

EDWARD CHR KIESWETTER

NHD (Elec.Eng), PG Dip (Mathematics & Science Ed), B.Ed (Mathematics & Science Ed), M.Ed (Cognitive Development), MBA (Strategy & Transformation), M.Commerce (SA & Int Tax Law) (Cum laude)



Ed Kieswetter has an impressive record in the Public & Private sector as a Senior Executive at Eskom, Deputy Commissioner of SARS and more recently Group Chief Executive of Alexander Forbes, where he led a turnaround, restoring the organization's reputation, ethical values, integrity and revenue performance, successfully listing the company on the JSE in 2014.

Experienced in governance, he serves in the role of Board Chairman, Non-Executive Director and several Committees on local and international Boards. Recently appointed on the Board of Transnet SOC to help address the effects of State Capture.

Edward has extensive experience at leading diverse organizations at executive and governance levels, and has demonstrated success as an ethical leader able to deal with strategic complexity and operational efficiency. His leadership has delivered exceptional performance, building high performance teams and leading successful and sustainable organizational turn around.

As a committed servant leader he remains involved in teaching leadership at post graduate level. He serves as a member on the Ahmed Kathrada Foundation. He actively mentors and supports many young professionals, is a life-long scholar and remains passionately committed to education.

Edward is widely recognized with several awards as a Reflective Practitioner, Ethical Leader, a Teacher, as well as being committed to Stewardship as the ultimate leadership purpose.

1. PERSONAL DETAILS

Name:	Edward Christian Kieswetter
Area of Residence:	Cape Town/Johannesburg
Nationality:	South African
Languages:	English, Afrikaans, conversational
Marital Status:	Married

2. HIGHLIGHTS PROFESSIONAL

- 2017: Lifetime Achievement Award: Excellence in Management
- 2015: Finalist All Africa Business Leaders Awards
- 2014: Listing of Alexander Forbes on JSE
- 2014: ACQ Africa Dealmaker of the Year
- 2006: Leadership Thinking Award, Boss of the Year
- 1999: Boss of the Year, South Africa

- 1999: Chairman's Award Finalist, Eskom
- 1997: NOSA Exemplary Award in Safety Leadership
- 1997: National Productivity Institute Gold Award

3. HIGHLIGHTS ACADEMIC

- 2016: Da Vinci Institute: Visiting Professor
- 2015: University of Free State: Visiting Professor
- 2010: M.Commerce cum laude (3rd Master's degree)
- 1991: Harvard University: Associate in Education - Cognitive Studies
- 1991: African American Scholarship, USA

4. EDUCATION

Institution: North West University
 Qualification: Masters Commerce cum laude
 SA & International Tax
 Date: 2007

Institution: Henley, UK
 Qualification: Masters Business Administration
 Strategy & Business Transformation
 Date: 2001

Institution: University Western Cape
 Qualification: Masters Science Education
 Cognitive Development
 Date: 1996

Institution: University Western Cape

Qualification: Bachelor Education (honours) (Mathematics & Science)
Date: 1988

Institution: University Cape Town
Qualification: PG Dip Education (Engineering & Mathematics Ed)
Date: 1986

Institution: Cape Peninsula University of Technology
Qualification: Engineering Dip (Electrical)
Date: 1983

5. BOARD ACTIVITIES & PROFESSIONAL AFFILIATIONS

1. Current:

Non Executive Board Roles

- a. 2010: Shoprite -Lead independent NED
Member: Remuneration Committee
Member: Nominations Committee
- b. 2013: Da Vinci Institute of Managerial Leadership - President
- c. 2015: Da Vinci Institute of Managerial Leadership - Chairman
- d. 2017: GEMS Education Africa - NED & Investment Committee
- e. 2017: DST - Technology Innovation Agency - Chairman
- f. 2017: Transnet SOC

2. Past:

Executive Board Roles

- a. 2010 - 2016: Alexander Forbes Group - Group Chief Executive & Executive Director
- b. 2013 - 2016: ASISA (Industry Savings Association) - Director & Chair: Economic & Social Policy Board
- c. 2000 - 2004: FirstRand Bank - Director: Banking Group,
Chairman: FirstTrust

Director: Wesbank
Director: FNB Homeloans
Director: RMB Asset
Management

Non Executive Board Roles

- a. 2010 - 2016: Investment Solutions - Chairman
- b. 2010 - 2016: AF Insurance - Chairman
- c. 2010 - 2016: Alexander Forbes International (United Kingdom) - Chairman
- d. 2010 - 2014: GuardRisk - Chairman
- e. 2014 - 2016: Lane Clark Peacock (United Kingdom) - Chairman

Non Executive Board Roles - Non-Profit

- a. 2011 - 2015: IFAC - Deputy Chair: International Accounting Education Standards Board
- b. 2005 -2014: Independent Regulatory Board for Auditors
Chairman: Committee for Auditor Ethics
- c. 2005 - 2009: Centre for International Tax Administrators
- d. 2004 - 2014: University of Free State - Deputy Chair:
Council; Chair: Audit Committee;
Chair: RemCo; Chair: NomCo
- e. Several other boards & committees before 2005

6. ROLES & RESPONSIBILITIES

1. Alexander Forbes Group Holdings

Diversified Financial Services Company, specializing in Actuarial Consulting, Pension Fund Administration, Investments, Wealth Management, Health Management & Insurance

