

# Curriculum Vitae

Michelle Thomas

## Personal Information

**Full name:** Michelle Joan Thomas  
**Date of birth:** 16 June 1969  
**Nationality:** South African and UK  
**Marital status:** Married  
**Dependants:** None  
**Languages:** English, Afrikaans  
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## Summary

I am a dynamic and flexible Chartered Accountant (plus an MBA) with experience ranging across Financial Management, Operations Line Management and Consulting areas with exposure to many industries including Mining, Engineering, FMCG, Supply chain, Logistics, Construction and Insurance. I have also worked in many different countries including Zambia, Mocambique, Ghana, DRC, UAE, UK, Venezuela, Mauritania and Qatar.

Key skills are technical finance skills, strategic development, business process re-engineering, financial data analysis, problem solving and implementation of solutions in any area of the organisation as well as line management and staff coaching and mentoring skills.

## Skill Summary

Finance	Years	Last used	Level
	Years	Last used	Level
Supply chain and logistics	Years	Last used	Level

# Curriculum Vitae

Michelle Thomas

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<b>Other skills:</b>	Developing supply chain solutions	1	2019	t Senior
	• Balanced scorecard strategy formulation and implementation			
	• Extensive line management skill			
	• Change Management			
	• Coaching and mentoring			

## Academic Information

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<b>Tertiary</b> <b>2002-2003</b>	<b>MBA</b> Gordon Institute of Management Science (GIBS) University of Pretoria
	<ul style="list-style-type: none"><li>• Thesis: The role of leadership in strategic change</li></ul>
<b>Tertiary</b> <b>1994</b>	<ul style="list-style-type: none"><li>- <b>Chartered Accountant (SA)</b> (first time pass) SAICA (South African Institute of Chartered accountants)</li><li>- <b>Bachelor of Commerce: Honours</b> UNISA</li><li>- <b>Bachelor of Commerce</b> University of the Witwatersrand</li></ul>

## Supplementary Courses / Certifications

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<b>Date</b>	<b>Course Completed</b>	<b>Institution</b>	<b>Duration</b>
<b>2004-2005</b>	Personal Leadership	Personal executive coach	18 months
<b>2004-2006</b>	Various Import/Export courses		

# Curriculum Vitae

Michelle Thomas

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## Systems Skills

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- MS Office (advanced)
- Pronto
- Oracle
- Sage
- Navision
- Accpac
- Pastel
- Several In-house developed fully integrated ERP systems
- Microsoft Great Plains

## Employment History

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### Current

#### **BVSA**

Accounting and Business Consultant

*Industry: Consulting*

- Establish a practice in the Southern Cape as an extension of the PE BVSA accounting firm.
- Service and provide strategic advice to small and medium size enterprises within the region.
- Provide financial, tax and secretarial advice to local established client base

**November 2018 -  
November 2020**

#### **Commercial Manager – Roads and Infrastructure Division**

First Quantum Minerals Zambia (“FQM”)

*Industry: Mining and Infrastructure*

- Oversee the full Commercial function of warehousing, procurement and inventory function across 3 Sites within Zambia.
- Contract management for the division, as well as implementation of a best practice contracts process.
- Review and improve warehouse processes for the 4 Roads division warehouses held across Zambia.
- Full financial function for two mining towns developed and run by the mine, including consolidation responsibilities to the FQM group.
- Clean up of the Employee housing scheme and investment lease program implemented for the mine employees.
- Oversee the operations and development of the Kalumbila town. (FQM mining town in North West Zambia)
- Oversee the running of the local hotel developed in Kalumbila town.
- Various project work to identify cost savings across the FQM Group, including fuel usage analysis, optimal stock holdings formulation, supplier synergies.
- Mentorship of Zambian locals to enhance and develop their skills to their full potential. This spanned across the finance team, procurement team, warehouse team and the Kalumbila operations and sales teams.

**January 2016 –  
November 2018**

#### **Finance Manager- Middle East**

GHD

*Industry: Engineering Consulting*

- Oversee the full finance function for the Abu Dhabi and Qatar Operating Centres
- Member of the Leadership team in both Operating Centres.
- Ensure the operations meet all local and Australian statutory and reporting requirements.
- Responsible for the overall accuracy and content of work performed by the finance team.

