

Full Names: **Sepolo Michael Malebese**

Cell number	
Private email	

### **Educational Qualifications:**

<b>INSTITUTION</b>	<b>QUALIFICATION</b>	<b>YEAR</b>
Milpark Business School	Doctor of Business Administration	2024
Milpark Business School	Master of Business Administration, MBA	2019
Central University of Technology	Mechanical Engineering	2001
University of Johannesburg	Mining Engineering	1995
Various	Safety and Risk Management Course	

### **Introduction**

With over two decades of leadership experience across mining, petrochemicals, and engineering, I have built a career focused on driving safety excellence and operational efficiency. Currently serving as Group Safety Manager – Technical & Sustainability at De Beers Group. My work emphasizes developing proactive risk management frameworks, embedding safety culture, and ensuring compliance with global standards. Previously, I served as a Senior Manager – Safety at the Venetia Underground Project (VUP), De Beers. I led safety strategies for the \$2 billion transition project from open-pit to underground mining. My role emphasized implementing safety improvement plans, ensuring regulatory compliance, and embedding a proactive safety-first culture.

I also was a Senior Safety Lead at AngloGold Ashanti, where I shaped global safety strategies, leading initiatives that improved safety performance and strengthened organizational resilience across international operations.

My career highlights include spearheading innovative safety programs, implementing critical control systems, and mentoring high-performing teams. These achievements have resulted in measurable improvements in safety KPIs and fostered a culture of continuous improvement in every organization I've served.

I hold a DBA, MBA, alongside qualifications in Mechanical Engineering and Mining Engineering. My educational foundation is complemented by specialized training in Safety and Risk Management, which equips me to address complex challenges in high-risk environments.

Certified in risk assessment, safety auditing, and health and safety management systems, I leverage deep technical expertise to align safety strategies with business objectives.

I am passionate about creating workplaces where safety is a shared responsibility and a driver of excellence. By combining strategic leadership with actionable insights, I help organizations achieve zero harm while enhancing operational performance. Let's connect and explore opportunities to create safer, more sustainable futures together

I am a member of industry working groups and committees, including the ICMM Safety Working Group and Contractor Management Working Group. My passion for continuous improvement and my ability to navigate the complexities of the industries I have served make me a valuable asset in any safety leadership role.

### **Skills:**

- **Risk Assessment and Management:** Demonstrated ability to identify potential hazards and develop strategies to mitigate risks in mining operations.
- **Safety Regulations Compliance:** Proficiency in understanding and implementing local and international safety regulations and standards relevant to the mining industry.
- **Safety Training and Education:** Experience in designing and delivering comprehensive safety training programs for mining personnel at all levels.
- **Incident Investigation and Analysis:** Proven track record in conducting thorough investigations of safety incidents and near misses, and implementing corrective actions to prevent recurrence.
- **Emergency Response Planning:** Expertise in developing and testing emergency response plans to ensure the effective and efficient management of crises in mining environments.
- **Safety Culture Development:** Ability to foster a strong safety culture within mining teams through effective communication, leadership, and behavioral reinforcement.
- **Technical Knowledge of Mining:** Comprehensive understanding of open-pit mining processes, including drilling, blasting, haul road design, slope stability, and equipment operation.
- **Hazard Identification and Control:** Proficient in conducting risk assessments, implementing controls, and monitoring effectiveness to minimize workplace hazards.
- **Health and Safety Management Systems (HSMS):** Experience in implementing and maintaining robust health and safety management systems tailored to the specific needs of mining operations.
- **Safety Performance Monitoring and Reporting:** Skill in establishing key performance indicators (KPIs) for safety metrics, monitoring performance, and providing regular reports to stakeholders.
- **Team Leadership and Collaboration:** Strong leadership skills to inspire and motivate safety teams, as well as collaborate effectively with cross-functional departments to achieve safety objectives.

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<b>Employer</b>	<b>: Air Liquide</b>
<b>Period Employed</b>	<b>: 2025 – to present</b>
<b>Position Held</b>	<b>: Director – SHERQ-Southern Africa</b>

As an EXCO Member, I lead a high-performing, multidisciplinary team responsible for embedding a culture of operational discipline, risk intelligence, and continuous improvement across Southern Africa's industrial and medical gas value chains. My role aligns directly with the global sustainability agenda, business resilience goals, and stakeholder trust.

### Key Contributions:

- **Strategic Leadership:** Architect a cohesive SHERQ-IMS strategy that aligns with Group objectives, integrating ESG imperatives, risk governance, and compliance excellence across business units.

