



# Annual Report 2024

for the period ended 29 February



**Power in partnership.  
Shaping South Africa's  
energy future.**



# The Energy Council of South Africa

At a glance

## United in purpose



The Energy Council of South Africa serves as the collective and unified voice of the energy sector. We enable a thriving and sustainable energy sector that supports inclusive economic growth for South Africa.

## Our members participate across three levels



### 1 Strategic

Leadership forum attended by CEOs covering updates on the energy sector and progress on key Energy Council initiatives.



### 2 Tactical

Member driven Standing Committees that shape high impact programmes and partnerships.



### 3 Operational

Energy Council led delivery initiatives driving an optimal future energy system outcome.

## Membership A compelling offering for our members

Our member companies are key public and private sector companies, business/industry associations and finance institutions that have a significant presence and actively participate across the energy sector.



### Sector strategy and insights

Developing sectoral strategy and insights for the energy sector – with energy sustainability and security as key drivers.



### Policy and planning insights

Developing inclusive and competitive policy positions for the growth of the energy sector.



### Impactful partnerships

Growing collaboration with partners in both the public and private sectors, with a focus on delivery, to enhance reach and impact.



### International and local networks

Developing influence for South Africa's energy sector through international and local networks.

## Our areas of influence



### Public-private sector collaboration

Leading the energy interface under the Business partnership with Government through NECOM.



### Investor confidence

Building investor confidence in energy to enable the capital investment required to grow our economy and create jobs.



### A future net-zero energy system

Ensuring energy security, least cost trade-offs are clear, local industrialisation is prioritised, and a compliant decarbonisation pathway is delivered.

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# Our reach and impact

## By the numbers

**37**  
**Members**

(68% growth since the previous AGM)  
Members across various sectors of the economy in South Africa

## Mobilising Business

**>8 000 hrs**

Time spent by Business to help end loadshedding and implement the National Energy Action Plan through NECOM

## Leading energy experts

**76**

Professionals from member companies forming part of the Energy Council's Standing Committees

**75** Standing Committee meetings in the last year

## Establishing the Energy Transition Roadmap

Detailed energy transition strategy assessment with focused implementation plan covering delivery, data and communication

**11** must-win delivery initiatives to support an optimal future energy system outcome

## Affiliations

### World Energy Council



The Energy Council hosts the South Africa World Energy Council Country Committee

### Coordinating active involvement in NECOM under Business for SA



NECOM  
NATIONAL  
ENERGY CRISIS  
COMMITTEE

Playing a critical role in reducing loadshedding and driving reform in the energy sector

### Growing relationships with the international community



Foreign, Commonwealth  
& Development Office

Building cross-border relationships to advance South Africa's energy transition

# About the Energy Council of South Africa

## Who we are

The Energy Council of South Africa is the unified voice of the energy sector in South Africa, bringing together key public and private sector companies, business, industry, professional associations, and finance institutions that have a significant presence and actively participate in the energy sector in South Africa.



### Our purpose

To enable a thriving and sustainable energy sector supporting inclusive economic growth

### Our approach

- Market and consumer led
- Technology agnostic
- Fact and evidence based
- Inclusive and collaborative

### Our key drivers

- Climate legislation
- Technology and innovation
- Finance and affordability
- Socially just

### Our key enablers

- Endorsed by Government
- Led by CEOs of Business
- Representative of the sector
- Resourced and delivery focused

## Our values

- > **How do we act?**  
“*Servant leadership*” We create trust and serve the common good.  
“*Respect*” We value and treat all people with dignity and professionalism.
- > **How do we engage?**  
“*Innovation*” We recognise innovation as key to South Africa’s growth and prosperity.  
“*Data-driven*” We prioritise fact-based motivations anchored on credible data.
- > **How are we responsible?**  
“*Integrity*” We strive to know and do what is right.  
“*Transparency*” We act with openness and accountability.

## How we operate

- > The Energy Council operates under a clear mandate of representing Business, as a strategic engagement partner to Government as we support the implementation of our energy transition. We are committed to upholding standards of governance and transparency as defined in our policies and procedures. In all our engagements with a diverse range of stakeholders, we strive to embody our core values.

Our primary objective is to enable and accelerate the implementation of the energy transition. This requires a significant enhancement of our collective capabilities. To achieve this, we have established a sector strategy and delivery pathway, focusing on identifying the risks, dependencies, capabilities, and relationships essential for successful implementation.

The Energy Council supports South Africa’s commitments under the UNFCCC Paris agreement and our country’s climate legislation aimed at achieving Net Zero by 2050, and further recognises the critical importance of a successful national energy transition in meeting those decarbonisation targets whilst maintaining energy security.

## About the Energy Council of South Africa (continued)

Members collaborate under the Energy Council's umbrella to address critical challenges and opportunities within South Africa's energy transition.

### Our members

> The Energy Council comprises a diverse and growing mix of public and private sector key players across various sub-sectors crucial to South Africa's energy landscape and economy. The multi-sectoral composition of our membership strengthens the resolve and capability being mobilised to consistently deliver our stated purpose.

#### Renewable Energy



#### Industrial



#### Integrated Energy



#### Financial



#### Mining



#### Automotive



#### Energy Trading



# Letter from the Chairman



“ Through rapid growth and positive impact over the past year, the Energy Council is now recognised as a leader in the energy sector. We will continue this focus and effort, openly engaging all stakeholders and supporting a thriving energy sector and economy for all South Africans. ”

Fleetwood Grobler Chairman

## A milestone year for the energy sector

In 2023, South Africa's energy sector experienced notable progress. The country continued to add renewable energy capacity, stabilise power generation, and advance its plans and roadmap for the energy transition. There was also an impressive level of cooperation between Government and Business, which led to better delivery structures and a stronger focus on achieving results. The Energy Council of South Africa was an important contributor to this progress, growing stronger in its role to ensure the country's sustainable transition to a net-zero future.

Our commitment to partnering – working closely with organised business formations, Government and various domestic and international players in the energy sector – has been a significant enabler of these developments. I am particularly proud of the positive collaboration with Government under the Business for South Africa (B4SA) partnership, in which the Energy Council plays an integral role. Under the leadership of President Cyril Ramaphosa and the support of over 140 CEOs from major South African companies, B4SA and key government ministers are tackling major issues in energy, transport, logistics, crime, and corruption, with energy taking immediate priority.

The Energy Council has been crucial in building confidence in the Energy Action Plan. Over the past year, the National Energy Crisis Committee emerged as a key driver of important sector changes and reforms. Through open and strong engagement, combined with increased technical support from Business, we achieved solid results. These included better power station performance, significant work to enhance grid capacity, and the swift passage of the Electricity Regulation Amendment Bill through parliament.

