoria, (Gauteng)

Government, Education & Research

Duration: 10.2019 – 04.2021

Title: Group Executive: Shared Services – B&M, OHS, Protection Services Oversight

Staff Complement: +180

Duties:

- Management/Director of Building and Maintenance.
- Management of Facilities
- Management of Occupational Health and Safety
- Management of the Registry
- Management of Protection Services

- Office Managers for the Regional Sites
- Facilities Coordinators and Mobile Contracts Administrators
- Fleet Management Nationally
- Cleaning Management Team
- Delegation of Authority on approvals.
- Adherence to PFMA.

Anglo-American, Johannesburg, (Gauteng)

Mining & Metals

Duration: 03.2017 – 08.2017

Title: Group Technology IM EMEA/APAC

Staff Complement: Indirect reports from the Regional and LATAM Teams, Consultants and BA's.

Duties:

- Improve the organizations sustainable competitive advantage through strategic and operational management of IM Technology.
- Design, develop, implement and manage an optimal, lean, cost effective IM Initiative, in line with Anglo-American strategy, utilizing strategic outsourced competitive edge analysis and ensuring a competitive edge.
- Has full, accountability for the Strategic Roadmaps to align to the different business unit's i.e. Iron Ore, Coal, Platinum, De Beers, LATAM, and APAC subsidiaries.
- To direct, co-ordinate, manage & facilitate different IM responsible to ensure tactical goals are met from strategic objectives.
- To ensure cohesion as Group IM to bring together all IM initiatives – regional, and across multi-country units.
- Supports strategic goals of each region and business by providing cost effective business and IT solutions.

Purpose:

- Own the IM enablement of relevant strategy:
- Create Strategic Roadmaps, Assign Tactical Teams.
- Ensure Operational SLA's are created and managed.
- Partner with senior management to identify and prioritise opportunities for utilising IM to achieve business goals.
- Educate the IM organization on the direction of the business and align the IMT strategy to the business direction
- Understand overall IM strategy and the implications this may have for relevant business area.
- Negotiate agreements and commitments by facilitating communication between business and
- Understand technological trends and use this knowledge to bring solutions to business to enhance the enterprise's competitive edge.
- Dedicate time to investigate new technologies that can be applied to the Mining Systems area and position these through value propositions to the relevant function for approval.
- Formalise a plan to reduce complexity in the current environment.
- Develop project plans and teamwork assignments, direct and monitor work efforts on a daily basis, identify resource needs, perform quality review; and escalate functional, quality, timeline issues appropriately.
- Ensure effective Integration between the various EMEA IM Hub teams and other Global IM departments by reviewing each new demand & project in detail identifying inter-dependencies and collaboration opportunities. Provide recommendations to management.
- Participate in the annual budget process to include all relevant budget items for effective delivery
- Compile for each of the relevant business areas.
- Performance management, Resource management, Manage IT Governance, Strategic alignment, Value delivery.
- Manages across geographical regions and technologies, to integrate and deliver a business service.
- Defines and maintains architectural standards for the development, deployment and management of application, information, communication and technology infrastructure.

Role Complexity:

- Re-Engineering of IM Processes in Group.
- Mining IT is extremely complex and demands additional priorities such as safety and underground industrial IT.
- Extremely diverse company with multiple BU's all on different operating models and different IM systems and infrastructure. Establish and manage relationships with stakeholders in the SA Regional and LATAM regions, as well as the APAC business.

Strategy

- Setting the plan, strategies, goals, objectives and tactical initiatives for the Group IM Technology and oversee the implementation thereof.
- Generate and take ownership of the Group IM technology, Capital, Stay in Business, Business Planning budget.
- From a strategic point of view, identify the most optimal, lean, efficient and effective processes, methods and strategies to deliver cost savings.
- Provides vision, direction and leadership to IT resources and structures.

Leadership Accountabilities

- Actively involved in the development and implementation of Anglo-American Southern Africa's and neighboring countries strategic objectives.
- Lead according to the culture and values of Anglo-American and in accordance with the Anglo-American Principles and Conduct and Action.
- To influence and guide the overall effectiveness of the business through close collaboration with the rest of the IM Committee.
- Providing strong and focused leadership ensuring that the appropriate IM culture has the following features – co-operative, responsive, flexible, results orientated, quick to solve problems and highly cost competitive.
- Coordinate and manage a highly motivated and professional team that can rise to meet the demands of a fast-paced and challenging mining environment.
- Coach, mentor, guide and empower team of IM to implement IM projects on a tactical level.
- Direct large numbers of people working at different levels, doing different kinds of work at multiple locations across the organization.
- Train, develop, mentor, and assist IM staff across the value chain process to ensure the various components of the team function effectively.
- Act as a key driver of Digital change within the business, supporting management/cross functional decisions by communicating the enterprise-wide IM changes to employees (and other stakeholders such as suppliers and other cross functional areas) and helping them to learn, understand, adjust and grow within the organization in a digital age.
- Provide strategic and tactical IM leadership, governance, expert advice, training and technical assistance to all levels
- Exco buy in and support, Relationship with key stake holders

Key Accountabilities: Group IM Alignment

- Examine existing procedures or opportunities for streamlining operational activities to meet to cost efficient IM operating model between far dispersed regions.
- Regular meetings and facilitations with Frontline Services, Industrial IT, Application Management from various regions to ensure cohesion and transparency.
- Creation of projects and action plans based on facilitated meetings.
- Ensuring alignment to Anglo American strategy.

Key Accountabilities: Capital Projects Strategic Roadmap

- Have strategic meetings with executive and business heads for the various Business Units and discuss the 3 year roadmap for business.
- Capital projects exceed R15 Mil ZAR and have high level stakeholders.
- Ensure there are IM projects that facilitate these projects.
- Ensure BA's and PM's adequately map, budget and have the resources and change management down to be part of the roadmap.
- Present to the relevant committees for funding getting sign off by business heads.
- Ensure risk management initiatives.

Key Accountabilities: Stay in Business Strategic Roadmap

- Have strategic meetings with executive and business heads for the various Business Units and discuss the 3 year roadmap for Projects geared for continual operations across the group.
- Ensure there are IM projects that facilitate these projects.
- Ensure BA's and PM's adequately map, budget and have the resources and change management down to be part of the roadmap.
- Present to the relevant committees for funding getting sign off by business heads.
- Ensure risk management initiatives.