- **Risk & Resilience Transformation:** Spearhead the development and implementation of a dynamic enterprise-wide risk taxonomy and bowtie methodology, enabling proactive risk intelligence and scenario planning.
- **HSE Performance Uplift:** Drive a double-digit improvement in leading safety indicators through behavioral-based safety (BBS) interventions, safety culture maturity diagnostics, and focused leadership visibility programs.
- **Process Safety Reinforcement:** Strengthen PSM by rolling out critical controls verification, major hazard review frameworks, and a tiered incident investigation model tailored to high-risk environments.
- **Quality & Compliance Integration:** Reposition quality assurance from compliance-driven to value-creating by embedding ISO standards, customer-centric KPIs, and cross-functional audit readiness strategies.
- **Road Safety Innovation:** Introduce predictive analytics and telematics-led interventions that reduced high-potential vehicle incidents across the logistics network.
- **Security Risk Governance:** Enhance physical and information security frameworks, including high-value asset protection, contractor vetting, and crisis response alignment.
- **Leadership & Culture:** Champion of a purpose-driven SHERQ-IMS culture anchored in transparency, accountability, and empowerment—cascading leadership principles through engagement platforms and structured capability building.

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## **Previous Employers**

**Employer** : De Beers  
**Period Employed** : 2025 – 2025  
**Position Held** : **Group Safety Manager – Technical & Sustainability**

As Group Safety Manager at De Beers Group, I develop and implement safety tools, processes, and policies aligned with the Group strategy. I analyze data to identify risks, manage safety budgets, and provide technical guidance. I conduct incident investigations, maintain safety logs, and develop emergency response frameworks. I evaluate safety programmes to ensure compliance with legislation and enhance employee engagement. Additionally, I compile reports and monitor adherence to safety management objectives.

### Key Contributions:

- Develop and implement tools and processes to support the Group Safety Strategy, Objectives, Programmes, Standards, and Targets.
- Create processes and tools for reporting on safety KPIs and programmes.
- Analyze data and trends to identify and manage risks or opportunities.
- Maintain the Group safety risk log.
- Manage the Group Safety budget.

- Provide advice, technical input, and guidance to Managed Operations GMs, Safety Managers, and teams.
- Conduct incident investigations and maintain the safety incident reporting framework and database, sharing learnings to foster a culture of continuous collaborative learning.
- Develop and maintain emergency and crisis management response frameworks, processes, and tools, ensuring appropriate testing.
- Assist in evaluating and assessing solutions for new projects, unusual conditions, and corrective measures to control risk.
- Evaluate the effectiveness of the Safety management programme, including training and awareness, identifying opportunities and threats, and formulating enhancement plans.
- Develop and deliver programmes that result in high levels of employee engagement.
- Compile reports and statistics to meet Group and Managed Operations requirements.
- Monitor adherence to the Group and Managed Operations safety management programme and objectives.

**Employer** : De Beers  
**Period Employed** : 2022 – 2024  
**Position Held** : Senior Manager – HSE

As the Head of Safety Department at De Beers, I held a vital position in driving safety excellence and mitigating risks at Venetia Underground Project. With a strategic focus on De Beers' Venetia Underground Project (\$2-billion project), my role was instrumental in ensuring the safety and well-being of our workforce while maintaining adherence to global safety standards.

**Key contributions:**

- **Spearheaded the Safety Strategy:** I was responsible for developing and implementing the safety strategy for De Beers' Venetia Underground Project. By aligning safety key performance areas (KPA's) with the organization's objectives, I ensured a robust safety framework that enhances overall project success.
- **Safety Improvement Plans:** I led the development of safety improvement plans to proactively address potential risks and enhance safety practices across our operations.
- **Risk Management & Compliance:** Implemented and maintained the Integrated Risk Management Framework, I ensured adherence to internal and external safety standards, including ISO and Operational Risk Assurance audits.
- **Stakeholder Management:** I fostered effective communication between all relevant stakeholders, promoting collaboration and collective efforts in maintaining a safe working environment.
- **Critical Controls Management:** I was instrumental in the implementation and maintenance of the Critical Controls Management program, mitigating priority unwanted events and elevating safety standards.
- **Safety Reports & Reviews:** I prepared and presented comprehensive Safety, Health, and Environment (SHE) reports to the Executive Management, driving informed decision-making processes.
- **In collaboration with Anglo American:**
  - Alignment of Group Standards and Specifications
  - Developed & implemented Safety Improvement Plans
  - Project Risk Management and Registers
  - Safety Assurance programs and reports

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**Employer** : **AngloGold Ashanti (Corporate Office)**  
**Period Employed** : 2016 – 2022  
**Position Held** : **Senior Safety Lead – Group Safety**

As the Senior Safety Manager - Group Safety at AngloGold Ashanti, I held a pivotal role in shaping and executing the safety strategy for the company's global operations. With a strong focus on achieving the top value and zero harm, I provided essential support and guidance to departmental leads, operational heads, and the Executive Committee. Support and advisory role for various departmental leads, operational heads and Executive Committee (ExCom).