While we made significant progress in 2023, our energy crisis is not fully resolved. We need sustainable solutions for energy security and loadshedding, as well as a clear plan for our energy transition. Major challenges remain, such as a structural energy deficit, capacity and skills shortages, and a growing gap in meeting our national decarbonisation targets. This is why the Energy Council has worked to develop the Energy Transition Roadmap which aims to shift the current supply-mix debate on energy, to a more comprehensive dialogue on delivery and implementation. Ultimately, we aim to influence energy policy and implementation towards a more holistic view.

“ Over the past year, the National Energy Crisis Committee emerged as a key driver of important sector changes and reforms. ”

## Acknowledgements

I would like to extend my gratitude to the members of the Energy Council for their dedication to developing this platform. Our membership is rapidly expanding to become more inclusive and representative of the energy sector. The Board of Directors is pleased to welcome all new members who have joined us over the past year. The consistent leadership of James Mackay as CEO, along with the contributions of his team, have been pivotal as we advance the Energy Council's vision and establish a unified and impactful voice for the energy sector in South Africa. Together, we are laying the groundwork for a brighter, more sustainable energy future.

Fleetwood Grobler  
Chairman

# Message from the Chief Executive Officer



“The Energy Council has championed visible change in the energy sector this year, and will build on this success with our Energy Transition Roadmap. We will continue to strengthen partnerships for delivery and openly engage all stakeholders.”

James Mackay CEO

## Connected to society

“Energy is fundamentally about people. Energy services our economy, and our industries and must enrich the lives of all South Africans. This is why the work of the Energy Council of South Africa matters. Our vision is clear: we are working towards creating a thriving and sustainable energy future in the interest of all.”

As the Chief Executive Officer (CEO) of the Energy Council, I am honoured to embrace the stewardship role that places energy at the forefront of discussions contributing to South Africa’s economic growth and development. As we tackle our energy challenges, we must be unwavering in our commitment to achieve a sustainable environment and net-zero future. The catastrophic risks from global climate disruption are undisputed and with 73% of global emissions emanating from the energy sector, global policy will continue to accelerate the energy transition and associated technology disruption.

2023 was a pivotal year for South Africa’s power sector with rampant loadshedding undermining all areas of our economy and society. Through the Business for South Africa partnership with Government, we have turned the corner on loadshedding and have emerged in 2024 stronger and better positioned to tackle the many challenges that still lie ahead. We are now on the doorstep of major sector reforms that will unlock the largest-ever capital investment portfolio in South Africa’s history. This investment must however also benefit all South Africans by ensuring we reinvigorate local manufacturing, create meaningful jobs, spur innovation, and accelerate skills development for our youth. Making this opportunity a reality will require strong leadership,

collaboration, and an integrated approach to transitioning our energy sector.

## Integrated action for South Africa’s energy system

Over the last year, we have demonstrated that if we act with focus and unity, we can make significant progress. The National Energy Crisis Committee has been an invaluable vehicle to facilitate hundreds of Business experts to work in collaboration with Eskom and Government counterparts under good governance controls and with clear objectives.

As we emerge from loadshedding, we must pivot our focus to the challenge of rapid reform and integrated energy transition targets. We are well behind our global peers and must accelerate our transition journey but acknowledging the steady decline in our state’s institutional capacity over the past decade means that we must continue to double down on the partnership model with Government. Business must be prepared to show strong leadership as well as develop sizable, independent planning and delivery capacity, which, although not traditionally the role of Business, will be required to augment the rebuilding of appropriate and capable state capacity.

In this regard, the Energy Council has put a specific focus on expanding affiliations and partnerships both locally and internationally. While several working arrangements have been entered into, the highlight has been our membership of the World Energy Council and the establishment of a South Africa committee of the World Energy Council. This will give us access to an African and global energy network covering more than 100 countries. To further foster local collaboration, we have broadened this committee representation beyond Energy Council members to include Government and public sector as well as academia.





*“The Energy Council undertook a significant power sector strategy development with modelling over 6 months. We did this to develop a clear, well-structured action workplan that can guide our actions and positions going forward.”*

### **The time for action is now**

The Energy Council undertook a significant power sector strategy development with modelling over six months. We did this to develop a clear, well structured action workplan that can guide our actions and positions going forward. We have termed this the Energy Transition Roadmap (ETR) and is further expanded in the operational overview. A special thanks to the sponsors and members who assisted with this work.

Energy sustainability is a common buzzword used in the energy transition narrative and is often viewed too narrowly through the environmental lens. True sustainability encompasses not only environmental but also economic, commercial, and societal dimensions, which is the balanced and integrated energy system that the ETR project is aiming to achieve. The ETR focuses on a 10-year implementation horizon that is designed to meet national policy objectives and economic imperatives. This systems approach highlights that while the mix of energy supply is important, it is the system integration and holistic system transition of old and new assets that is the key.

While we now have a well-structured plan and platform to take action in the power sector, the energy transition ultimately goes far beyond that as we look to the fuels sector and more challenging economic transitions in transport and heavy industry. It is globally accepted that the

power sector transition leads these other more challenging areas, so building on our successes and leveraging international support will be key to developing our future.

### **Acknowledging the tremendous support received**

We are a young organisation, but have rapidly grown our capability, reach and impact. Backed by exemplary leadership through members, the Board of Directors, and Business for South Africa, we have been bold in our ambition and efforts and will continue to do so.

There is much to be done in the year ahead and we must continue to grow our internal capacity, leverage Business support, and strengthen our influence in the national energy debate. I am deeply grateful for the dedication of our Board of Directors and the entire Energy Council team, who are all committed to fulfilling our purpose and ensuring South Africa's prosperity.

**James Mackay**  
CEO

# Reflections from our stakeholders

## Reflections on the Energy Council's sector contribution to South Africa

The Energy Council of South Africa is committed to cultivating enduring and robust relationships with its stakeholders. Given the interdependent nature of our operations across diverse Business associations, we have established cooperative partnerships, enabling us to collaborate and facilitate the advancement of the energy industry in South Africa.

In the section below, South African public and private sector leaders provide their insights on the Energy Council's value proposition and emphasise the importance of collaborative efforts between Government and Business to ensure energy security.