Key Accountabilities: Technology Strategic Roadmap

- Have strategic meetings with executive and business heads for the various Business Units and discuss the 3 year roadmap for Projects geared for innovative first time technological projects across the group.
- Ensure there are IM projects that facilitate these projects.
- Ensure BA's and PM's adequately map, budget & have resources & change management.
- Present to the relevant committees for funding getting sign off by business heads.
- Ensure risk management initiatives.

Key Accountabilities: Business Planning Strategic Roadmap

- Have strategic meetings with executive and business heads for the various Business Units and discuss the 3 year roadmap for Projects geared for new business, and initiatives for the group that will propel the group footprint.
- Ensure there are IM projects that facilitate these projects.
- Ensure BA's and PM's adequately map, budget and have the resources and change management down to be part of the roadmap.
- Present to the relevant committees for funding getting sign off by business heads.
- Ensure risk management initiatives.

Key Accountabilities: Projects:

- **Project Name: IOT - Fibre Optic Water Flow Reading**
- Mogalakwena Mine POC using Fibre Optics to measure water flow and depth.
- Fibre Optics layout extended with additional IOT to analyse data and BI.
- This was previously a manual system which was laborious especially in mines.
- Working with British Scientists on facilitating this POC.
- **Project Name: Building Information Modelling.**
- A methodology and system to ensure cohesion with a set of rules on all systems from estimation, scheduling to resourcing that works together to accurately define new mines and shafts.
- Currently in exploratory phase with an investigative budget of R4mil ZAR.
- **Project Name: Group SharePoint Collaborative Site**
- Less than 6 months since the formation of centralized group functions and merger of different business units.
- A social collaborative site was needed to ensure people can now easily access new policies and procedures due to the new operating model.
- **Project Name: Casewise Mine Diagrams and Systems**
- Each mine has complex systems and equipment installed managed by different IM departments.
- No central repository and no Analytics to see versioning and thus unable to extract cost saving initiatives.
- As a POC implemented Mogalakwena mine to ensure a collaborative effort where one can now do analytics on systems etc.
- **Project Name: Application Performance Monitoring**
- With hundreds of applications running in a complex multi-tier network the possibilities of bottlenecks are endless.
- To ensure proactive monitoring POC's were done on systems with complex environments to understand performance issues proactively.
- **Project Name: Global Mining Collaboration**
- A worldwide committee that forms joint ventures and openly shares it's innovation among the members to see how each can assist and collaborate.
- Members include the world leaders in mining, oil and gas, industrial companies.
- To coordinate internally to see which projects Anglo wants to participate in, and to align IM accordingly to support such initiatives.
- **Project Name: Machine Learning**
- Using Machine Learning algorithms to do core imaging on mineralization in Chile.
- Creating data sets to do Seismic analysis in order to assist in prospecting of maps.
- Analyzing data on cavity formation for Coal in Australia as an exploratory project.
- **Project Name: Evaporation Measurement**
- Water is crucial in mining, and there are no systems to automatically track what effect evaporation has on water in mines. Running a POC system with Australian scientists on measuring the evaporation and tracking this in the cloud.

Shell & BP, Durban (Kwazulu-Natal)

Oil, Lubes & Gas, Petrochemical

Duration: 09.2016 – 02.2017

Title: Head of IT

Staff Complement: Direct Reporting: 5

Duties:

- Define and implementation work class Information Technology Systems Business Strategies, policies/procedures, governance frameworks & standards. Manage the anchoring and integration of new and existing Information Technology Systems in order to achieve specific business objectives, ensuring that any changes to the business systems are captured enhanced according to the Business Process Analysis

Purpose:

Management of the implementation and integration of new and existing Information Technology Systems at company to achieve specific business objectives by adopting a Holistic approach to the design, planning, building and running of these systems. Combining a sound knowledge base of management and technical expertise combined with a sound knowledge of the company business. Including the defining of business architectures and processes, and implementing systems and applications that deliver added value to the company business., thereby minimizing the company risk and maximizing technology investment and deliver the best total systems integration solutions suited to the company business needs.

- Sustaining and improving the overall performance of the Information Systems Integrated Systems by bringing technologies together to maximize compatibility, interoperability, and enterprise-wide information management.
- To monitor IT application server processes and errors to ensure overall system performance and stability
- Ensure IT Infrastructure group strategies are observed & adhered to. E.g backup strategy
- Provide technical and non-technical support to internal/external customers
- Conforms to & support systems management disciplines including software & hardware change requests
- Maintains overall health of the LAN, WAN, telephony, multi-function devices & server environments by leading health checks with various stakeholders including Contractors
- Maintain service levels for customers. Provide leadership to the Infrastructure Support staff and contractors to create and maintain a high-performance team. Lead problem resolution exercises. Troubleshoot areas of poor performance
- Provide Call Desk Service to handle service requests and fault reports
- Design, Implement and Maintain Infrastructure: Provide fast response and repair to elements of the infrastructure and services managed by his/her team – these are the “backbone” of the IT services, and demand a high level of reliability with very small “windows” of down-time
- For showing visible leadership and commitment in HSSE matters by participating in regular site audits thereby providing assurance of compliance to HSSE standards, procedures and other Management System elements
- For System Integration Management
- For creating system strategy and vision and managing its implementation.
- For conducting or managing large-scale studies at Functional level.
- For management and co-ordination of all aspects of business data
- Delivering multi-disciplinary projects simultaneously.
- For developing, presenting and gaining Management and / or Steering Committee approval for large scale project proposals.
- For development of business orientated documentation at the strategic level.
- For management and co-ordination of all aspects of business data pertaining to the company business systems.
- For developing and running high level system training workshops.
- For managing database integrity with respect to clean-ups for relevant applications.
- For the whole of the business:
- For providing effective direction and leadership
- For meeting annual cost and other planned targets
- For encouraging the adoption of values within the company.
- For identification and implementing of training and succession plans.
- To manage and co-ordinate Information Systems, staff and infrastructure to support the business needs.
- To develop, introduce and manage career development plans of Information Systems staff for continuous safe competent running of the systems.