POSITION: Group Chief Executive
1 January 2010 - 30 April 2016

Key Dimensions

- Reports to : Main Board
- Number of Staff: 4000 world-wide
- Budget/Revenue: R6 billion
- Key Projects:
 - Leading the organization to significant financial turnaround
 - Rebuilding the organizational reputation and brand
 - Leading the relisting on the JSE Exchange

Key Achievements

1. Resolved a long outstanding civil claim of circa R1 billion and 21 criminal charges. This relates to a very complex, matter that eroded the company's reputation, lost its license, and could potentially have destroyed the company financially. This so-called "Life Care" matter is well publicized.
2. Significant turnaround achieved in financial & institutional integrity with double digit CAGR growth over a 5 year period that together with a restored reputation and a brand relaunch allowed us to list the company on the JSE in 2014, something which would have been impossible in 2010.
3. Introduced a number of specific initiatives to improve the instructional integrity and employee engagement:
 - Balanced Scorecard
 - Employee Engagement Programme
 - Recognition & Awards Programme
 - Investment in Leadership Development
 - Executive Long Term Incentive Programme
 - Employee Share Ownership Scheme

The impact of the above Programmes was measurable. Whilst we achieved continuous financial performance and a significant brand & reputation restored, we were able to achieve long term sustainability demonstrated in:

- Not a single negative media report in the 6 years
- Attrition came down from 16% to single digit
- Attrition at executive level to near zero

- Employee Engagement improved by more than 20%

Reason for leaving: Change in personal circumstances

2. South African Revenue Service (SARS)

A South African Chapter 9 Institution responsible for administration of tax & fiscal policy, tax compliance, collecting tax and customs revenues, customs border control.

POSITION: Deputy Commissioner and Chief Operating Officer

1 August 2004 - 31 December 2009

Key Dimensions

- Reported to: Commissioner (Pravin Gordhan)
- Number of Staff: 14 000
- Budget/Revenue: R2,5 billion
- Key Projects:
 - Establish the Large Business Centre
 - Establish the High Net Worth Individuals Unit
 - Led the establishment of SARS Regional Service Centres
 - Operational Leadership to technology initiatives - eFiling
 - Represented the SARS Revenue Committee on the Fin Minister's National Treasury Revenue Group
 - Represented SARS on Centre for International Tax Authorities

Key Achievements

- Successfully established the first Large Business Centre in line with global best practice to focus on a comprehensive Compliance Programme and Revenue collection of the largest public and private corporates
- Established the first High Net Worth Individual Unit to provide a one-stop service to improve the service to wealthy individuals whilst improving compliance levels and revenue collection

- Provided the operational leadership that transformed the SARS into a benchmark and admired revenue authority world-wide and the most effective and efficient government functions
- Led the revenue collection efforts to achieved a revenue CAGR of 12%

Reason for leaving: Agreed a 5 year term

3. FIRSTRAND BANKING GROUP

One of the largest banks in Africa providing banking and insurance services to individuals and companies

POSITION: Senior Executive & Director in the Banking Group

1 April 2000 - 30 July 2004

Key Dimensions

- Reported to: Banking Group Chief Executive
- Number of Staff: 5 000
- Budget/Revenue: R1 billion
- Key Projects:
 - Part of Leadership team to turn around the Retail Bank and creating centralized Banking Operations Centres
 - Led research to establish Banking Group in rest of Africa
 - Led Energy initiative within Project Finance Division
 - Served on several Divisional Boards within the Group

Key Achievements

- Set a 100 Day challenge to set up the 9 Banking Operations Centres
- Part of the Executive team to successfully drive the transformation of Bank Branches as service centres by removing the “back office” administration functions
- Selected into a small group of about 40 executives as a “Destiny Changer” for participation in a special long term incentive

Reason for leaving: invited to serve Government (National Treasury & South African Revenue Service)

4. ESKOM

Eskom, a vertically integrated electricity utility is a powerhouse in Africa and the provider of approximately 60% of the continent's electricity

**POSITION: Senior General Manager: Generation & Power Station
Manager**

1 January 1992 - 30 March 2000

Key Dimensions

- Reported to: Eskom Board & Executive Director: Generation
- Number of Staff 15000
- Budget/Revenue R15 billion
- Key Projects:
 - A proud member of the Executive team responsible specifically for turning around the Generation Division to perform in the top 10% of power stations worldwide and generally Eskom as Globally Admired Utility

Key Achievements

- Leading teams that negotiated several globally benchmarked Commercial Contracts & Projects that redefined both technical and commercial efficiency of the Utility
- Together with the Power Station management team, led a Business Process Re-engineering Project that earned several company, national and international recognition including:
 - World record in Power Station safety performance
 - World-first Engineering Project to rebuild a 600MW Generation Unit
 - South African Productivity Gold Award
 - Unique & first Operating model known as the "Matla Challenge"
- Voted as South Africa's best Boss in 1999/2000
- NOSA Award in Exemplary Safety Leadership

Reason for leaving: Head-Hunted - excellent opportunity to transition to Financial Services

5. POSITIONS PRIOR TO 1992

- 1984 - 1991: Athlone Technikon: Lecturer & Divisional Head - Faculty of Electrical Engineering
- 1981-1983: Caltex Refinery: Electronics & Instrumentation Engineer
- 1977 - 1981: Cape Town Municipality: Apprentice & Electronics Engineering Technician

REFERENCES: Available on request