### Martin Kingston

**Chairman of Business for South Africa (B4SA)  
and Executive Chairman of Rothschild in South Africa**

*"Through its role in Business for South Africa (B4SA) and within the National Energy Crisis Committee, the Energy Council of South Africa has championed our partnership with Government to expand our energy sources, support Eskom power plant improvements, and drive the reforms required to build a sustainable energy pathway. The resources and efforts of Energy Council members have contributed to the significant progress we are seeing in the year-on-year reduction in loadshedding, and the increase in new generation. There is more to be done, and we are confident that the collaboration and platform built to date provides the platform to enable this."*



### Mzila Mthenjane

**CEO of the Minerals Council of South Africa**

*"We are encouraged by the Energy Council's efforts to implement urgent measures to restore power supply, improve energy efficiency, diversify energy sources, and promote renewable energy installations. The Energy Council was pivotal in aiding the Government to achieve the National Energy Crisis Committee goals during the country's severe power shortages and blackouts, by offering expert advice, data analytics and policy guidance, engaging stakeholders, and making sure funds, secured by Business for South Africa, were allocated effectively for energy security."*



### Dan Marokane

**Group Chief Executive, Eskom Holdings SOC Ltd**

*"Working through the National Energy Crisis Committee, the private sector, co-ordinated by the Energy Council of South Africa, has committed to a partnership with Eskom to enhance the performance and reliability of five priority power stations. We are pleased to report that this partnership has delivered a range of pro-bono interventions, including mentoring, coaching, and advisory support. As we begin to see promising improvements in the performance of the generation fleet, we remain dedicated to continuing and refining our partnership under the Energy Action Plan, seizing every reasonable opportunity to enhance outcomes."*



### Jacob Mbele

**Director General – Department of Mineral Resources and Energy**

*"As a Government, we have consistently expressed our commitment to eradicating energy poverty, not only in South Africa but across the African continent. Our collective goal is to ensure energy security through a just energy transition from high to low carbon emissions, and the Energy Council is playing a crucial role as the unifying voice for the energy sector in South Africa. Our collective mission is clear: ensuring energy security while addressing climate change are two sides of the same coin. As we transition to low carbon economy, we must ensure that we tackle energy poverty, secure energy supply, and leave no one behind."*



# Operational review

## Enabling Business confidence in the energy sector

### Our work through the National Energy Crisis Committee (NECOM) under the Business for South Africa partnership with Government

#### Supporting the Energy Action Plan and working to end loadshedding

The Energy Action Plan focuses on three critical pillars to keep South Africa's energy sector on a stable transition trajectory: ending loadshedding, adding new generation, and reforming the energy sector.

Under the "end loadshedding" pillar, significant efforts have been made, resulting in an improved Energy Availability Factor. Eskom identified four coal power stations for urgent Business intervention, and our focus areas for these stations include:

- **Technical, management resource coaching and support programme:**

A 12-month focused technical support programme where Businesses and industry players provide coaching on operational disciplines to Eskom personnel.

- **Strategic initiatives (strategic spares value chain optimisation):**

Engaging identified Businesses and suppliers with critical spares on order and facilitating opportunities to fast-track components and spares for earlier delivery to Eskom.

- **Technical interventions based on Eskom-identified target areas:**

Addressing issues such as ash and slurry handling, raw and process water-related issues, outage scope, planning and execution improvements, mill performance, bag filters, and boiler tube leaks.

Business resources have been deployed at these coal power stations, and the technical work by the Business teams has led to eight concept notes progressing to detailed work plans. Significant progress has been made across the NECOM focus areas by Business subject matter experts with Eskom and Government.

#### The road ahead

Looking ahead, the Energy Council aims to expand the resourcing of NECOM and deepen our working relationship through:

- Appointing a full-time coordination team for each workstream (recruitment is already underway).
- Expanding Business contributions and leveraging Business experts.
- Strengthening the reporting on targets and progress with Business for South Africa to various levels of the NECOM secretariat, Director General meetings, and President oversight meetings.

Through these efforts, we will continue to support the Energy Action Plan and work towards a permanent end to loadshedding, adding new generation capacity, and reforming the energy sector for a sustainable future.



## Developing the Energy Transition Roadmap project

### Introduction to the Energy Transition Roadmap for South Africa

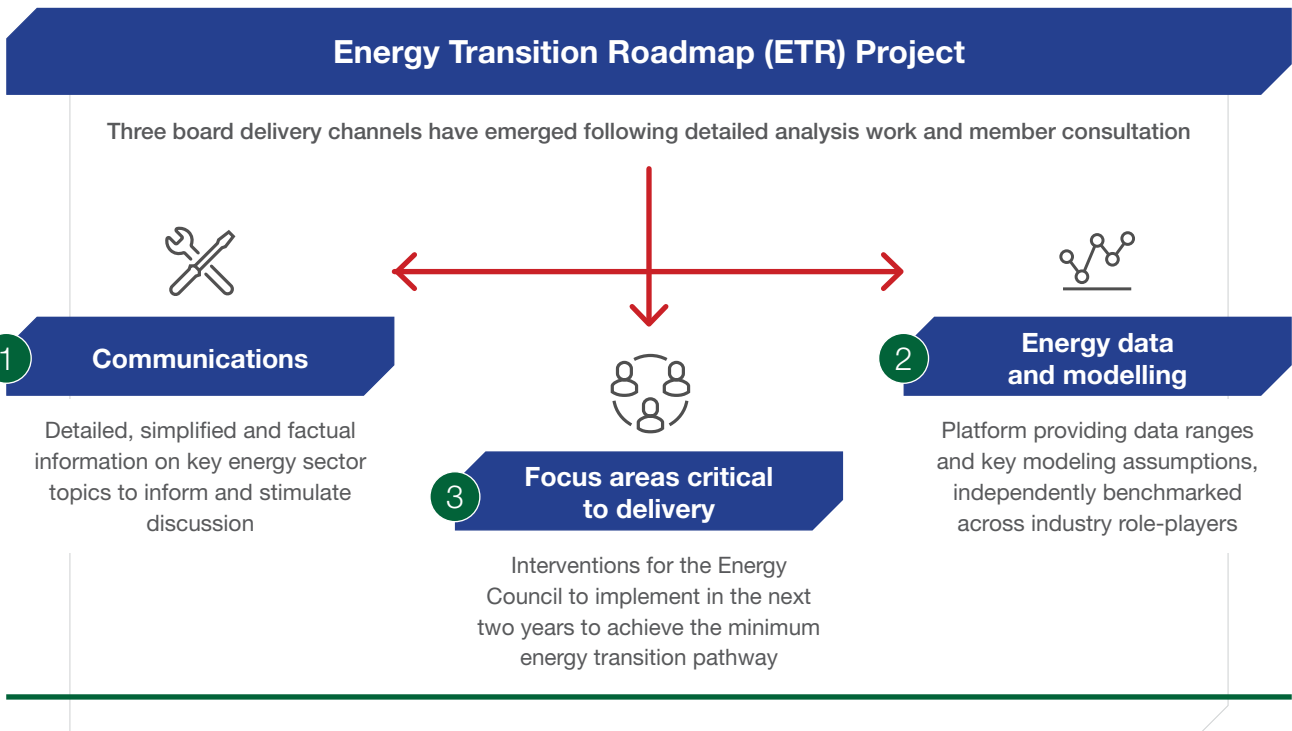
In the 2023 financial year, the Energy Council developed an Energy Transition Roadmap (ETR) for South Africa, adopting a holistic energy system view to explore integrated solutions and shift the current “supply-mix” focus to a more comprehensive dialogue on delivery and implementation.