- To enforce adherence to legal requirements and company Policies, Operating Procedures and Instructions, Quality Assurance Procedures, HSSE Procedures etc. and take/recommend disciplinary action where required.
- To propose and/or vet all alterations and improvements to Information Systems and procedures and affect short and long term benefits in operating efficiency, quality, HSSE and service to marketers.
- To seek out opportunities for improvement - continuous improvement.
- For ensuring compliance to company policies.
- For Disaster Preparedness in Information Systems infrastructure
- For Research and Development for innovation and systems improvement
- For data security
- For Information Systems Asset integrity and security.

Leadership Accountabilities

- Actively involved in the development and implementation of Shell & BP's Southern Africa's strategic objectives
- Lead according to the culture and values of Shell & BP.
- To influence and guide the overall effectiveness of the business through close collaboration with the rest of the IM Steerco (Shell and BP).
- Providing strong and focused leadership ensuring that the appropriate IM culture has the following features – co-operative, responsive, flexible, results orientated, quick to solve problems and highly cost competitive.
- Lead and manage a highly motivated and professional team that can rise to meet the demands of a fast-paced and challenging Oil & Gas environment.
- Coach, mentor, guide and empower team of IM to implement IM projects on a tactical level.
- Direct large numbers of people working at different levels, doing different kinds of work at multiple locations across the organization.
- Train, develop, mentor, and assist IM staff across the value chain process to ensure the various components of the team function effectively.
- Act as a key driver of Digital change within the business, supporting management/cross functional decisions by communicating the enterprise-wide IM changes to employees (and other stakeholders such as suppliers and other cross functional areas) and helping them to learn, understand, adjust and grow within the organization in a digital age.
- Provide strategic and tactical IM leadership, governance, expert advice, training and technical assistance to all levels

Role Complexity:

- Neglected IT Infrastructure and System Environment.
- Negative outlook by suppliers due to years of fraud and bad business.
- Major fraud involving predecessor and a position with no IT manager for 2 years.
- SAP over budget by R60 Mil ZAR.
- Extremely safety oriented environment.
- Joint venture between global competitors.
- Position tenure during the height of the crude oil crises where budget constraints were paramount.

Strategy

- Setting the plan, strategies, goals, objectives and tactical initiatives for the organisation and oversee the implementation thereof.
- Ensure that there is a plan to stabilize SAP and ensure lack of financial risk and fraud.
- Ensure that the roadmap aligns to Shell and BP initiatives and to elevate the organization from extreme Risk to stabilization and eventually competitive advantage.
- Provides vision, direction and leadership to IT resources and structures to ensure they now have drive, motivation and will excel to tactically push out the objectives.

Responsibility towards:

- General Manager, Executive Management, IT Steerco, Board, and Shell and BP Shareholders.

Key Accountabilities: Projects:

- **Project Name: Biometrics Time and Attendance and Access Control**
Blendcor had an antiquated Card Based T&A system that was open for abuse.
Fingerprint recognition allowed for more secure clocks, & seamless VIP integration saved the HR staff hours
- **Project Name: SAP stabilisation.**

SAP was not implemented with correct methodologies and resulting in a system with many Gaps and Segregation of Duties violations. Budget excess of R80mil ytd due to questionable activities.
Negotiated SLA with Deloitte for stabilisation.
Managed SAP consultants to deliver SAP stabilisation for functional and Basis.
Implemented mini projects like kernel upgrades, and solution manager which was not present.
Master data management.

- **Project Name: Forticare Firewall & VPN**
Firewall upgrade was needed to ensure more secure access.
Lock down and reporting on internet usage.
VPN creation for offsite secure logons.
- **Project Name: Data Storage Folder Structure**
Blendcor had no proper way of storing data files from each department.
Implemented a file structure with permissions and quota's to map the company organogram.
Allowed for data storage via backups and eliminating data risk loss.
- **Project Name: OEE Digital Reporting for Lube Blending Lines**
Blendcor was doing manual OEE reports on efficiencies on their lines.
Introduced then to a digital auto sensor triggered system to calculate OEE.
Now immediately available on a cloud platform.
- **Project Name: IT Roadmap**
Blendcor had no IT roadmap. Worked with IT Steerco from BP and Shell to create a roadmap to eliminate business risk via IT infrastructure capacity planning.
- **Project Name: Network Switch Cabling Implementation**
Blendcor had a severely non managed network that was prone to security attack.
Went out to tender to ensure proper redundancy and prerequisites for VOIP.
- **Project Name: VOIP & Collaboration Implementation**
Blendcor had an old analogue phone system with no video conferencing.
Went out to tender to ensure proper collaboration and VOIP.
- **Project Name: Server Virtualisation**
Blendcor had a very aged infrastructure that had no redundancy.
Business was severely under risk.
Went out to tender for a consolidated server environment.
- **Project Name: Disaster Recovery**
Blendcor had no offsite redundancy plan
Started POC's to test offsite DR
Entire SAP environment as phase 1, and production environment as phase 2.
- **Project Name: IT Policy Creation**
Blendcor had no IT Governance or policy enforcement guidelines.
Working with auditing companies and IT staff to develop policies.
- **Project Name: Staffing/Job Designations**
IT staff was not managed for over a year with no proper job scope.
Due to the above no proper accountability and business support was impacted.
Identifying each staff member's strengths and future ambitions – created job profiles that would motivate them, and ensure business IT delivery and the correct demand routing.
- **Project Name: Budget**
IT Department budget was not maintained due to negligence, and lack of management.
Had to facilitate a zero based budget start and facilitate a new Opex and Capex for 2017 amidst crude oil crises.

Frigoglass, Johannesburg (Gauteng)

Glass, Metal & Ice Cold Manufacturing

Duration: 04.2015 – 08.2016

Title: Head of IT

Staff Complement: Direct Reporting: 1, Indirect Reporting: 2

Duties:

- To provide leadership and guidance including the development of overall information technology strategy as well as implementation and maintenance of ERP systems, project driven computing systems, network and database infrastructure. Additionally to advise the MD and Exco team on Information Technology (IT), Information Systems (IS) and Business Intelligence (BI) related matters
- To strategically align IT to Group European standards with the end goal to foster IT to be a driver for Group Visions for their South African entity.