**Key Contributions:**

- **Global Safety Strategy:** I played a central role in developing and executing the Group Safety Strategy across AngloGold Ashanti's operations worldwide including open-pit and underground sites. By aligning the strategy with business objectives, I ensured a cohesive approach to safety management across diverse locations.
- **Tactical Solutions:** Utilizing my expertise, I identified innovative solutions to improve safety practices and operational efficiency. My mentorship and consultative approach facilitated operational bottlenecks and foster a culture of continuous improvement.
- **Compliance & Assurance:** As part of Combined Assurance Reviews, I provided valuable insights from a systems perspective and carried out in-field verifications to ensure compliance with safety standards.
- **Health of Discipline Framework:** I led the development and implementation of the Health of Discipline framework, enhancing safety staff competency through competency assessments and training initiatives.
- **Safety Improvement Programs:** I actively participated in various safety improvement programs, including Fatigue Management, In-vehicle Monitoring System, and the EMESRT 9-step model, driving tangible enhancements in safety performance.
- **Mining:** Supported open-pit operations by addressing site-specific risks, such as geotechnical stability, equipment interactions, and dust management.
- **Cross-Functional Collaboration:** As a member of key working groups, including the ICMM Safety Working Group and Contractor Management Working Group, I fostered collaboration and knowledge-sharing among industry professionals.
- **License-to-Operate:** As the custodian for Group Legal Registers, I ensured compliance with safety legislation and other regulatory requirements, demonstrating a commitment to the well-being of employees, contractors, and stakeholders.

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**Employer** : **Petroleum Oil and Gas Corporation of South Africa (PetroSA)**  
**Period Employed** : 2009 – 2016  
**Position Held** : **Operations HSE Manager**

As the Operations HSE Manager (Upstream & Plant) at PetroSA, I held a critical position in ensuring safety compliance and risk management within the petrochemical industry. With a focus on both upstream and plant operations, I played a key role in implementing safety management systems and driving continuous improvement in HSE performance.

**Key Contributions:**

- **Safety Compliance:** I ensured strict adherence to all applicable legislations, policies, and procedures, creating a safe and compliant working environment for all employees.
- **Management Systems:** I led the implementation, maintenance, and re-certification of management systems, fostering a culture of excellence and continuous improvement.
- **Process Safety Management:** My expertise in Process Safety Management (Baker Hughes) contributed to robust safety practices, reducing the likelihood of incidents and promoting operational efficiency.
- **Audits and Risk Management:** Coordinating EHS and Risk audits, I effectively directed the COE (Center of Excellence) to identify and mitigate potential risks and hazards.
- **Data Analysis and Reporting:** I carried out statistical analysis and interpretation of EHS data, providing valuable insights to executive management and driving data-driven decision-making processes.
- **Budget Management:** I efficiently executed and directed the EHS budget, ensuring optimal utilization of resources for safety initiatives and programs.
- **Safety Awareness and Culture:** I actively facilitated EHS awareness campaigns and promoted safety-responsive culture through publications, bulletins, and newsletters.
- **Team Development:** I nurtured a high-performance team by providing coaching, development opportunities, and succession planning, fostering an integrated and proactive approach to HSE.

**Employer** : **MARSH SA (PTY) LTD**  
**Period Employed** : 2007 – 2009  
**Position Held** : **Senior Executive Safety/Risk Consultant**

As a Senior Executive Safety/Risk Consultant at Marsh SA (PTY) LTD, I played a pivotal role in delivering exceptional risk management and safety solutions to clients in diverse industries, including mining, manufacturing, and heavy engineering. With a focus on property risk surveys, technical risk identification, and safety audits, I provided valuable expertise to enhance the safety and risk resilience of client operations.