The process included the development of an integrated energy framework, which combined with international benchmarking, detailed analysis, and backed by data and energy modelling, resulted in a proposed integrated delivery pathway that provides energy security at the least cost, and the greatest investment certainty to promote local industrialisation, highest social impact through jobs and a feasible Nationally Determined Contributions (NDC) range.

The ETR is not a net-zero model but rather a 10-year delivery roadmap to 2034, as this is a critical period for South Africa where we must embed major sector reforms and establish an optimal delivery platform that will ensure long-term energy and economic success. The alternative will likely default to a siloed, business-as-usual approach that will lead to a highly sub-optimal energy and economic outcome and an unjust energy transition.

### Our focus areas for 2024 to 2025

We have translated the ETR into actionable steps through a detailed work plan for the 2024/25 period. This has crystallised into three primary focus areas through analytical work and extensive consultations with members.



1



## Communications

The Energy Council is creating a communications campaign to provide a simplified, factual and clear understanding to the general public of the challenges and opportunities associated with the energy transition. We have developed six energy toolkits to help simplify the narrative, showcase the data, and reframe the debate. This initiative aims to engage the public and stakeholders in meaningful discussions, thereby enhancing transparency and understanding of the energy transition.



2



## Data and modelling

The Energy Council is launching an open-access Plexos Cloud Marketplace energy data and modeling platform that will improve awareness and access to the use of data and energy modelling. This will allow users access to pre-built models that will improve awareness and aims to showcase the impacts, benefits, and trade-offs of various energy scenarios as we collectively progress national planning efforts. While all models are theoretical, they add significant insights and clarity to decision-makers. Additionally, this focus area helps in anticipating challenges and opportunities in the energy sector, allowing for a more adaptive and forward-thinking approach to energy management and policymaking.



3



## Delivery

Through strategy work and modelling, the Energy Council has identified a preferred transition target by 2035, which has delineated **11 core initiatives** that are designed to address the critical aspects of the energy transition. These 11 implementation initiatives have been developed as proposed work plans that will support an optimal future energy system outcome. They are specifically designed to be dynamic and responsive, allowing for adjustments as market and regulatory conditions and technological innovations evolve. It is proposed to leverage the success of the National Energy Crisis Committee partnership with Business to ensure close collaboration with efficient and transparent working.

## Reframing the energy debate

By clearly articulating the key tradeoffs, and hard decisions that will have to be made within each theme, the Energy Council seeks to enhance public understanding and encourage active participation in South Africa's energy transition. Through this programme, the Energy Council will facilitate open dialogue, foster collaboration and enable more factual debate and stimulate discussion.

The Energy Council is coordinating with members and Business for South Africa to create a more unified communications campaign that can leverage multiple channels and voices. A key objective is to create a more positive narrative that reframes the high levels of distrust and builds Business and investor confidence unlocking economic growth and job creation.

1. Energy as an **integrated system** – Shifting numbers from polarised “supply-mix” ideology to a practical, integrated system planning and delivery approach.
2. Our vital **emissions obligations** – South Africa has committed to a net-zero both globally and locally. We are challenged by high emissions intensity and slow transition.
3. Our ongoing **coal dependency** – Reliable and extended coal will be required for energy security, but decommissioning is fundamental to emissions reduction.
4. Bridging the transition with **gas** – South Africa needs a balanced power system and has industrial gas needs. Indecisive planning and fossil fuel ideology have stalled the role of gas.
5. Scaling **renewables and storage** – Achieving a five times increase in clean technology procurement requires total system modernisation and must deliver industrialisation and jobs.
6. We are moving to a **market-led system** – Energy is being decentralised but risk of market failures must be centrally planned and managed through efficient regulations.

## Operational review (continued)

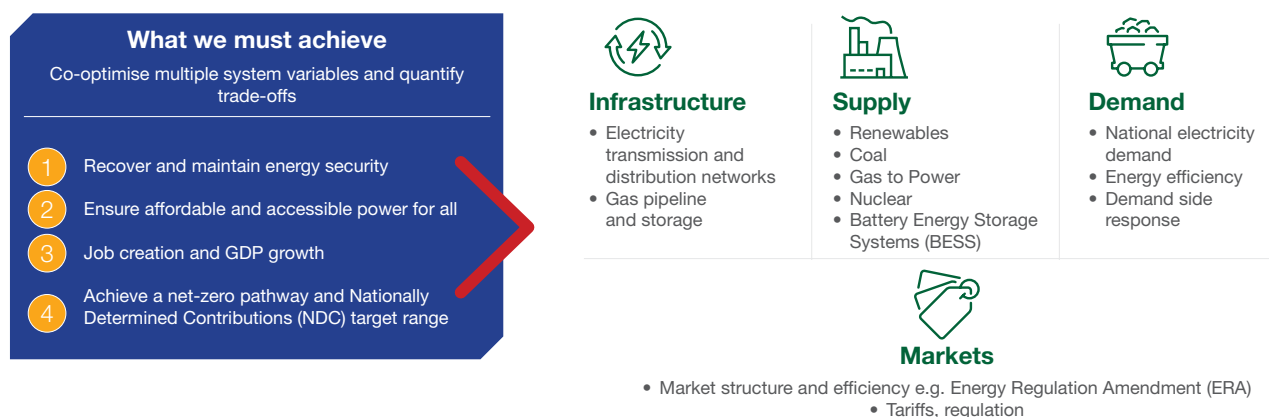
### Energy Transition Roadmap key initiatives

11 critical focus areas supporting an integrated delivery pathway will maximise our energy transition benefits.