Purpose:

- Design, development and maintenance of companies Primary System (ERP) in line with the company, division and group strategic goals. Including the standardisation of processes and procedures to ensure best practise and maximizing development efforts for use at companies utilizing the same primary system:
- Ensure primary system (ERP) security through auditing of systems access and logs
- Ensure that change history is maintained for any and all changes to the primary system, maintaining an audit history of authorisation for all changes
- Move towards a standard business model in order to maximise the development and ensure internal business process controls are implemented
- Evaluate and propose upgrades to the primary system in order to better align with the business strategy and reduce time, improve output integrity or reduce resource requirements
- Further develop and improve the reporting methodologies in order to allow management a business dashboard from which to make operational and strategic decisions
- IT Consulting / Solution Crafting (including the design, development and maintenance of information technology infrastructure):
- Provide consulting and advise to MD and management relating to IT, IS and BI
- Analyse business together with line managers to identify business challenges and identify solutions
- Participate in defining and optimising business architectures and process models to ensure that these are matched to reliable and effective technology architectures
- Research, test and introduce new technologies in order to ensure companies are always current with technologies
- Implementing & upgrading of Standards, Best Practises and new technologies:
- Introduce new approved technologies or more effective utilise the existing investments:
- Establish a clear plan for current and future systems changes
- Ensure that an appropriate, sound and common approach in the use of IT within the company
- Align with any Corporate standards, as well as promote new methodologies and frameworks – including strategies, architectures, directives and templates – and ensure that these are properly implemented and complied with across systems and solutions
- Provide a risk review of underlying technologies being used, Information and Data Management.
- Ensure that a suitable information and data architecture is in place for all systems
- Ensure that an integration architecture is designed and built to support the movement of data between systems in an orderly manner.
- Oversight and reporting on Company Systems Initiative:
- Keep a high-level register of all IT projects and their progress
- Ensure project commence with appropriate level of Project Management support and rigor
- Overall management of IT/IS Department:
- Ensure that all infrastructures meet business requirements with regards to adequacy, efficiency and company policies
- Ensure that the server environments are protected from high risks
- Ensure that equipment is maintained to attain maximum business uptime
- Ensure that systems information is secure and business continuity is maintained
- Maintain contact with new developments and motivate improvements
- Plan and utilise services within the company and through outsourced suppliers to ensure business continuity
- Maintain a supplier database and partner with suppliers to ensure satisfactory service levels are maintained
- Project Management within IT/IS Area:
- Document and plan development projects to improve information systems.
- Facilitate process teams in implementing new processes.
- Propose and utilise project management best practises and IT governance standards Ensure all project management deliverables meet a high quality standard

- Understand and manage project stakeholder expectations and priorities effectively
- Formalise communication according to stakeholder needs
- Manage project risks and mitigate these risks to ensure on time delivery of projects

Leadership:

- Supervise staff, including performance reviews with the goal of creating a self-managed team of professionals capable of dealing with multiple concurrent projects
- Ensure that data quality and integrity are maintained
- Communicate with internal partners with regards to their requirements and work priorities
- Plan and manage single, as well as multiple projects

Rand Measurements/ Rand Value (Forecast valuation) & Budget Process:

- Manage team finances
- Plan, justify and manage expense budget
- Plan, justify and manage capex budget

Responsibility towards:

- General Manager, Executive Management, IT Steerco, Board, and Frigoglass Shareholders.

Key Accountabilities: Projects:

- **Project Name: Biometrics Time and Attendance and Access Control**
Frigoglass had an antiquated Card Based T&A system that was open for abuse. Fingerprint recognition allowed for more secure clocks, and seamless VIP integration saved the HR staff hours in manual work. ERS Biometrics was used as they offer VIP Certified Partner recognition, and a truly cloud based solution that used GPRS devices.
- **Project Name: Warehouse for Spares, Components and Finished Goods.**
Frigoglass Spares and Components warehouse was not adequate for storage. Worked with Lean Management consultants to redesign the warehouse and swapped FG with Spares and Components and vice versa. Removed the forklifts and replaced with a milk cart run that supplied production in hourly cycles. It was a physical storage move with new bins, flow racks etc. created as well as remapping the flows to ensure production received what was needed at the fastest speed.
- **Project Name: ERP Master Data.**
Frigoglass ERP was not being used to its full effect. Master Data was missing in most functional areas. I project managed the teams ensuring super users were defined and who did what actions and that they completed these actions.
- **Project Name: Barcoding for Warehouse stock and Production Tracking.**
Barcoding was non-existent on stock or bin locations and allowed for discrepancies in the ERP. A project was needed to ensure locations were defined, ERP configured and barcoding done for all items. Wireless scanners ready to accept input on items. Production movements via Barcodes was flawed and had to be redesigned to allow for better tracking and movements between finished goods and work in progress.
- **Project Name: Internet Line Upgrade.**
Frigoglass line was being over utilised and with more information systems on board and upgrade was needed. Worked with Internet Solutions on the upgrade.
- **Project Name: Virtualisation and Disaster Recover.**
The server environment was outdated and had no warranties on the hardware and therefore needed remedy. Multiple important applications resided on one server and was a major risk. VMware was chosen as the solution [phase 1] and to replicate hourly to an offsite warehouse which would serve as Disaster Recovery in the event of failure. RFQ and Analysis phases done – in progress.
- **Project Name: New Network implementation.**
Frigoglass was on Cat5 with no fibre redundancy between warehouses. With the advent of barcode scanning in production and warehouses redundancy and business continuity was critical. Shangase Cabling did the network upgrade from Cat5 to Cat6 with fibre redundancy between buildings and warehouses.

- **Project Name: CCTV Implementation.**

Frigoglass manufactured high end components which was open to theft.

Old analog cameras rarely worked and was out of date.

New CCTV cameras [35] were installed with new IP technology running on their own network.

Project Name: Smart Printing.

Frigoglass printing was open to abuse with no visualisation on who printed what and which departments attributed the most cost.

Not able to bill department spend.

Desktop printers costly.

Implemented a smart printing system to ensure proper tracking reporting and cost billing to departments.