# Curriculum Vitae

Michelle Thomas

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- Work closely with Job Managers, Project Directors and Service Group Managers to identify and report job overruns.
- Continually review the progress of jobs to ensure they are within budget and achieve acceptable job margins.
- Keep General Managers informed of any financial issues that could potentially affect the Operating Centres results and performance.
- Assist in job pricing for tenders and bids.
- Responsible for good governance in terms of compliance with the policies and procedures in GHD's Finance Manual, Financial Risks and Policies Guidelines and Internal Controls.
- Compliance with each country's income tax and Vat legislation and rulings and GHD guidelines.
- Lead, guide, support and develop the accounts team in both Operating Centres.
- Participate in all Tender Award Group discussions.

November 2013 –  
December 2015

## **Director: Risk and Advisory**

Reeds Business Solutions - Zambia

*Industry: Consulting*

## **Clients**

### **First Quantum Minerals (FQM) - Roads Division Zambia**

*Industry: Mining*

Contract length - 6 months

- Managing the effective procurement and expediting of material and services to end users
- Managing materials and services contract administration
- Ndola warehouse management
- Review and implementation of appropriate controls and procedures within the warehousing, stock control and procurement area
- Implement controls and procedures for new warehouses opened at the various sites
- Implement controls and procedures for new canteens opened at the various sites
- Manage the implementation of Pronto at the new warehouses and canteens
- Manage costs and drive efficiencies in areas across all sites in the Roads Division

### **FQM Mauritania**

Contract length - 6 weeks

- A request was made by the General Manager to evaluate the problematic "procure to pay" process of the mine. This 6 week project involved evaluating the business process from the entire procurement function, through to the warehouse, stock issues to the end users and then the payment process within Finance.
- A report was written up with issues found and recommendations given to resolve these issues. The report was given directly to the GM for further action

### **FQM Kalumbila**

Contract length – 6 months

- To review and set appropriate minimum and maximum stock levels for all stock items in the plant and mining warehouses and structure processes to effectively manage the ongoing maintenance of these levels
- Review and audit the consignment stock process internally and with suppliers.
- Recommend and implement effective process improvements in respect of consignment stock

### **Impala Hotels and Suites**

*Industry: Hotels*

Current

- Manage the full finance function of the hotel

# Curriculum Vitae

Michelle Thomas

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## **Optimal and ERZ Health Care**

*Industry: Health Care*

Current

- Provide budgets and forecasts for first 3 years of operations in line with the business plan
- Design and implement accounting systems that integrate with the health care ERP clinic system
- Participate at board level as Director of Finance

Reason for leaving

Opportunity in the Middle East

**January 2012 –  
August 2013**

## **Finance Manager**

Cronimet Chrome Mine SA (Pty) Ltd (Head Office: Germany)

*Industry: Chrome Mine in South Africa (start-up mine)*

Responsibilities:

- Oversee the full finance function for the South African operation
- Production of the monthly management accounts for consolidation at Group Level
- Drive, manage and actively participate in an Oracle implementation for accounting, procurement and projects modules
- Plan, design and implement a project costing module within Oracle for the mine
- Plan, design and implement a procurement process for the mine as well as the creation of a procurement department
- Perform the change management role for all changes described above
- Implement a cash flow reporting system and also responsible for controlling, maintaining and reporting of cash flow
- Key budget holder in terms of spend
- Key liaison person with German Corporate Finance Team and Group finance
- Manage and control all audit and tax related matters
- Arrange all insurance matters for mine

Reason for leaving

Relocation to Zambia

**October 2010 to  
November 2011**

## **Finance Manager**

Katanga Mining Services South Africa (Swiss Head Office)

*Industry: Procurement of goods and services for the related Copper mine situated in the DRC*

Responsibilities:

- Oversee the full finance function for the South African operation
- Production of the monthly management accounts for consolidation at Group Level
- Implement controls and procedures to ensure that the AP, supplier and payment process runs smoothly (this was the main function of the SA operation)
- Implement and maintain procedures to ensure a smooth interface between Finance, Logistics and the warehouse
- Resolution of various customs matters
- Administrative functions including payroll, Vat, PAYE etc
- Various Ad hoc projects to improve the accounting of eg forex transactions, and back to back transactions with the DRC mine
- Sage Super-user for South Africa
- Set up of appropriate transfer pricing agreements
- All tax matters

Career advancement

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# Curriculum Vitae

Michelle Thomas

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Reason for leaving

**July 2008 to July 2010**      **UAE Finance Manager (Abu Dhabi and Dubai)**  
GHD (Australian Head Office)  
*Industry: Engineering Consulting*

Responsibilities:

- Oversee the full finance function for Abu Dhabi and Dubai
- Production of the monthly financial results for local management accounts as well as for GHD Corporate consolidation
- Key member of senior Management team
- Implementing and maintain all systems of internal control within the financial department
- Key involvement in job management in terms of cost control and containment plus strategic financial input over the course of the job
- Full responsibility for payroll
- Deal with external auditors from all aspects
- Oversee Finance staff complement in Abu Dhabi and Dubai
- Drive company initiatives from a finance point of view eg significant downsizing and merging of the 2 UAE offices
- Responsible for the full wind-down and closure of the Dubai office

Economic downturn

Reason for leaving

**Feb 2007 to May 2008**      **Senior manager**  
Bogosi Consulting  
*Industry: Management Consulting*  
Clients:

- National Empowerment Fund
  - Finance Department “clean up” and business process re-engineering
- Gold Fields-South Africa, Venezuela, Ghana, Australia
  - Spend data analysis to determine potential synergies and costs savings across the various mines
- Gold Fields Mining – Venezuela
  - Formulate a supply and logistics strategy for critical mine items
  - Spend analysis
- Gold Fields Mining – South Deep
  - Perform a strategic sourcing exercise of key commodities
- Gold Fields Mining –Ghana
  - Formulate and conduct a satisfaction survey on supply chain strategy

Contract completed

Reason for leaving

**May 2006 to Feb 2007**      **Branch Manager**  
UTI Maputo, Mocambique  
*Industry: Freight, Logistics and Supply chain*

- Run the operations activity of the branch in Mocambique
- Full financial function and related responsibilities
- Foster and nurture relationships with clients
- Foster and manage relationships with sub-contractors
- Identify, evaluate and implement improvement initiatives within the company
- Implement any project work in terms of supply chain solutions
- Identify and exploit new business opportunities and develop the company on an ongoing basis

# Curriculum Vitae

Michelle Thomas

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- General line management duties

Reason  
for  
leaving

End of contract

**Nov  
2002 to  
Feb  
2006**

**General Manager: Gauteng Sea Freight Division**

Safcor Panalpina, Johannesburg, South Africa

*Industry: Freight and Logistics*

- Ensuring the smooth running of the Operations department (120 staff, 6 direct reports)
- Full financial function and related responsibilities
- Process analyst to review and re-engineer systems, efficiencies and recommend any potential improvements
- Key participant in any change initiatives affecting the Gauteng Sea Freight department
- Developing and maintaining key client relationships and solutions

Reason  
for  
leaving

Career advancement

**Sept  
1999 to  
April  
2002**

**National Financial Manager**

Energizer SA (Ltd)

*Industry: FMCG*

- Responsible for the production of the monthly financial results for local management accounts as well as for Energizer Holdings consolidation purposes (listed on NYSE)
- In depth review and analysis of results providing commentary to local and overseas management
- Implementing and maintaining all systems of internal control within the financial department
- All logistics functions including the import and export of Energizer products, and related stock control
- Administrative functions including payroll, vehicle leases, receptionist and computer systems and network administrator

Reason  
for  
leaving

To complete MBA

**March  
1998 to  
Sept  
1999**

**Financial Manager**

Stocks and Stocks Construction-Low cost housing division

*Industry: Construction*

- Responsible for producing financial results for 19 divisions as well as a consolidation pack for Group consolidation purposes
- Implementing and maintaining all systems of internal control within the financial department
- Re-organisation of staff roles and responsibilities to create an effective and efficient accounting department
- Migration of entire financial database from one accounting system to another
- Special low cost housing projects involving financial modelling in order to raise equity from potential investors