Initiatives	Impact
1. Develop local capacity in line with required expansion of new generation and transmission	Ensure optimal local content and delivery capacity, including supply chains and workforce development, to further industrialisation optimal benefits for all South Africans.
2. Implement system reform through the National Transmission Company of South Africa (NTCSA) and an efficient wholesale power market	Ensure the development of the NTCSA, including modernisation of our grid and an independent and efficient wholesale market that provides investor confidence.
3. Ensure security of natural gas supply and support gas-to-power requirements	De-risk and accelerate gas supply for the associated development of gas-to-power capacity that is critical for system stability and reserves as well as peaking capacity.
4. Accelerate renewable energy development in the East interior provinces	Ensure risk mitigation of transmission expansion as well as diversification and optimisation of grid utilisation and regional power flows.
5. Accelerate battery energy storage system (BESS) deployment	Ensure critical BESS capacity is timeously procured to support the rapid growing demand for system peaking and balancing as well as ancillary services.
6. Develop a transparent and sustainable long-term coal strategy for South Africa	Develop a coal generation strategy that balances commercial, technical and environmental needs. Reliable coal generation must continue to provide system security but be aligned to the rapidly changing dynamics of the energy transition.
7. Ensure inclusivity through expansion of embedded generation financial incentives	Ensure inclusive participation in the energy transition by supporting affordability and access to finance for broader society and lower income groups. This must contribute to meeting the long-term growth in embedded generation targets.
8. Accelerate demand-side response and management capabilities	Ensure a rapid increase in digitisation and load shifting capability to achieve the demand side response typically required through the energy transition.
9. Ensure Just-Energy-Transition guardrails are in place	Ensure holistic planning and stakeholder engagement to address the inequalities inherent in climate change policies and the energy transition, including international support.
10. Support sustainable and equitable coal closure planning	Ensure appropriate financial, technical and social planning to facilitate large scale sustainable coal closure post-2030.
11. Ensure sustainable and equitable municipal utility reform	Ensure sustainable municipal utility reform that aligns to broader societal as well as electricity service obligations. Including integrated solutions with Eskom distribution and the increasing role of private sector through traders and aggregators.

### Delivery approach and initiatives overview

Our focus is on ensuring that South Africa has the appropriate transitioning planning mechanisms and investment across a range of aspects, including supply and technology, demand and efficiency, services, infrastructure, markets and regulation.





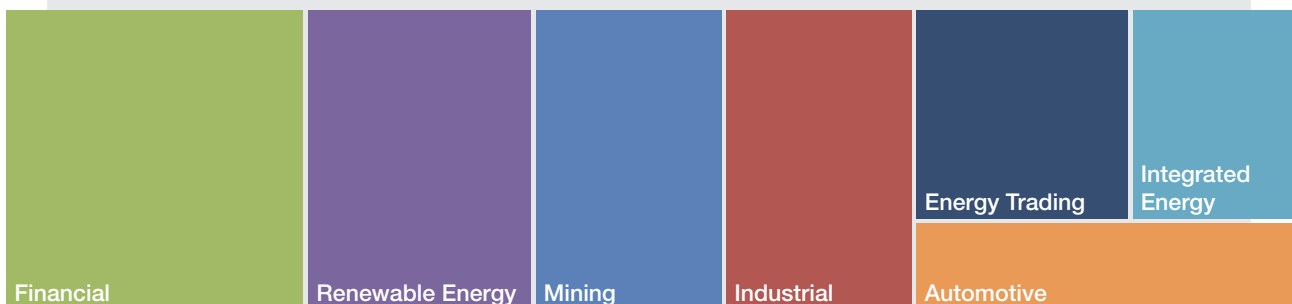
## Our growth in membership

### Leveraging the diversity of our membership

As a CEO-led initiative incorporating public and private sector Business across very diverse sub-sectors, the Energy Council is rapidly becoming the most representative and unified voice in energy. This is crucial for fostering a strategic and meaningful engagement with Government, as well as supporting a comprehensive approach to the nation's energy challenges and opportunities.

This diversity brings strength in perspectives and expertise but also highlights challenges in managing such diversity when it comes to public domain messaging by the Energy Council. We introduced a communications protocol this year, which links all nominated communications representatives of members and provides notice of the Energy Council positions. We aim to strengthen these relations and ways of working through the Energy Transition Roadmap (ETR) communications campaign.

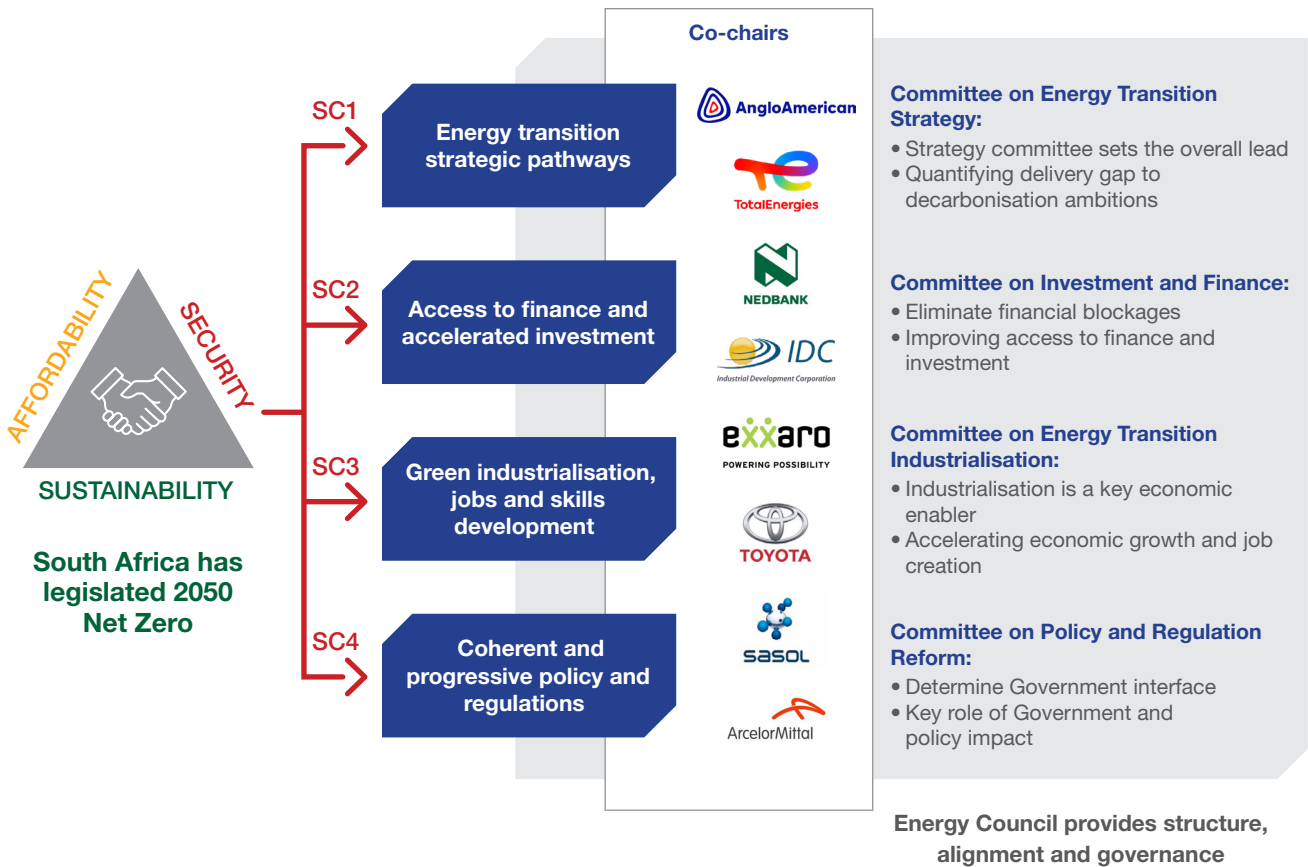
**The Energy Council of South Africa's membership per sector**



## Operational review (continued)

### Harnessing the expertise of our members and delivering tangible value

Our members play a critical role in capacitating and leading the Energy Council’s activities. A special acknowledgment to the chairs and co-chairs of our Standing Committees (SC) which meet fortnightly to guide the development of a holistic energy transition for South Africa.