Lafarge Holcim, Edenvale (Gauteng)

Construction & Building Materials (Cement, Aggregates & Concrete, Ash Resources, Gypsum)

Duration: 12.2013- 03. 2015

Title: Information Systems Manager – South Africa

Staff Complement: Direct Reporting: 0, Indirect Reporting: 6

Duties:

- Manage IT Systems Projects for the development of new business systems and the maintenance of existing business systems to meet the business' requirements.
- Management of multiple IT systems, Manage team of external resources.
- Manage relationships with 3rd party suppliers for systems and services.
- To support business processes along with the relevant Business Process Owners for specific systems.
- To implement and maintain local solutions where no Group standard applications are available.
- Participating in setting up Annual Budget in conjunction with Business Systems Manager.
- Facilitate the development of business processes and system architecture models in order to ensure that the integrity and knowledge of the business is maintained.
- Facilitate and manage development of solutions based on business specifications provided. Analyse, design, test and implementation of software applications, upgrades and reports.
- Project management according to the Lafarge Project Management Methodology (schedule-, budget-, scope-, resource-, communication-, risk-, change- and quality management) and the Software Development Life Cycle (SDLC).
- Project reporting.
- Organise and facilitate project meetings and business specification sessions.
- Manage 3rd party service providers to ensure compliance with company policies (documentation, testing, etc.) and on time within budget delivery of work (quoted & approved) assigned to them.
- Coordination and management of various project resources, both internal & external.
- Ensure the on time renewal of software licenses.
- Compiling of Monthly Metrics report to be submitted to the Business Systems Manager.
- Maintain internal systems budgets.
- Compiling of Monthly Budget Reconciliation report to be submitted to the Business Systems Manager.
- Participate in testing and implementation of disaster recovery procedures.
- Ensuring internal control and/or other audit requirements are met.
- Responsible for the identification of opportunities to deliver additional value to Business Units.

Purpose:

- Align all business units IM. Create a standardized local template, and where possible align to group IM solutions.
- Liaise with local and group heads on driving standardization to a ONE Lafarge vision and approach.
- Coordinate cross functional and cross-country teams to ensure tactical projects and objectives are met.

Leadership:

- Supervise staff, cross-functional teams and coordinate support consultants.
- Ensure that data quality and integrity are maintained during the streamlining of processes.
- Communicate with internal partners with regards to their requirements and work priorities.
- Plan and manage single, as well as multiple projects and strategic goals.

Rand Measurements/ Rand Value (Forecast valuation) & Budget Process:

- Manage system IM finances.

- Plan, justify and manage opex budget
- Plan, justify and manage capex budget

Responsibility towards:

- Country CEO, Executive Management, Group IT, and Lafarge Business Unit Stakeholders.

Key Accountabilities: Projects:

- **Project Name: Oracle Customer Relationship Manager (CRM) on DEMAND**
Cement Business Unit migration from Siebel CRM to group based Oracle On Demand.
CRM allows all 3 BU's Cement, Aggregates and ReadyMix Concrete to effectively improve Sales force effectiveness and to develop their commercial skills, professionalism and to be the leading sales team in their landscape.
Adding of Aggregates and Readymix Concrete BU's to the Cloud Based Solution.
Interfaces to JDE and AS400 with Interface team in Madrid Spain and CRM team in India, with group led activities in France. 249 k€ excluding annual support spread for 3 years. Acquire potential new customers and business generation, (prospecting) Optimize existing customers, (increased customer knowledge) Retain existing customers, (loyalty).
- **Project Name: Customer Portal for Cement, Aggregates and ReadyMix**
Customer portal has been developed as an innovative answer to better customer service
Allows Customers to purchase products via the portal.
Focus on customer service improvement (different way of customer interaction)
Be one step ahead of competitors (no such tool exists in the market)
Propose new innovative service solutions to the customers. Seamless customer interaction
Open new channels of communications with customers by offering new efficient IT tool (new way for ordering, on-line account & shipment information). Provide new services for improved customer communication
Decrease load on call centre resources. 179 k€ excluding hosting and EMEA support costs.
- **Project Name: Logistics Document Management Systems**
AP Tax Invoice Aggregates & Concrete from JDE to be sent to be emailed to transports thus eliminating hours of man hours of posting and saving on paper.
Remittance Cement also to be emailed out.
The documents to be sent to Transform document management systems and to be processed and emailed out. R60 000.
- **Project Name: Run My Process**
Group based workflow application that will be used to migrate existing business workflow applications in Lotus Notes to Run My Process.
To also train and assist a local Run My Process developer. 24 k€
- **Project Name: Digimind**
Data mining to allow marketing to gain additional knowledge on competitors via online media and postings, tweets etc. not visible to a normal search engine.
To allow tender personnel to gain knowledge on government tenders and apply accordingly. To give business an edge over its competitors.
- **Project Name: Biometrics**
To accurately remove the paper work involved in time and attendance systems.
To ensure proper reporting on clocking systems.
To link with VIP Payroll and allow for accurate overtime payments.
- **Project Name: eElectronic Proof of Delivery Note System (ePOD) – Aggregates BU**
To accurately remove the paper work involved in delivery of aggregates.
To allow for Logistics Management to have a dashboard showing all drivers linked via ePOD devices using GPRS.
To allow for more accurate reporting and to allow for business improvement.
R164 000 for purely the solution involving training and implementation.
Hardware sourced by BU, and infrastructure already in place.
- **Project Name: JDE Group Template for all 4 Business Units [T-One]**
To converge all 4 product lines, Cement, Readymix, Aggregates, Ash Resources into the group ERP JDE template.
Currently Cement is on an old JDE version, Ash Resources are on Syspro, and Readymix and Aggregates are on AS400.
Develop processes that support One-Lafarge.
Improve and simplify reporting processes to management and Group
Align Share Service Center model to the Group, i.e. standard processes, common to all Product Lines for R2R, O2C & P2P
- **Project Name: Document Management System for all 4 BU's [Transform]**

A documents processing solution designed to deal with outgoing and incoming documents and data. Proof of Delivery Scanning. Invoice and Remittance emailing to customers.

Various Software Systems are used to interact with a host of different initiating systems to produce Documents for printing, email, fax and EDI as well as storing digital copies of physical documents scanned or received by email.

There are also various ways of indexing and validating information when storing documents electronically.

A number of different documents will be stored in transform Content Centre. Documents will range from scanned hand written documents to system generated and electronic online forms.

Keywords for each documents will be defined on a per document basis and related documents can be connected using common keywords.

- **Project Name: QIMS [Quality Information Management System]**

QIMS is the Lafarge "Quality Information Management System" of the Cement Division. It has been elaborated in order to integrate the POM V2 – Quality Mastery Standard (LQMSs, LQTSs and associated documents and tools).

