



*Executive & Non-Executive Board Member
Economic Regulator*

THEMBEKE SEMANE

MBA | M. INST.D

PROFESSIONAL PROFILE

An accomplished and highly qualified Business Executive, leveraging capabilities gained over the course of more than 20-year progressive career trajectory [with national and international business exposure]. Thembeke Semane has gained specialisation in the areas of; Corporate Governance, Economic Regulation, Corporate Strategy, Business Systems Implementation [ISO 9001], Big Capital Project Financing [Compliance / Monitoring] & Financial Management, and other related experiences.

Thembeke's expertise has been acquired while serving on various Boards, Economic Regulation Committee(s) and Tribunals, culminating in the current role of Member of the Energy Regulator NERSA, amongst other. Committee memberships have included; Economic Regulating | Risk Management Chair | Finance Committee Chair | Audit, Risk & Performance | Human Resources & Remuneration | Fund & Finance Advisory Board | and Home Loan & Mortgage Disclosure Act (HLAMDA) Board.

Prior to this, Thembeke built her career with Eskom, rising to fulfil the roles of Senior Advisor - Organisational Strategy, Project Secretariat, and Governance Project Manager [accountable for providing comprehensive corporate governance across the full Eskom Holdings Group].

As a proactive leader, Thembeke employs a passion for the arena of economic development, with a core interest in industrialisation, reduction of inequalities, and best corporate governance practices [with an emphasis on leadership effectiveness and business systems development]. Working with the Executive Team to drive results in corporate direction and economic regulatory work, she is an assertive and pragmatic leader with strong ethical values, and a believer in the People, Planet, Profit (PPP) approach to business.

Cementing practical ability, Thembeke has attained academic specialisation through; a Master's degree in Business Administration (MBA), Post Graduate Diploma in Business Administration, a Bachelor of Commerce in Financial Accounting, and Certification as a Qualified Banker with CAIB [specialising in Risk Management]. She has additionally completed several corporate governance and corporate administration courses, and is currently completing a

Professional Affiliation: Member of the Institute of Directors South Africa

Career Objectives: Thembeke aims to contribute conscientiously to strengthening corporate governance and regulatory compliance within the appointed organisation, striving to embrace and drive home the point that strong institutions are essential to a well-functioning and growing economy.

AREAS OF EXPERTISE

- *Executive Committee - Representative*
- *Board Advisory Fund Support*
- *Organisational Strategy*
- *Business Systems*
- *Corporate Governance*
- *Government Oversight / Participation*
- *Financial & Investment Analysis*
- *Relationship & Finance Advisory - Representation*
- *Macro-Economic Analysis*
- *Economic Regulation*
- *Audit, Risk & Performance Management - Secretariat*
- *Stakeholder Engagement Management*
- *Professional Company*
- *HR & Remuneration Oversight / Management*
- *Management Accounting Support*

QUALIFICATIONS

Master of Business Administration (MBA); Monash University, 2022

Post Graduate Diploma in Business Administration [NQF Level 8]; University of Pretoria - Gordon Institute of Business Science, 2010

Customer Service Diploma; University of Natal, 2006

Certified Associate; The Institute of Bankers South Africa (IOBSA), 2001

Bachelor of Commerce in Financial Accounting; University of Transkei, 1999

Senior Certificate / Matric; Nyangilizwe High School, 1995

COURSES & TRAINING

Regulating Digital Economy, Cullen International, 2019

Economic Regulation Telecommunications; London School of Economics, 2018

Economic Regulation for The Energy Sector; University of Cape Town Graduate School of Business, 2016

The Role of The Company Secretary; The Institute of Chartered Secretaries, 2017

Audit & Risk Committee Effectiveness; The Institute of Directors, 2015

Scenario Planning; University of Pretoria - Gordon Institute of Business Science, 2012

Auditing: Theory & Practice; University of South Africa, 2002

PROFESSIONAL EXPERIENCE

(CURRENT)