## Our governance and organisational structure

The Energy Council believes that good governance is essential to its long-term success and sustainability. As a newly established organisation, our governance approach continues to evolve.

The Energy Council follows the highest ethical standards and subscribes to fairness and integrity. All of our members are encouraged to practice and support business integrity in their respective organisations.

Our commitment to ethical leadership is enhanced by the adoption of a range of complementary guidelines and policies, including policies to manage ethics, business integrity, conflicts of interest and interactions with stakeholders, to ensure honest, constructive, and ethical relationships.

### An engaged and committed Board of Directors

The Energy Council of South Africa's Board of Directors (the Board) has ultimate oversight and accountability over the Energy Council's strategic direction. The Board meets regularly to set direction and monitor progress and overall results.

Role of the Energy Council of South Africa's Board	The Board's responsibilities
<p><b>Role</b></p> <p>Aligned with the King IV Report on Corporate Governance™ for South Africa, 2016, and in line with our Memorandum of Incorporation, the Energy Council's governance structure is designed to give the Board full and effective oversight.</p> <hr/> <p><b>Composition</b></p> <p>Comprising 10 non-executive directors and one executive director, the Board is the custodian of corporate governance and is primarily responsible for the strategic leadership of Council.</p> <p><i>(Refer to biographies of Directors outlined in the Notice of the AGM, pages 24 to 27)</i></p>	<ul style="list-style-type: none"> <li>• Monitoring and evaluating the management team's performance in executing the Energy Council's strategy</li> <li>• Overseeing the governance of risk management</li> <li>• Oversight of strategic decisions</li> <li>• Ensuring that all Energy Council members are represented equitably in the work of the Energy Council</li> <li>• Ensuring that the Energy Council has a robust set of processes and policy frameworks for its effective functioning</li> </ul>



## Our governance and organisational structure

### Competition and anti-trust policy

#### Going beyond compliance

The Energy Council of South Africa is committed to fair and open competition principles and our competition compliance policy is to comply with the competition (also known as anti-trust) laws. Infringements of competition laws can lead to very serious consequences both for the Energy Council and individuals involved in it. To mitigate the risks, there are various measures and procedures that we have adopted – guided by our competition and anti-trust policy.



### Board approved policies

#### Going beyond compliance

The Board approved several key policies to support ethical behaviour in the Energy Council's activities. As a fledgling industry body, representing the energy sector in South Africa, we believe that ethical behaviour and outcomes are not only about adhering to the policies developed, but also about following the spirit and intention of the respective policies and treating our stakeholders and colleagues fairly and respectfully.

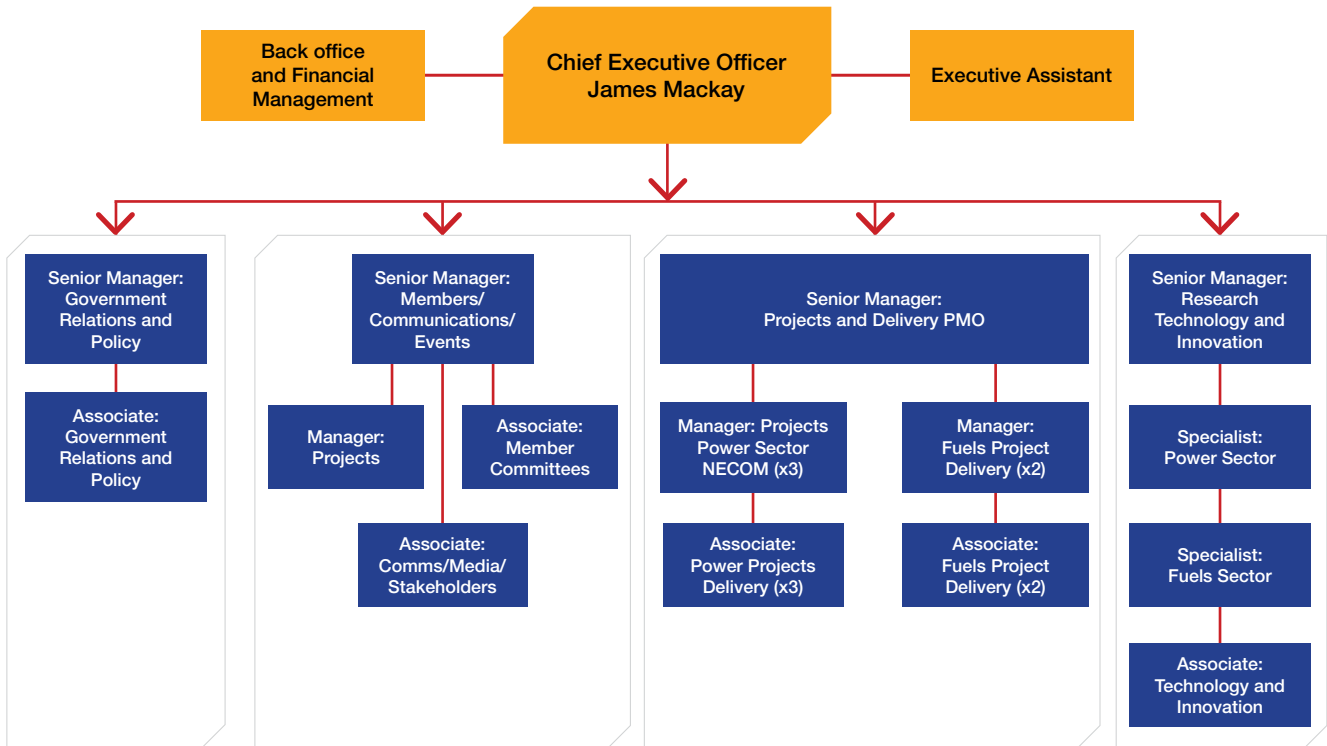
#### Policies approved by Energy Council Board

Competition Compliance policy	Code of Conduct policy	Human Resources policy
Leave policy	Performance Management and Incentive policy	Safeguarding against SEAH (Sexual Exploitation and Abuse and Harassment) policy
Whistle-blower policy	Grievance policy	Disciplinary Code for Employees
Data Protection policy	Communication protocol	Cyber and Data Security policy
Third Party Confidential Information policy	Procurement/Vendor Management policy	Fraud and Fiduciary policy

## Organisational structure and internal governance

The Board approved an adjusted internal organisational design during the year. This was aimed at shifting to a more externally focused delivery structure rather than the previous internally focused functional structure. This has improved our ability to build focused relations with counterparts and be more effective on delivery.

