

## EXECUTIVE SUMMARY

Zolani Kgosietsile Matthews, is a seasoned professional, with a robust understanding of International and Domestic Business Strategy and an ability to operate in complex, dynamic and agile organisations. His professional track record bears witness to his focus on corporate governance, transparency, and value-based organisations. An accomplished Harvard University Masters graduate with over 30 years of experience, he holds directorships on several listed companies where he devotes his exceptional strategic skills and his ability to provide oversight in large and small business organisations.

As the Executive Chairman at the IMVULA Group, he championed transformation and successfully coalesced divergent viewpoints to create a shared understanding of the Group's long-term strategy. A Servant Leader, he is a passionate advocate of Skills Development and Empowerment of Small Businesses, evident in his initiatives to ensure Black Entrepreneurs are in the value chain in organisations he serves on. He successfully led the business growth drive of IMVULA focusing on Security, Healthcare, Logistics, Construction, Manufacturing, and IT, in the process helping grow the Security business with over 10 000 employees, to being the third largest security company in the country with an annual turnover of R2bn. (He formulated innovative security solutions to protect rail infrastructure to eliminate the outsourcing of security of assets.)

At the South Africa Post Office, where he was a Non-Executive Director for Four years, he demonstrated his expertise and well-developed understanding of risk-based organisational processes in building resilience, driving the e-commerce agenda, and ensuring that the interests of all stakeholders are balanced. He led the development of new revenue initiatives on the Strategic Turnaround Committee, championing the goal to shift the Post Office into new revenue streams. He contributed to the turnaround strategy during his Four years as a Non-Executive Director. He was instrumental in providing leadership during the process to get the PostBank a banking licence from the South African Reserve Bank when he was Chairman of the Postbank Committee. He also sat on the Audit and Risk Committee of the SAPO Board demonstrating the ability to integrate risk management and compliance control. In addition, he was intimately involved in driving the BEE agenda for suppliers to SAPO. He was also a Trustee of the Post Office Retirement Fund which had R15bn invested for employees and former employees. Further, he sat on the Investment Committee of the Retirement Fund that oversaw the Investment Portfolio made by the selected Asset Management firms on behalf of the Fund.

During his time in the USA, at Washington Strategic Consulting Group and at FordWorks and Associates, his involvement in International Corporate Strategy for clients in the African and Caribbean markets confirms the impact that he made on International Business Practices. His role as Vice Chairman of Washington Strategic Consulting Group indicates his expertise in developing and directing strategy for African Government Clients and he was also able to work with members of the US Congress on a range of substantive policy issues. Prior to moving to the USA in 1985, as a Policy Advisor at the Greater London Council, working in the Offices of the Leader of the Council, and the Chairman of the Police Committee, as well as the Vice Chairman of the Ethnic Minorities Committee, he worked on economic issues, Policing issues, employment issues, affirmative action and preferential procurement for Minority businesses. In addition, The Greater London Council had oversight of London Transport which ran the London Transportation services, Buses and the London Underground, which was an early insight into Public Transportation policy<sup>1</sup>and economic issues in large urban cities. Aside from

London Transport, The GLC also had oversight over the London Fire Brigade and all its Officers and Commanders as well as the Inner London Education Authority responsible for Policy, administration and implementation of School Education across Greater London and The Thames Water Authority.

A notable visionary Leader, a change agent with a global perspective, he currently serves as The Chairman of the Ports Regulator of South Africa. He has, in addition, been recently appointed to a four-year term as a Councillor on The Independent Communications Authority of South Africa (ICASA). He is a Non-Executive Director at JSE Listed ENX, as well as JSE listed ZARCLEAR Holdings. In both companies, he provides oversight of Audit functions by being a member of the Audit and Risk Committee as well as the Remuneration and Nominations Committee on both boards. He comes with a solid understanding of different business models in the Corporate and Public Sector.