South African National Energy Regulator
Part-Time Regulator Member

29 September 2022 to 31 August 2026

***Airports Company South Africa &
Air Traffic Navigation Systems***
Economic Regulating Committee Member

September 2016 to March 2019 | April 2019 to Date

PIC Board Representative

November 2017 to Date

Mining, Oil, Gas and Services Company (MGOS)
(Subsidiary of Royal Bafokeng Holdings)
Board and Finance and Investment Committee Member

August 2019 to Date

Vodacom, Tanzania

November 2017 to Date

Board and Audit and Risk Committee Member

PRIOR TENURES

Independent Communications Authority of South Africa (ICASA)
Executive Council Member

December 2017 to January 2022

University of the North West

August 2018 to July 2021

Council Member | Finance and Investment Committee Member

***National Department of Human Settlements:
Estate Agency Affairs Board***

July 2016 to October 2022

Board Member | Finance and Investment Committee Chairperson

South African National Parks

April 2015 to March 2018

Board Member | Audit & Risk Committee Member | Human Resource & Remuneration Committee Member

South African Heritage Resource Council

July 2013 to June 2019

Council Member

July 2016 to June 2019

Risk Management Committee Chairperson

August 2014 to September 2016

Audit Committee Member

July 2013 to July 2016

Finance & Fiscal Commission of South Africa

April 2010 to March 2013

Audit, Risk & Performance Committee Member

National Department of Human Settlements

April 2010 to March 2013

Home Loan & Mortgage Disclosure Act (HLAMDA) Board Member

Mpumalanga Department of Human Settlements

July 2010 to July 2013

Board Member & Rental Tribunal Member

Albert Luthuli Local Municipality

July 2006 to July 2008

Audit, Risk & Performance Committee Member

National Home Builders Regulatory Council

August 2006 to September 2008

Fund & Finance Advisory Board Committee Member | Executive Committee Member

Key Roles & Accountabilities:

- Facilitated corporate governance processes by addressing all pressing issues affecting the organisation and reported to the Board of Directors regarding the same [with power to act on behalf of the Board as mandated].
- Addressed organisational issues of a serious nature, heard matters, and escalated them to Board Level as required.
- Provided key organisational direction to Chief Executives; researched investment, risk, and industry trends in order to actively participate in strategic planning / Board advisory support.
- Monitored and evaluated the progress of Chief Executives towards achieving strategic goals, made periodic presentations to the Board in regard to progress.
- Provided core organisational oversight regarding the daily implementation of Board policies, ensuring the establishment and maintenance of solid governance practices.
- Oversaw ad hoc committees working on policy development for areas including Corporate Ethics, Security / Risk Management Guidelines, Quality Management, Human Resources, and Regulations.
- Worked to enhance open communication channels between the Board, Committees, and Staff, enabling streamlined information sharing and informed decision-making.
- Worked to facilitate optimal Board development via mentoring and conducting annual Board member evaluations.

EARLIER EMPLOYMENT SYNOPSIS

Eskom Holdings [SOC]

January 2015 to April 2016

Governance Project Manager: Provided comprehensive corporate governance to the full Eskom Holdings Group | Developed TOR [Terms of Reference] for various Board Sub-Committees | Provided advisory support regarding various litigation / governance matters relating to the Board | Compiled and disseminated Board resolutions, and tracked the successful implementation thereof | Developed and maintained key stakeholder relationships with both internal and external stakeholders.

Eskom Enterprise Development - Organisational Strategy Department

October 2011 to April 2016

Senior Advisor - Organisational Strategy: Tracked key economic / fiscal driving forces, evaluating their macro-economic and electricity industry impact, and advising regarding strategic direction | Provided key input into corporate strategy development | Contributed to the development of energy industry scenarios, conducting research into PESTEL key driving forces | Tracked the results and implications of corporate and functional

strategies [prospective / implemented] | Upheld optimal quality of departmental activities via; Ensuring full business systems compliance with ISO 9001:2008 standards, Taking accountability for ISO 9001:2008 certification and maintenance thereof, Developing a quality management plan including governance processes for strategy development and review.