### Energy Council's targeted organisational structure for 2024/25



## Operational review (continued)

### Partnerships and affiliations

In addition to the broader Business and National Crisis Committee (NECOM) partnership work.



In March 2024, the Energy Council of South Africa became a member of the United Nations-affiliated global body, the World Energy Council (WEC).

The WEC's approach to enabling and accelerating successful energy transitions directly supports the purpose of the Energy Council of South Africa, creating a thriving and sustainable energy future, that drives inclusive economic growth for all South Africans.

The opportunity to strengthen international relations and draw on international support has further strategic relevance for all developing economies that lack the fiscal strength to afford the cost of climate change mitigation and adaptation. This partnership also strengthens the standing of the Energy Council of South Africa and provides access to a range of international resources and global networks, as well as leading practice across global energy systems.



Our partnership with the Department of Mineral Resources and Energy (DMRE) serves as a vital collaboration platform, fostering efficient coordination between Government and industry. This enables the alignment of inputs, covering critical aspects such as energy data and planning. Through this platform with the DMRE, stakeholders can work together more effectively, ensuring that energy policies and strategies are well-informed and cohesive.



A partnership with Energy Exemplar underscores our commitment to transparency in data and modelling parameters, which is essential for robust policy-making, planning, and constructive multi-stakeholder dialogue. By working together, we aim to enhance the reliability and accessibility of energy data, facilitating informed decision-making and effective collaboration across the energy sector.



The Energy Council of South Africa will sign a Memorandum of Understanding (MoU) with the Electric Power Research Institute (EPRI) to collaborate and share information, expertise, and experiences in areas of mutual interest within the energy sector.

EPRI, an independent non-profit energy research institute, is a thought leader in addressing electric power sector issues, identifying technology gaps, and advancing digitisation. The partnership will focus on the effective development and integration of renewable and clean electricity generation with utility transmission, distribution, and storage systems, fostering innovation and progress in the energy landscape.



The Department of Trade Industry and Competition (DTIC) has developed an Energy One-Stop-Shop (EOSS) portal tool that is envisaged to provide a single assessment point for Independent Power Producers to launch their applications. The Energy Council and the DTIC have signed an MoU.

The aim is to partner and establish a platform where the EOSS can seamlessly interact with the broader industry and ensure robust feedback from and to all stakeholders. In addition, the DTIC solicits expert opinions and technical advice with the aim of building and strengthening the internal capacity of the EOSS.

# OUR BOARD OF DIRECTORS

1

**Fleetwood Grobler**



2

**Dr Nombasa Tsengwa**



3

**Dr Ishmael Poolo**



4

**Mikel Mabasa**



5

**Mariam Kane-Garcia**



6

**James Mackay**



## 1 Fleetwood Grobler

**Sasol, Former President and Chief Executive Officer**

**Energy Council of South Africa Chairman**

**Education:** BEng (Mechanical), University of Pretoria, South Africa

Fleetwood Grobler is an Executive Consultant at Sasol where he was the President, and Chief Executive Officer (CEO) until 31 March 2024.

As CEO, Fleetwood set a new direction for the company recognising the important role Sasol can play in the global shift towards a cleaner energy future, premised on the company's pioneering Fischer-Tropsch technology that can produce sustainable fuels and chemicals at scale. He was instrumental in the formation of the Energy Council of South Africa, established in November 2021, to serve as a unified voice of the energy sector in the country.

## 2 Dr Nombasa Tsengwa

**Exxaro Resources, Chief Executive Officer  
Deputy Energy Council of South Africa  
Chairperson**

**Education:** Ph.D. (Agronomy), University of Maryland, College Park, US, Executive Development Programme (EDP) (Insead, France)

Nombasa Tsengwa is the CEO of Exxaro Resources and has a career in the mining industry spanning over 20 years as an executive and director. Nombasa serves as Executive Director of Exxaro Resources Limited and Director for Cennergi Holdings (Pty) Limited. Prior to being appointed as CEO, she was the Managing Director Minerals, a new division that was created at the time, expanding the Coal and FerroAlloys portfolio to include new low carbon minerals.

In 2017, Nombasa was awarded the coveted Standard Bank Businesswoman of the Year Award. This was followed by the Winner of the "Africa's Most Influential Woman in Business and Government – Mining Industry Category" at the Pan African Awards in 2018.

Prior to joining the private sector, Dr Tsengwa worked in various South African Government departments, amongst others, as Deputy Director General of Environmental Affairs and Tourism.

## 3 Dr Ishmael Poolo

**Central Energy Fund, CEO**

**Education:** PhD Management of Technology and Innovation, MSc (Management of Technology and Innovation), B-Tech Mechanical Engineering and NDip Mechanical Engineering

Dr Ishmael Poolo has been the Group Chief Executive of the Central Energy Fund since April 2020. Dr Poolo is a seasoned executive with over 20 years' experience in the energy sector, having served in various roles at Eskom, Centlec and Sasol.

He has proven experience in initiating and executing projects and delivering sustained results. He is a strategist and organisational leader. His strength lies in strategising and leading cross-functional teams in the improvement of Business processes aimed at delivering shareholder value – both as a leader and expert consultant in the energy sector.

## 4 Mikel Mabasa

**naamsa / The Automotive Business Council, CEO**

**Education:** National Diploma (Journalism), PGDip (Wits), PG: Transport Studies and Economics (UJ), EDD (GIBS)

Mikel Mabasa is a Transport Economist and is the CEO of naamsa. He currently serves as a Council Member of the International Organisation of Motor Vehicle Manufacturers (OICA), and a Non-Executive Director of the Energy Council of South Africa; Business Unity South Africa (BUSA); and the African United Business Confederation (AUBC).

He previously served as Chairman of the Boards of Air Traffic Navigation Services (ATNS) and the Air Service Licensing Council of South Africa.