# Curriculum Vitae

Michelle Thomas

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Reason for leaving      ■    Predict future gearing and finance requirements to maintain the level of production forecasted  
Company experiencing financial difficulty

## Employment History Continued.

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Oct 96 to Mar 97	Lloyds of London	Project Manager
Oct 94 to Aug 96	Ernst & Young London	Audit Senior
Nov 89 to Jul 94	BDO Spencer Stewart	Articled Clerk-Audit Senior

## References

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<b>Gavin Whyte</b>	General Manager FQMO Roads Division Reporting line: Direct report
<b>Malcom Dixon</b>	General Manager GHD UAE Reporting line: Direct report
<b>Bassam Halibi</b>	General Manager GHD Qatar Reporting line: Direct report
<b>Pete Williams</b>	General Manager Safcor Panalpina Reporting line: Direct report
<b>Michele Beattie</b>	Finance Manager-Australia GHD Reporting line: Dotted line
<b>Roedie van der Merwe</b>	Director: BVSA PE



# Curriculum Vitae

Michelle Thomas

## Appendix

Below is a brief outline of some of the projects that I have been involved in within the various companies. I would welcome the opportunity of discussing these projects with you in person.

### Bogosi Consulting

**Client**

National Empowerment Fund

**Description**

The Finance department did not have a financial manager or CFO and the objective of this project was to clean up the accounts and to highlight to management any areas of concern.

**Key Responsibilities**

- To assist in the turn-around of the Finance Department by:
  - Recommending to management any areas for Internal Control improvements
  - Reconciling key General Ledger accounts
  - Conduct budget process for DTI submission
  - Re-design and implement Management accounts
  - Re-design chart of accounts

**Client**

Goldfields Venezuela

**Description**

The objective of the project was to determine the supply and logistics strategy of a sample of items identified as operationally critical to the Mine

**Key Responsibilities**

- Manage and supervise the project
- Map supply chain of critical items
- Map internal processes of procurement and warehousing departments
- Investigate feasible alternatives within the supply chain and formulate strategy for the supply and logistics of critical items

# Curriculum Vitae

Michelle Thomas

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## UTI

### **Primary responsibility**

Manage the operations and full finance function of the branch

### **Description**

Streamline the overall operations process to ensure that goods are delivered from South Africa to clients in Mocambique in full, on time and with no errors.

### **Key Responsibilities**

- Manage the operations and finance function of the Maputo branch
- Review, improve and streamline internal processes within the UTI branch itself
- Liaise and co-ordinate with sub-contractors to find solutions to streamline the supply chain between South African suppliers, transporters, Mocambique borders as well as optimise Customs challenges
- Co-ordinate and match customer requirements to the UTI service delivery proposition

### **Description**

Various once-off complex projects

### **Key Responsibilities**

- SA Breweries –Mocambique-to ensure the timeous delivery of the components of a new brewery structure from Germany to premises in Maputo
- BHP Billiton-transportation of exploration equipment in bulk from Holland to the remote north Coast of Mocambique
- Co-ordinate the movement of magnetite from Phalaborwa to Australia via Maputo

# Curriculum Vitae

Michelle Thomas

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## Safcor Panalpina

### **Primary responsibility**

Manage the operations and full finance function of the region

### **Description**

Process re-engineering specifically involving the re-organisation of the clearing, forwarding and financial departments into one streamlined operation.

### **Key Responsibilities**

- Review of process flows in order to create a best practice efficient processes, as well as exploit any synergies between departments and regions

### **Description**

Member of the Balanced Scorecard team

### **Key Responsibilities**

- Design and roll-out of the Corporate BSC
- Design and alignment of regional scorecards
- Implementation of various BSC initiatives

### **Description**

Driving change initiatives.

### **Key Responsibilities**

- Design of an effective client take-on process that spans across the sales, servicing and operations department
- Designing performance measure to assess the effectiveness of the operations department
- Enhance relationships between the operations department and support functions (HR, IT, Finance)
- Facilitation of various change management sessions
- Extensive team participation on formulating a standard product offering for clients