#### **Key Contributions:**

- **Property Risk Surveys:** I carried out comprehensive property risk surveys, identifying potential hazards and developing effective risk mitigation strategies to safeguard client assets and personnel.
- **Technical Risk Management:** My expertise in technical risk identification and management ensured that clients could proactively address operational risks, leading to improved safety and business continuity.
- **Risk Reviews & Coordination:** I played a central role in coordinating and conducting risk reviews, including PFD, MFD, P&ID, HAZOP, and SIL reviews, to assess and mitigate potential process-related risks.
- **Global Risk Consulting:** As part of Marsh's Global Risk Consulting team, I contributed to providing risk management solutions to international clients, helping them navigate complex challenges and achieve operational excellence.
- **Safety Audits & Investigations:** I carried out safety audits and investigations, identifying areas for improvement and providing clients with actionable recommendations to enhance safety performance.
- **SHERQ Performance:** I contributed to the development, implementation, and continuous improvement of SHERQ (Safety, Health, Environment, Risk, and Quality) performance standards and procedures for clients.

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**Employer** : **AFRISAM**  
**Period Employed** : 2004 – 2007  
**Position Held** : **Senior Mine Manager**

As the Senior Mine Manager at AfriSam, I held a pivotal leadership position, responsible for overseeing all aspects of a multi-functional business unit within Ladysmith Operations. My role encompassed a wide range of responsibilities, including human resources management, safety oversight, financial control, production planning, and project portfolio management.

**Key Contributions:**

- **Operational Strategy:** I led the development and implementation of operations strategies, aligning them with business objectives to drive efficiency and productivity.
- **Production Management:** Overseeing aggregate and ready-mix production, I ensured the delivery of high-quality outputs according to production plans.
- **Cross-Functional Collaboration:** I liaised with technical support, operations support, and site services, fostering effective collaboration and seamless operations.
- **Safety Compliance:** Adhering to HSE standards, I prioritized safety management to ensure targeted levels of plant safety and create a safe working environment.
- **Asset Management:** I formulated and executed asset management strategies to optimize asset utilization and maintenance practices.
- **Team Building & Coaching:** Nurturing a high-performance team, I provided coaching, mentorship, and succession planning to foster a proactive operational culture.
- **Stakeholder Interface:** I effectively interfaced with relevant functional and service providers to ensure efficient support and service delivery.

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**Employer** : **Anthracite Colliery (BHPBILLITON)**  
**Period Employed** : 2002 – 2004  
**Position Held** : **Engineering Manager**

As the Engineering Manager at Anthracite Colliery, a part of BHPBILLITON, I held a crucial position in overseeing multiple engineering projects to supply utilities to the mine. I was responsible for managing multi-functional engineering teams and ensuring reliability and maintenance assurance.

**Key Responsibilities:**

- **Engineering Project Management:** I successfully directed multiple engineering projects aimed at providing utilities to the mine, ensuring they were completed within scope, budget, and schedule requirements.
- **Multi-Functional Team Management:** As the Assistant Engineering Manager, I efficiently directed and coordinated various engineering teams, ensuring their collaboration to deliver reliable and safe operations.
- **Technical Risk Management:** My role involved identifying, mitigating, and managing technical risks, promoting adherence to the Mine Health and Safety Act (MHSA) and other relevant legislations.
- **Capital Estimate Development:** I played a pivotal role in developing and maintaining capital estimates for engineering projects, ensuring cost-effective and efficient operations.

- Technical Bid Coordination: As part of my responsibilities, I coordinated technical bid clarifications and evaluations with vendors and contractors, optimizing technical scope and requirements.
  - Compliance and Legal Requirements: I ensured compliance with all safety, health, and environmental legal requirements related to the safe management of operations, maintaining a robust legal register.
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**Employer** : **ANGLO PLATINUM**  
**Period Employed** : 2001 – 2002  
**Position Held** : **Assistant Plant Engineer**

**Key Responsibilities:**

- Engineering Reliability and Maintenance Assurance.
  - Safety Management Implementation.
  - Engineering KPI Implementation.
  - Engineering projects for Rustenburg Mining Region.
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**Employer** : **GENCOR GROUP MINES**  
**Period Employed** : 1993 – 1997  
**Position Held** : **Production Supervisor**

**Key Responsibilities:**

- Learner Official duties
  - Safety Management Implementation
  - Production Planning and Business Plan Execution
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**Membership:**

- Institute of Directors South Africa
- South African Institute of Occupational Safety and Health.
- South African Council for the Project and Construction Management Profession.
- Mining Industry Professionals – Member
- ICMM – Safety Working Group member
- ICMM – Contractor Management Working Group