Mikel has held various executive management and advisory roles at blue chip companies such as The Heineken Company, Diageo, Rio Tinto, Adcock Ingram and Japan Tobacco International.

## 5 Mariam Kane-Garcia

**TotalEnergies Marketing South Africa,  
Managing Director and Chief Executive  
Officer and Executive VP Southern Africa  
(M&S)**

**Education:** Graduate of the École Supérieure de Commerce de Paris (ESCP-EAP)

Born in France and raised in West Africa, Mariam is a graduate of the Ecole Supérieure de Commerce de Paris. She joined TotalEnergies' Paris office as a Cost Controller in the Refining and Marketing division, in 2001.

In 2009, she was appointed Corporate Affairs and Financial Director of TotalEnergies RM Vietnam. Mariam held this position until end 2011, when she returned to France to take up the position of Vice President of Strategy for the Africa/Middle East region, in the Marketing and Services division.

Mariam was in 2016 announced as the new Strategy and Business Development Director for Exploration and Production in the United Kingdom where she joined the Upstream division in the North Sea until August 2019, when she took up her most recent position in South Africa in September 2020.

## 6 James Mackay

**Energy Council of South Africa, CEO**

**Education:** BSc Engineering, (UCT) and Finance CA(SA), (UCT)

James is a multi-disciplined professional, qualified in both engineering and finance and brings a broad range of skills and experience to his role as the CEO of South Africa's Energy Council. Previously head of Energy Strategy for PwC he has worked across various energy sectors and Africa and is experienced in both public and private sector.

With over 20 years of experience in delivering large investment and transformation projects, James brings a wealth of knowledge and diversity to the task of developing a sustainable national energy transition pathway focused on ensuring a thriving energy sector, while creating shared value and prosperity for all South Africans.

**OUR BOARD OF DIRECTORS** (continued)

7

**Jonathan  
Hoffman**



8

**Craig  
Miller**



9

**Mike  
Brown**



10

**Dan  
Marokane**



11

**David  
Jarvis**



7

## Jonathan Hoffman

### Globeleq South Africa, CDO

**Education:** B. Arts, History, MBA, Finance and Entrepreneurship, Diplomatic history, art, and French language skills

Jonathan joined Globeleq in 2010 and in 2020 appointed as the Chief Development Officer (CDO) taking responsibility for origination and managing investments. Jonathan leads the growth of the Business by ensuring its strategy results in successful outcomes.

Jonathan sourced and led Globeleq's efforts to enter the renewable sector in South Africa, with its first 240MWs of wind and solar PV projects in the country.

Having previously worked for ABB Energy Ventures, Bear Stearns and InfraCo (of which he was a cofounder), Jonathan has more than 18 years of experience in the power, and other infrastructure sectors, working extensively across Africa, South-East Asia, India, Europe and parts of the Americas.

8

## Craig Miller

### Anglo American Platinum, CEO

**Education:** BCompt (Hons), CA(SA)

With over 23 years of mining industry experience, Craig is a seasoned senior executive who has worked in South Africa, Brazil and the UK, with expertise spanning Anglo American's PGMs, base metals and bulk commodities Businesses.

Following his tenure as Anglo American Platinum's finance director, he was appointed as CEO of Anglo American Platinum, where he led strategy development and execution and drove successful cost and value optimisation across the Business. Craig is passionate about ensuring safe, stable and capable operations while fostering a diverse, inclusive and high-performance culture, all aimed at delivering sustainable outcomes and industry-leading returns through the cycle.

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## Mike Brown

### Nedbank Group, CEO

**Education:** BCom, DipAcc, CA(SA), CD (SA), AMP (Harvard, USA)

Mike Brown is Chief Executive of Nedbank Group Limited and Nedbank Limited. He was previously the Chief Financial Officer of Nedbank Group Limited and Nedbank Limited. Prior to that he headed Property Finance at Nedbank and before that he was an Executive Director of BoE Limited.

He concluded his two-year tenure as Chairman of The Banking Association of South Africa on 25 June 2020 and is currently the Deputy Chairman of Business Leadership South Africa.

In 2020 Mike was awarded the *Sunday Times* Business Leader of the Year award in South Africa, an award based on the outcome of the votes of the CEOs of the top 100 companies listed on the JSE.

10

## Dan Marokane

### Eskom Holdings SOC Ltd, Group Chief Executive

**Education:** BSc Chemical Engineering, (UCT) and MSc Petroleum Engineering, (London) and MBA, (UCT)

Dan is a qualified Chemical and Petroleum Engineer with an MBA, who brings over 20 years of senior leadership experience to his role. He has previously served as Chairman of Eskom Enterprises (Pty) Ltd, Chief Commercial and Technology Officer at Eskom Holdings SOC Ltd, Vice President for Operations at the Petroleum Oil and Gas Corporation of South Africa (Pty) Ltd, and Technical Adviser for the listed Efora Energy.

Dan is renowned for his expertise in executing organisational and operational turnaround strategies. Notably, during his tenure at Tongaat-Hulett, he successfully led the company through a period of financial distress in the capacity of Interim CEO.

11

## David Jarvis

### Industrial Development Corporation, Interim CEO

**Education:** Master's degree in Industrial Organisational and Labour Studies

David Jarvis is currently Interim CEO of the Industrial Development Corporation and has occupied the role since October 2023. David has been a strategic leader in development finance for the last 20 years in both the Development Bank of Southern Africa and the Industrial Development Corporation.

After joining the Industrial Development Corporation in 2013, he was promoted to senior executive responsible for Strategy and Corporate Affairs, a position he has held since April 2015. His division included the following capabilities: corporate strategy development and monitoring, research and information services, innovation and continuous improvement, marketing, stakeholder management and CSI.

He is a passionate advocate for Business expansion in industries of the future and the economic development of South Africa and the continent.

He is also a non-executive director of the Board of Columbus Stainless Steel.



# Contact information and Company details

## Company

Energy Council NPC

## Registration number

2022/449689/08

## Income tax reference number

9086006278

## Directors<sup>1</sup>

Mr F R Grobler (Chairman)

Dr N Tsengwa (Deputy Chairperson)

Dr I J Poolo

Mr M M Mabasa

Ms M A F Kane-Garcia

Mr J S Mackay (CEO)

Mr J J Hoffman

Mr C W Miller

Mr M W T Brown

Mr D L Marokane

Mr D A Jarvis

## Registered office

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Sandton

Johannesburg 2196

Private Bag X10014

Sandton 2146

South Africa

## Member enquires

[info@energycouncil.org.za](mailto:info@energycouncil.org.za)

<sup>1</sup> Directors who have been appointed by the Board for election/re-election at the AGM.



[www.energycouncil.org.za](http://www.energycouncil.org.za)