Eskom - Change Management Project

January 2014 to April 2015

Project Secretariat: Performed secretariat [high-level administrative] duties for the Change Management Project Committee | Coordinated all change management activities across the full Eskom Holdings Group.

Eskom - Treasury Corporate Division

June 2008 to September 2011

Advisor for Risk & Portfolio Management: Administered a funding portfolio of approximately ZAR 5 billion in export credit financed loans | Ensured compliance management | Supported annual audits conducted by external auditors for projects financed by the loans | Engaged with and assisted external auditors until audit closure | Maintained compliance with applicable South African Reserve Bank regulations | Submitted audit / project reports and other required information, such as monthly environmental compliance reports, to lenders | Settled interest and commitment fees on loans | Managed foreign exchange payments through hedging | Managed risks to prevent breach of loan covenants or trigger events for cross default | Maintained liquidity management by opening and maintaining foreign and local bank accounts for loan proceeds | Prepared and submitted projections for loan drawdowns and obtained a going concern statement from external auditors | Contributed to liquidity management and cash flow by ensuring timely disbursements as projected | Maintained stakeholder management by engaging with lenders on all loan-related matters | Collaborated with external and internal legal representatives in all loan-related discussions.

Eskom - Generation Division

February 2006 to May 2008

Management Accountant: Provided product and service advice | Selected appropriate tariffs and influenced production / usage pattern changes | Assisted clients in optimising electricity usage based on understanding of customer / company needs and process technology | Analysed existing and possible usage patterns for clients | Provided tariff and electricity usage advice | Received and processed client applications for supply upgrade / downgrade | Liaised with customer representatives, Eskom engineering, and customer service offices regarding maintenance schedules and the impact of upgrades / downgrades | Secured conformance to client service policies and standards | Revised contracts and communicated stipulations to clients | Maintained optimal customer service channels | Received and addressed client enquiries and complaints | Provided information to clients regarding planned and un-planned supply interruptions / new tariffs and industry developments | Obtained and managed lodging of securities | Resolved and followed up on overdue accounts and non-payments.

Eskom - Distribution Division

December 2002 to January 2006

Customer Executive (December 2004 to January 2006): Performed duties synonymous with the Management Accountant role above.

Graduate in Training (December 2002 to August 2004): Gained practical experience in Payroll, Asset Management, Cash Management, Credit Management, and Accounts Payable & Accounts Receivable.

ABSA Bank

April 2000 to November 2022

Credit Analyst: Assessed and recommended credit applications | Analysed and provided input into the grading mechanism | Resolved application assessment queries | Generated reporting for the Credit Committee | Contributed to continuous improvement processes.

EMOTIONAL INTELLIGENCE QUOTIENT & PROFESSIONAL STRENGTHS

(Essential Interpersonal Attributes / People Skills)

- **An articulate and influential business professional** who skilfully communicates and influences individuals at all levels of the organisation, internally and externally.
- **Exhibits a powerful combination of assertiveness and diplomacy**, fostering constructive collaboration within diverse teams and maximising productivity.
- **Demonstrates a commitment to professionalism, integrity, and ethical** and compliant practices, protecting personal, client, and company reputation.
- **Strategic decision-making and proactive problem-solving acumen**, driving transformative change within complex organisations and thriving in dynamic business environments.
- **Organised and detail-oriented**; consistently excelling in time management, prioritisation, and meeting challenging deadlines and competing demands.
- **Transforms vision into tangible strategic roadmaps** that resonate with stakeholders, igniting effective implementation and driving extraordinary outcomes.
- **Leverages diverse expertise and experience to navigate the complexities of corporate governance**, regulatory compliance, and social responsibility.
- **Meticulous attention to detail while keeping sight of the broader picture**, aligning strategic planning with industry insights and overarching business objectives, ensuring unparalleled success.

PERSONAL DETAILS

Nationality South African
Languages IsiXhosa | English
Driver's License

REFERENCES

Mr. Nkosinathi Biko; Former Chairperson; Estate Agency Affairs Board; Email:

Mr. Fanele Mondi; Chief Executive Officer; Energy Intensive Users Group of Southern Africa;