Part of POM V2.0 industrial acceleration process

Standard quality management system of the Cement Division implemented worldwide (similar to MAXIMO with a QCC (QIMS Competency Center) to develop the Template)

- **Project Name: Cement Credit Request System [Lotus Notes Workflow]**

A requirement has been identified for the Cement Business to start making use of the IBM Notes RFC system that the A&C have been using for quite some time.

This will be a temporary solution until the group has made a decision about a global solution. For this reason the costs will be kept at a minimum and nice to have features will not be included.

The system will be using the A&C RFC system as a base but will be customized without retaining the same development life cycle. These will be seen as a completely different system to the A&C system.

Mahle Behr, Durban (Kwazulu-Natal)

Automotive OEM Manufacturer

Duration: 07.2005- 11.2013

Title: Systems PM, Senior IT Engineer

Duties: Systems PM:

- **IT Projects:**

Ensuring all IT projects be it software or hardware is properly managed and documented.

Creating project timeline and milestones with programmer and keeping stakeholders informed of timeline progress.

Creating and managing action items ensuring relevant parties complete their assigned tasks.

Ensuring that sign-off of completed project is completed by the relevant persons.

Conducting & scheduling meetings with stakeholders for problems arising or optimizations needed.

Management of Development Team and prioritization of Projects.

Budget management of Development team.

- **Engineering IT Projects:**

Facilitating from the IT Department the relocation or addition of IT equipment in the event of Factory Moves i.e.

Ensuring proper project management of IT services is delivered as per Engineering timelines.

Liaising with Engineering & Production on their requirements for the movements.

Liaising with Drawing office on Layouts for proposed new line moves.

Ensuring Task Actions responsible persons for Networking, Hardware & Software IT are completed.

- **Managing Development Staff:**

Assigning and controlling budget for development teams.

Ensuring their time is appropriately managed on projects.

Ensuring UAT, and SLA's are created and managed.

Duties: Senior IT Engineer:

- **Managing Technical Junior Staff:**

Transfer of knowledge from existing IT systems and Customized software.

Providing second level escalation support for customized software.

Training of certain in-house technologies.

Server Hardware & Server Software 2nd level guidance & support.

2nd level support and guidance for Active Directory, DHCP, DNS and Emails.

- SAP:
SAP eRO Support. SAP Logon Administration & SAPUM authorizations.
SAP MRP Controller / Printer Administration & Transport Administration.
SAP Wireless Location Scanner Administration.
SAP i-Test involvement. SAP HR integration & Management.
- Production Manufacturing Support
Assisting 1st level IT support on escalated problems.
Primary support on all SQL database production problems where front ends are not available.
IT architecture of new production systems incorporating IT equipment.
Advising Production on the best practices for new lines and ensuring optimum business process functions.
Continually analyzing and improving business processes.
Root Cause Analyses during severe production IT/SAP related downtimes.

Key Accountabilities: Projects:

- **Project Name: Analog to VOIP Telephony Rollout**
Cisco IP phones 7912 and wireless Cisco 7921s.
Cisco Call Manager implemented.
Switches upgraded to accommodate increased network points.
- **Project Name: BLADE Server & SAN Solution**
Standalone IBM servers migrated to Blades.
Dimension Data handled the Cisco Connectivity.
- **Project Name: SAP Rollout**
SAP servers based in Germany.
T-Systems were the Service Provider helping in Migration of Data.
SAP Client installs and printer configurations by local IT.
SAP Label generation testing for Tube Plant boxing and EC boxing.
- **Project Name: Internet Proxy**
A proxy configured in JHB (breakout proxy to the net).
A 2nd proxy in Durban that is part of the array i.e. JHB Proxy.
ISA installed and configured by Dimension Data.
Management of Business only sites maintained by Local IT.
- **Project Name: Leak-tester Label Generation**
When leak-tester passes, electronic signal defined recorded in SQL.
Software then reads signal printing appropriate label with barcode.
Barcode contains traceability for Quality Control.
- **Project Name: Wireless Connectivity**
Wireless AP's linked to Routers.
Wireless Scanners configured on Wireless AP's.
- **Project Name: Payroll Upgrade**
Windows 2000 IBM to Windows 2003 Server IBM Blade HS22.
Unique Payroll migrated and tested.
- **Project Name: VMWARE Migration**
Production Environment Servers migrated to VMWARE.
DR Failover from VMWARE to old Production Environment.
- **Project Name: DR Server Room**
VMware environment to mirror production environment.
vReplicator replicates data from production to DR.
DR Failover from VMWARE to DR.
- **Project Name: APDP SAP Integration**
The APDP like MIDP is an incentive program targeting employment creation and investment in the industry. The Automotive Production and Development Program, (APDP) will run from 2013 until 2019. The APDP has been designed to help the South African automotive industry increase global competitiveness and in so doing expand manufacturing capability within South Africa. The ultimate aim is to achieve ambitious targets for annual vehicle production of 1.2 million units by 2020. APDP will be the successor incentive program to MIDP.

- **Project Name: SALES Forecasting Software**

Ability for software to forecast accurate customer demand at a certain percentage.

Forecast Accuracy: SAP sales, ZSF and delivery data is imported into the system ,and combined with user input forecast data produces a forecast accuracy report and export files suitable for importing into SAP forecast.

- **Project Name: Rebates**

In terms of the Customs & Excise Act, an administration process needs to be complied with for rebated materials.

Due to volumes of imported components in Plant PE, automated system is required as SAP does not offer this solution to generate rebate reports. Due to various projects in PE, and the volume of imported materials which qualify for rebate, manually updating of these registers, were time consuming meaning we were always had a back-log of at least a couple of months. These rebate register reports can now be generated and populated over 2 days, and analyzed immediately.

- **Project Name: SCAN Intransit Warehouse**

Provide a solution for WM controllers for checking intransit.

Scanning of HU's via CPT scanner. Scanned info is uploaded to SQL. ODBC link refreshes scanned data on excel.

- **Project Name: Tube Plant Scrapping Project**

Currently at Behr scrap is sold to various dealers that collect from the site. The onus lies on the supplier to declare the amount of scrap that was collected. There is no process in place to verify if the amount declared is correct. The scope of this project is to implement a process of recording all scrap dumped in scrap dealers bins so that verification could be done against their declared value. Currently it is possible that scrap could be dumped with any recording in our systems. This could mean understated scrap value and a loss of material. This process improves the controls that forces correct booking of scrap.

