



## CURRICULUM VITAE OF SULEMAN BADAT

### Personal details:

Nationality: South African  
Race: Indian  
Gender: Male

### Qualifications:

Bachelor of Accountancy from University of KwaZulu-Natal  
Chartered Accountant (SA)  
Chartered Director (SA)

### Career Overview:

Having qualified as a Chartered Accountant, Suleman moved up the ranks within a global audit and advisory firm to head up the firm's Risk Advisory Services division in South Africa. This was followed by a key executive appointment at a global energy company where, as Chief Risk Officer & Chief Audit Executive, he expanded the internal audit function to cover the group's global operations, established the group's global risk management, ethics and compliance functions, and played a key role in the company's successful listing on the New York Stock Exchange.

Leveraging his growing reputation as a specialist in the governance, risk and compliance fields, he established a risk advisory business which he successfully ran for many years. Following the successful completion of a project in Saudi Arabia, Suleman assumed an executive position at the Auditor-General South Africa, where he acquired a sound working knowledge of public sector governance and administration.

Currently he is the CEO of Resilient Advisory, whose business is providing corporate governance advisory services and software solutions.

Suleman is an experienced non-executive director, having served on the boards of large public entities as well as a company listed on the Johannesburg Stock Exchange. He served as a member of the King IV Committee for Corporate Governance, where he contributed to the development of the King IV code on corporate governance. His Chartered Director (SA) designation is an attestation of his mastery of knowledge, skills and experience of directorship and corporate governance

Suleman's wide breath of skills which spans assurance, risk management, compliance, ethics, financial management and corporate governance, together with his extensive experience in serving on Boards and Audit & Risk Committees, positions him ideally to add significant value in improving organisational performance.

In his personal capacity, Suleman founded a humanitarian non-profit organisation where he served as a Trustee for ten years and he has since been actively involved in various initiatives to assist non-profit Organisations to improve their governance practices and processes.

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## **Board/committee appointments:**

### **Current:**

- National Consumer Tribunal: Chairman of the Audit & Risk Committee (from March 2019)
- National Regulator for Compulsory Specifications: Chairman of the Audit & Risk Committee (from March 2019)
- Department of Science & Innovation: Chairman of the Risk Management Committee (from November 2020)
- Department of Tourism: Member of the Audit Committee (from March 2023)
- MICT SETA: Chairman of the Audit & Risk Committee (from March 2020)

### **Previous:**

- Air Traffic and Navigation Services SOC Limited (1000+ employees) - from April 2018-Jan 2023  
Independent non-executive Director, Chairman of the Audit & Risk Committee, member of the Social & Ethics Committee, Business Development & Operations Committee and Governance Committee
- Umgeni Water Group (1000+ employees) - from May 2019-April 2023  
Independent non-executive Director & member of the HR & Remuneration Committee
- Howden Africa Holdings Limited (listed on the Johannesburg Stock Exchange until January 2019): Independent non-executive Director, Chairman of the Audit & Risk Committee and member of the Remuneration, Nomination, Social & Ethics Committee (from 2011-2014 and Nov 2017-April 2019)
- Member of the King Committee for Corporate Governance (2015 to 2017)
- Director (alternate) of the Accounting Standards Board ("ASB") (2015 to 2017)
- Member of the following committees of the South African Independent Regulatory Board for Auditors ("IRBA"): (2015 to 2017)
  - Committee for auditing standards
  - Public sector standing committee (also chairperson)
- Member of the Board Risk Committee of Super Group Limited (logistics company listed on the Johannesburg Stock Exchange) (2008-2010)
- Chairperson of the Risk Management Committee of the South African National Treasury (2007 – 2012)
- Member of the Audit Committee of the Auditor -General of South Africa (2010 – 2012)
- Specialist adviser to the Audit Committee of Thebe Investment Corporation (Pty) Ltd (investment holding company) (2011 – 2012)
- Founding member of the Risk Management Federation which developed into the Institute of Risk Managers in South Africa ("IRMSA")

## **Professional Memberships:**

- South African Institute of Chartered Accountants (SAICA)
- Institute of Directors in South Africa (IODSA)
- Institute of Risk Managers of South Africa (IRMSA)
- Institute of Internal Auditors

## **Publications:**

- Technical contributor to Research Report on the Application of Technology Governance by Boards (published by the Institute of Directors in South Africa in 2021)
  - Project lead for developing a Corporate Governance Code for Islamic Non-Profit Organisations (published in 2021).
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## **Work experience:**

### **Current (from June 2017)**

Serving on several Boards and Audit Committees, whilst being the CEO of Resilient Advisory (Pty) Ltd, whose main business is providing corporate governance advisory services and software solutions.