### QUALIFICATIONS SUMMARY

<b>Institution</b>	<b>Qualification obtained</b>	<b>Date obtained</b>
John F Kennedy School of Government, Harvard University, Massachusetts, USA,	Masters Degree in Public Administration	1989
Warwick University, UK,	BA (Hons):Political Science	1981

### EMPLOYMENT HISTORY- SUMMARY

<b>Name of Company</b>	<b>Period of Employment</b>	<b>Position</b>
ICASA	2020 – Present	Councillor
Ports Regulator of South Africa	2020 – Present	Non-Executive Chairman
Invula Group, Johannesburg, South Africa	2014 – 2017	Executive Chairman
FordWorks and Associates, New York, USA	2010 – 2013	Managing Director
Arcus Gibb, (GIBB)	2008 – 2010	Consultant

Armcor, Pretoria, South Africa	1998 – 2000	Senior Manager
Washington Strategic Consulting Group Inc., Washington DC, USA	1993 – 1996	Vice Chairman
American Express, New York, NY, USA	1991 – 1992	Director
Hill and Knowlton, New York, USA	1989 – 1991	Senior Manager

## EMPLOYMENT DETAILS

**Company** : ICASA, Pretoria, South Africa

**Position** : Councillor

**Period of Employment** : 2020 – Present

A Full time Councillor of the Nine Person Council of the Independent Communications Authority of South Africa. Appointed by the National Assembly and reporting to The Portfolio Committee on Communications and the Ministry of Communications and Digital Technologies.

### Responsibilities

- Regulation of the Telecommunications, Broadcasting, Television ICT, Postal and ICT Equipment Industry of South Africa
- A member of the working Committees of The Council inter alia:
  - Deputy Chairman of Digital Sound Broadcasting Committee
  - Deputy Chairman of the Postal Customer Care Committee
  - Deputy Chairman of The SADCC Committee on Mobile Roaming
  - Engaging with Mobile Network Operators
  - Engaging with Broadcasters and Stakeholders Across the Sector
  - Chairman of The Technical Standards Committee
  - Deputy Chairman of the Elections Broadcasting Committee

- Ensuring that key risks have been identified in the organisation and that plans are in place to mitigate such risks
- Deputy Chairman of The Spectrum Resources Committee
- Setting up proper systems in the Council Operations in respect of risk prevention
- Establishing and monitoring risk in terms of legislation and regulations
- Working with International Associations such World Telecommunication Union and International Telecommunications Union
- Ensuring a very lean structure and that key executives are deployed within our structures and play critical roles in their respective Business units, Licensing, Engineering, Policy and Research
- Ensuring that optimal returns and synergies are maintained and a respected management structure in place which, not only ensures the professional drive of the Council but also makes certain that the underlying ethos of the Council are implemented.

**Company** : Ports Regulator of South Africa

**Position** : Non -Executive Chairman

**Period of Employment** : 2020 - Current

**Responsibilities**

- Overseeing relationships with Transnet and National Port Authority and the Maritime Industry.
- Tariff application that goes to NPA – recently announced a tariff application of R12bn within the prescribed 3-month timetable set by the National Ports Act.
- Driving Transformation in the Maritime Sector
- Development of the Corporatisation strategy for the NPA in conjunction with the department of Transport and DPE.
- Driving the establishment of the Single Transport Economic Regulator the nucleus of which will be led by the Port Regulator.
- Ensured delivery of shareholder information and the timeous publication of annual financial statements

**Company** : Imvula Group

**Position** : Executive Chairman

**Period of Employment** : 2014 – 2017

## **Responsibilities**

- Overseeing and managing all activities that were of business interest throughout a diverse portfolio
- Leveraging new business opportunities, and developing and growing the Imvula Group
- Directly managing the strategy of the group across the public sector and private sector
- Managing clients of the Security company including Telkom, MTN, Growthpoint, Redefine and Government Departments.
- Involved in all strategic aspects of the growth of the company with offices in all 9 provinces
- Assist in the development of Imvula strategy, business plan and financial plans ensuring effective implementation and monitoring
- Lead and maintain an organisational culture that supports the business values

**Company** : Fordworks and Associates, New York, USA

**Position** : Managing Director

**Period of Employment** : 2010 – 2013

## **Responsibilities**

- Advising on strategy and business objectives for international clients in African and Caribbean markets
- Developing and analysing investment strategies for clients wanting to break into the energy and mining industries in African countries
- Developing Financial systems and monitor employee productivity and overall performance of the organisation.
- Providing a broad range of services tailored and customised to meet the needs of each of the clients in my portfolio.
- Analysing existing organizational functions, operations, and results in order to recommend specific areas and strategies for improvement
- Being the outside resource that acts as an agent for change
- Providing an objective third-party viewpoint on strategic planning, marketing, and other operational issues to assist companies in the different sectors of the economy.
- Troubleshooting tactical issues, such as operational performance, to help improve a company's efficiency

**Company** : Arcus Gibb (GIBB)  
**Position** : Consultant – Nigeria projects  
**Period of Employment** : 2008 – 2010

GIBB is well positioned to provide a variety of engineering solutions to clients through service excellence. GIBB has developed deep insight into the socio-economic dynamics of several countries on the continent, with completed and on-going projects in South Africa, Angola, Botswana, Cameroon, DRC, Ethiopia, Gambia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Swaziland, Tanzania, Uganda, Zimbabwe and Zambia.