- **Project Name: Production Statistics**

A detailed production reporting system is developed for Durban engine cooling plant. The system is calculates recoveries and efficiencies by work centre. It also reports on downtime, and allows for data capturing of downtime.

SAP BOMs, material master, workcenter, routings, and production data is imported into the system and combined with user input downtime data produces efficiency, recovery, and tool change statistics reports and graphs

- **Project Name: Height Data Recordings**

BEHR supplies tube assemblies and turbulators globally. Due to BZA supplying globally customers have become more demanding and requesting information This system will enable us to give accurate information immediately.

When data is requested by our customers, industrialization and for the purposes of continuous improvement inaccurate decision will be made on the current manual system due to inadequate information.

- **Project Name: Lessons Learned Workflow**

A system that allows toolsetters, engineers, artisans to record fault fixes into a central database system.

Allows for a learning hub of past experienced solutions to potential similar recurring problems.

Allows for easy retrieval of information based on intelligent searches and appropriate classifications.

- **Project Name: Engineering Change Request**

Any department can initiate a change request. They will fill in the first part of the document before submitting for data collection to all other departments. There will be a list of workflow participants.

- **Project Name: SAP HCM Rollout**

Roll of learning HR PY Business Processes. Involved in Workshops – Blueprint Phase – Realization etc.

Assisting consultants with configurations.

Responsible for taking over post implementation for support and config on HR SAP systems.

Integration Testing. Charm Requests and Transports in Solution Manager.

- **Project Name: PA Approval Workflow**

A workflow to eliminate manual paperwork for HR and PY actions, changes and exits.

A workflow to notify appropriate management of salary approvals, promotions, demotions and people who have resigned. To populate application with master data from SAP.

- **Project Name: Buy off Scanning System**

Currently labels are printed and later attached on to boxes. This results in the labels being put on to the incorrect boxes. Resulting in the wrong parts dispatched to the customer.

Install scanners to read the barcode on the handling unit. Install camera to view every box

This system will ensure that the label is attached to the box on the scale and not allow the next label to be printed. This ensures that the correct boxes will be dispatched to the customer Reduce transportation costs and scrap costs.

Satisfied customers. Assurance to BZA that the correct boxes/part were dispatched.

Volkswagen VW Weiss, Durban (Kwazulu-Natal)

Automotive

Duration: 03.2004- 06.2005

Title: IT Project Manager, Systems Engineer

Duties: Systems PM:

- IT Projects & Management of Staff:
- To manage and supervise various software projects currently being developed.
To adequately assess the client's requirements
To guide and assist developers in the creation of these projects.
To provide detailed reports and presentations to specific clients on the progress of their specific projects.
To ensure that deadlines are met, to ensure that the developers have all the required tools needed
To support the deployment and testing of software, as well as overall user support of these new technologies.
To manage Developers and to assign them development projects.

Duties: IT Engineer:

- Support and manage the IT infrastructure and shared services for:
- Honda Pietermaritzburg & Central Vehicle Tracking (Netstar).
- Amanzimtoti Ford & Mazda, Amanzimtoti Volkswagen, Stanger Ford & Mazda, North Coast Stanger Volkswagen
- Honda Pinetown & Central Vehicle Tracking, South Coast Port Shepstone (LSC Motors).
- South Coast Margate King Fisher Volkswagen, Gateway Central Vehicle Tracking.
- Weiss Volkswagen & Central Vehicle Tracking (On Site)
- Ensure the above dealerships have business continuity when it comes to IT contracted SLA's.

PC Training & Business College, Durban (Kwazulu-Natal)

Education

Duration: 04.2003- 03.2004

Title: IT Lecturer

Duties:

- Lecturing / Instructing for the ISETT SETA National Certificate in Information
- Part time and Full Time
- Lecturing of ISETT SETA Learnerships.

Company Profile & Industry Relevance**(HSRC – Human Sciences Research Council)**

Portfolio: The HSRC was established in 1968 as South Africa's statutory research agency and has grown to become the largest dedicated research institute in the social sciences and humanities on the African continent, doing cutting-edge public research in areas that are crucial to development. Our mandate is to inform the effective formulation and monitoring of government policy; to evaluate policy implementation; to stimulate public debate through the effective dissemination of research-based data and fact-based research results; to foster research collaboration; and to help build research capacity and infrastructure for the human sciences. The Council conducts large-scale, policy-relevant, social-scientific research for public sector users, non-governmental organisations and international development agencies. Research activities and structures are closely aligned with South Africa's national development priorities.

The HSRC's integrated research programmes provide single points of entry – complete with a critical mass of researchers – for interdisciplinary and problem-orientated research in the following areas:

Research Business Units

- Africa Institute of South Africa
- Centre for Science, Technology and Innovation Indicators
- Democracy, Governance and Service Delivery
- Economic Performance and Development
- Education and Skills Development
- HIV/AIDS, STIs and TB (including the Africa-wide research network SAHARA)
- Human and Social Development
- Population Health, Health Systems and Innovation

Publishing

The **HSRC Press**, the publishing arm of the HSRC, is South Africa's only open access publisher and is committed to the dissemination of high quality, social science research-based publications, in print and electronic form. HSRC Press publishes the research output of the HSRC as well as externally authored works. A formal peer-review process guarantees the highest academic quality and the Press has a very active local and international marketing programme, in addition to collaborating with foreign publishers on specific titles.