### **March 2014 - February 2017: Auditor - General of South Africa (3 000+ employees)**

The Auditor-General of South Africa (“AGSA”) is the Supreme Audit Institution (“SAI”) of South Africa. It is the only institution that, by law, must audit and report on how the government is spending the South African taxpayers’ money.

Suleman was a member of the Executive Committee with responsibility for the following portfolio of business units with a combined staff complement of 300 people and revenues of approximately R300m:

- Performance Auditing
- Information Systems Auditing (“ISA”)
- Forensic auditing
- Quality control
- Audit Research & Development (technical support unit)

Suleman’s major accomplishments at AGSA included the following:

- Played a key leadership role in successfully turning around the performance auditing business unit which was experiencing significant losses, low staff morale and lack of direction;
- Provided strategic direction in repositioning the ISA and Forensic auditing units to better align them with the firm’s strategy;
- Provided strategic direction in the development of a plan to reposition the technical support unit;
- As project owner, successfully executed a large, complex and multi-year project to revise the firm’s audit methodology;
- Oversaw the development of the firm’s data analytics strategy to support the audit process; and
- Presented at international conferences in Peru, Australia and China.

### **June 2012 to June 2013 (one-year contract): Saudi Oger Ltd (30 000+ employees)**

Saudi Oger is a large construction and facilities management company operating mainly in Saudi Arabia. Suleman joined the company as Director: Enterprise Risk Management (“ERM”). Based in Riyadh and reporting to the President, his responsibilities included the establishment of an ERM department and the implementation of effective and efficient risk management processes across the company.

His major accomplishments during this short period included the following:

- Successfully establishing the ERM department which included the development of the risk management strategy, design of the departmental structure, recruitment of staff and development of policies, procedures and tools; and
  - Conducting risk assessments for the company’s key construction projects and divisions
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## **January 2008 - May 2012: Managing Director: Suleman Badat & Associates**

During this period, Suleman founded and managed a consulting practice specialising in governance, internal audit and risk management advisory services.

His major accomplishments during this period included:

- Provided consulting services to an impressive list of clients which included JSE listed companies, SOC's, entities and departments at national and local government level; and
- Secured several Board and Audit/Risk Committee appointments.

## **April 2006 – December 2007: Department of Public Enterprises (“DPE”) (200+ employees)**

This Department has oversight responsibility for the major state-owned companies in South Africa such as Denel, Eskom, Transnet and South African Airways. Suleman was appointed on a three-year contract to establish the Department's risk management unit from scratch. The work was successfully completed in a much shorter period and Suleman requested that his contract be terminated early.

His major accomplishments during this period included:

- Successfully established the risk management unit in a much shorter timeframe than expected; and
- Led the development of an innovative and unique risk management framework to enable the department to execute its risk management oversight responsibilities over state owned entities;

## **March 2002 - January 2006: Sasol Limited (30 000+ employees)**

Sasol is an international oil and gas company.

Suleman's position was Chief Risk Officer & Chief Audit Executive with responsibility for the following functions:

- Enterprise risk management (“ERM”);
- Internal audit;
- Forensic audit; and
- Compliance and ethics

His major accomplishments during this period included:

- Established the ERM department covering Sasol's global operations spanning Africa, South East Asia, Europe and North America;
  - Established an internal audit department for the group's international operations;
  - Established the forensic audit function;
  - Established the compliance and ethics function;
  - Established the project audit function;
  - Developed a toolkit to enable the Audit Committee to execute its responsibilities more effectively;
  - Member of the project team which ensured a successful listing of Sasol on the NYSE
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**January 1985 - February 2002: Arthur Andersen & Co. (50 000+ employees)**

In January 1985, Suleman joined Arthur Andersen, a multinational audit and accounting firm, as a trainee accountant and remained with the firm for approximately eighteen years.

Highlights of his career at Andersen include the following:

- He was admitted as an audit partner in 1995;
  - He was training director in the Durban office between 1994 -1997;
  - Between 1997 and 2002, he successfully managed Risk Advisory Services division in South Africa. His responsibilities in this position included marketing and business development, client service delivery, key client relations, business strategy and planning, budget management and people management. His client delivery projects included large co-sourced and outsourced internal audit engagements across a range of industries;
  - He lectured on several occasions at the firm's training colleges in the United States and Europe;
  - He was selected to serve on a global project team to revise the firm's audit methodology; and
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