### **Responsibilities**

Nigerian Infrastructure project:

- I assisted them in winning a major infrastructure design project in Rivers State Nigeria.
- Inter Alia: a full New City Master Plan and feasibility for a Monorail Project in Port Harcourt the capital of Rivers.
- Land use planning and water and sanitation projects for GIBB in Rivers State.
- Advised engineering and planning teams in facilitating their engagements with their Nigerian Counterparts in the State Government.
- Managed the risk, finance and compliance aspects of the business
- Oversaw compliance in respect of proper financial reporting

**Company** : Armscor, Pretoria, South Africa  
**Position** : Senior Manager Public Affairs  
**Period of Employment** : 1998 – 2000

### **Responsibilities**

- Liaising with Defence Ministry and Secretariat, Cabinet, Parliamentary Committees, Government Departments, NGO'S, the media, and High Commissioners, embassies, and commercial attaches
- Providing input on the organisations strategy and drafting the public affairs communication plan
- Ensuring the Company has a single corporate image, managing advertising and giving speeches
- Extensive interaction with the Defence industry and stakeholders.

**Company** : Washington Strategic Consulting Group Inc DC, USA

**Position** : Vice Chairman

**Period of Employment** : 1993 – 1996

**Responsibilities**

- Developing and directing strategy for African government clients
- Drafting testimony for congressional hearings, and monitoring US congressional legislation for clients
- Designing commercial and investment plans that smooth the way for US investment into developing countries
- Managing initiatives and policies on US relations with African nations, and liaising with advocates

**Company** : American Express, New York, NY, USA

**Position** : Director of State and Local Government Affairs

**Period of Employment** : 1991 – 1992

**Responsibilities**

- Managing and Coordinating State and Local government Legislative efforts for the company
- Developing strategies for public finance initiatives and Government presentations for Senior Management
- Creating and implementing a legislative program to promote private sector support
- Drafted proposal amendments affecting Amex business partners in tax, regulatory reform, and public policy
- Worked for Government Affairs (corporate affairs) driving company policy issues on corporate taxes that impacted the business where it had a presence across the 50 states in the USA. Extensive exposure to financial and economic issues that affect multi-National companies in financial services.
- Worked with public interest groups in a variety of sectors, travel, entertainment and technology.

**Company** : Hill and Knowlton, New York, USA

**Position** : Senior Manager

**Period of Employment** : 1989 – 1991

**Responsibilities**

- Managing Corporate Communications and International Business and Economic Development for Corporate Clients

- Creating and implementing media strategies and public programs for International and USA based clients
- Providing counselling in crises management to Corporate Clients.
- Drafting Op-Ed articles and developing and implementing executive positioning programs on behalf of clients
- Developing and implementing financial relations and marketing programs in Latin America and Africa on behalf of corporate and government clients

**Company** : JESSE JACKSON Rainbow Coalition, Washington DC, USA

**Position** : Special Assistant

**Period of Employment** : 1985 – 1988

**Responsibilities**

- Researching and drafting papers and briefings on international and economic affairs
- Liaising with Heads of State, foreign and local government representatives, and religious and business leaders
- Travelling world-wide with Reverend Jackson, including to Europe, Africa, Japan, South Korea, and Middle East.
- Liaising with international organisations such as the United Nations

**Company** : Greater London Council, London UK

**Position** : Policy Assistant

**Period of Employment** : 1981 – 1985

**Responsibilities**

- Handling minority affairs and affirmative action programs, preparing official responses to government legislation
- Developing policy briefings with references to the environment, housing, and economic funding programs for minorities.
- Advised on a varied range of policy issues including Economic, Employment, Affirmative action and preferential procurement for Minority businesses.
- Advised the Council on its oversight of London Transport which ran the London Transportation Services; Buses and the London Underground.