(Anglo American Group)

- **Portfolio:** A world class portfolio. \$2.6 bn Attributable free cash flow in 2016. 113 000 employees. \$6.1 bn in underlying EBITDA in 2016
- **De Beers Diamonds:** The De Beers Group of Companies, the world's leading diamond company was established in 1888. Operating in more than 20 countries across six continents, & generate about 35 per cent (by value) of global rough diamond production from our mining operations in Botswana, Canada, Namibia and South Africa.
- **Anglo Platinum:** Anglo American Platinum is the world's leading primary producer of platinum and accounts for about 37% of the world's newly mined production. It also produces other platinum group metals (PGMs) in quantities determined by their occurrence in the ores mined. Apart from platinum, PGMs comprise palladium, rhodium, ruthenium, iridium and osmium. Gold, nickel and copper are by-products of PGM operations.
- **Copper:** In Chile, we have interests in two major copper operations: a 50.1% interest in the Los Bronces mine, which we manage and operate, and a 44% share in the Collahuasi mine; we also manage and operate the El Soldado mine and Chagres smelter (50.1% interest in both). In Peru, we have an 81.9% interest in the Quellaveco project.
- **Coal:** We're the world's third largest exporter of metallurgical coal, operating in Australia, Colombia and South Africa. We hold a 73% shareholding in Inyosi Coal, a broad-based black economic empowerment (BEE) company in South Africa.
- **Iron Ore and Manganese:** In South Africa, we have a majority share (c.70%) in Kumba Iron Ore, which supplies lump and fine ore; while, in Brazil, we have developed the integrated Minas-Rio operation, which supplies iron ore pelletfeed products. In manganese, we have a 40% share in Samancor Holdings in South Africa, Groote Eylandt Mining Company Pty Ltd (GEMCO) and Tasmanian Electro Metallurgical Company (TEMCO) in Australia.
- **Nickel:** Nickel business is well placed to serve the global stainless-steel industry, which depends on nickel and drives demand for it. Assets are in Brazil, with two ferronickel production sites: Barro Alto and Codemin, in the state of Goiás.

Industry Experience: Mining, Metals, Exploration, Industrial IT.

(Shell and BP)

Portfolio: Blendcor (Pty) Limited is a co-owned Shell & BP lubricants blending and grease manufacturing company. The site comprising approximately 53000m² and falls under the jurisdiction of the National Key Points Act. Both shareholders, Shell and BP, are part of the larger international organisations and as such Blendcor is considered an operating unit of these international companies. Blendcor is obliged to conform to the requirements of Shell and BP international standards in addition to the statutory, local, regional and national requirements. The Board comprises three appointees from Shell and three from BP.

Shell, is an Anglo-Dutch multinational oil and gas company headquartered in the Netherlands and incorporated in the United Kingdom. It is the seventh largest company in the world as of 2016, in terms of revenue and one of the six oil and gas "supermajors". Shell is also one of the world's most valuable companies. As of January 2013, the largest shareholder is Capital Research Global Investors with 9.85% ahead of BlackRock in second with 6.89%. Shell topped the 2013 Fortune Global 500 list of the world's largest companies. Royal Dutch Shell revenue was equal to 84% of the Netherlands' \$555.8 billion GDP at the time. As of February 2016, Shell is the world's second largest oil company. BP is a British multinational oil and gas company headquartered in London, England. It is one of the world's seven oil and gas "supermajors", who's performance in 2012 made it the world's sixth-largest oil and gas company, the sixth-largest energy company by market capitalization and the company with the world's fifth-largest revenue (turnover). As of 31 December 2015, BP had operations in more than 70 countries, produced around 3.3 million barrels per day (520,000 m³/d) of oil equivalent, and had total proved reserves of 17.18 billion barrels (2.731×10⁹ m³) of oil equivalent. The company has around 17,200 service stations worldwide. BP has a primary listing on the London Stock Exchange and is a constituent of the FTSE 100 Index. It has secondary listings on the Frankfurt Stock Exchange and the New York Stock Exchange.

Industry Experience: Oil, Lube Blending, Grease, HSSE, Shell & BP ethos and culture.

(Frigoglass)

Portfolio: Frigoglass is a strategic partner to beverage brands throughout the world. We are the global leader in the Ice Cold Merchandisers (ICM) market & the principal supplier of glass packaging in the high growth markets of West Africa. With a truly global footprint, Frigoglass is well established in the more mature European markets while it is evolving into an emerging markets champion. Frigoglass has operations in 19 countries across 5 continents including production hubs in Romania, Russia, Greece, India, China, Indonesia, South Africa and Nigeria, sales offices in Poland, Norway, Ireland, USA, Turkey, Kenya, Philippines, Germany, France, Malaysia and Australia. The company's customer base consists of the Coca-Cola Company Bottlers (Coca-Cola Hellenic, Coca-Cola Enterprises, BIG, Coca-Cola Amatil, Coca-Cola Sabco), Brewers (Heineken, SABMiller, Carlsberg, ABInbev, Efes), Pepsi and Dairy companies (Nestle, Danone) and many others. Frigoglass S.A. reported sales of 522.51 million Euro (US\$592.41 million) for the year ending December of 2013.

www.frigoglass.com.

Industry Experience: Ice Cold Merchandisers (ICM), Refrigeration and Cooling. Production and Manufacturing. Glass Bottling. Greek Culture. Supply Chain Management. Warehouse Management.

(Lafarge HOLCIM)

Portfolio: One of the largest building materials company in the world. Lafarge Holcim's core businesses include the manufacture and distribution of cement, and the production, processing and distribution of aggregates (crushed stone, gravel and sand), ready-mix concrete and asphalt. The company also offers consulting, research, trading, engineering and other services. In 2013, Lafarge Holcim gained US\$44 billion of sales in cement and related markets such as stone, gravel, and sand. They have 36,000 employees across 90 countries. With a market value exceeding \$50 billion.

www.lafarge.com

Industry Experience: Construction and Building Industry. Cement, Concrete, Aggregates and Asphalt. French Culture. Business Analysis and Process Improvement. JDE. Document Management Systems. Multi-site support and project implementations. 139 Sites in South Africa. International Group Projects. Liaising with global teams in different countries. Exposure to multi nationalities.

(Behr MAHLE)

Portfolio: One of the largest automotive companies in the world. More than 16,000 employees work at Behr in a global network of 38 production locations and three research and development centers. MAHLE employs almost 48,000 people at over 100 production plants and seven major research and development centers worldwide. In 2012, Behr had sales of about EUR 3.6 billion, while MAHLE recorded around EUR 6.2 billion.

The Group will thus have approximately 64,000 employees and are expected to generate sales of around ten billion euros at over 140 locations. This will elevate MAHLE to number four in the industry in Germany. www.mahle.com

Industry Experience: Automotive Experience. German culture. Business Analysis and Process Improvement. Strategic Planning. International Travel. SAP. Business Continuity and Disaster Recovery. Decentralised Project Management with Global Teams. Group hierarchy and reporting.

Industry Experience: Automotive, Engineering, Manufacturing, Quality, OEM, Supply Chain, Warehousing, SAP.

REFERENCES

✓ [Redacted] ✓ [Redacted] [Redacted]