

Mrs Penny Abbott



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A senior Human Resources practitioner, with experience at top management level in a global organization plus external consulting experience in Southern and East Africa.

Returned to South Africa at end of 2005, having successfully completed 3 years based in Switzerland as global Head of Corporate Human Resources at Holcim Limited – one of the three biggest cement companies in the world, present in over 70 countries, with a market capitalisation of over CHF 20bn and over 50'000 employees. In this capacity, was responsible for in-house HR consulting across the globe. Principal areas of work included Succession Management and Talent Development, Executive Compensation including installation of a global executive incentive scheme, International Transfers, Professional Development of Human Resources professionals, HR Information Systems and Reporting.

Currently contracting for Holcim Corporate Office in Zürich as a Regional HR Consultant, based in Johannesburg and responsible for N/E Asia, S/E Africa, Australia, New Zealand and leading a global performance management project. The remainder of my time is spent freelancing as an HR Consultant and working in my franchise, Clutterbuck Associates South Africa (Pty) Ltd.

DETAILED CV

SUMMARY OF POSITIONS HELD

2002 to 2005	Head, Corporate HR, Holcim Ltd, Switzerland
2001 to 2002	HR Adviser, Alpha and Independent HR Practitioner
1998 to 2001	Director, Human Resources, Alpha (Pty) Ltd
1996 to 1998	Independent Human Resources Practitioner
1991 to 1996	Group Human Resources Manager, Adcock Ingram Ltd.
1990 to 1991	Group Industrial Relations Manager, Anglo Alpha Ltd.
1981 to 1990	Group Personnel Administration Manager, Anglo Alpha Ltd.
1980 to 1981	Personnel Officer, Manpower Planning, JCI Ltd.
1976 to 1980	Personnel Manager, Administration, I&J Ltd.
1976	Personnel Assistant, Kodak SA (Pty) Ltd.
1972 to 1975	Assistant District Health Services Administrator, National Health Service, UK.
1968 to 1972	Trainee Health Services Administrator.

DETAIL OF POSITIONS HELD

In 2002 I was invited to take up the position of Head of Corporate Human Resources for Holcim Limited, a Swiss based leading global cement producer, and I held this position until the end of 2005. As a Senior Vice President of the company's central consulting organization, I reported to the Group Chief Executive. The main functions of HR that were considered strategically important for the Group, and were therefore my responsibility, were Succession Management and Management Development; Performance Management including variable pay schemes; and achievement of synergies in HR through common HR processes and HR information systems.

Achievements during this time included:

1. Delivered a successful implementation of a global executive incentive scheme for 250 top executives.
2. Delivered significant improvements in the succession management process including a very successful "high potentials" development initiative.
3. Delivered a successful project to adopt common HR business processes around the world and implement an SAP-HR system on a common basis for all Group Companies, without major expenditure and with excellent acceptance by Group Companies.
4. Participated in the team which successfully delivered the biggest ever acquisition by Holcim – Aggregate Industries – a UK based and LSE listed top 150 company. Negotiated the executive contracts and designed alignment processes for the variable pay and share schemes.
5. Transformed the corporate HR department to achieve respected consultancy status.

6. Designed an HR competency model as the basis to improve levels of HR professionalism across all Group Companies
7. Contributed to Executive Education programmes run in conjunction with IMD and the University of St Gallen.

During 2001- 2002 I was in practice as an Independent Human Resources Practitioner. I had a half time contract with Alpha (Pty) Ltd as HR Adviser and I was appointed as a Non-Executive Director on the Alpha Board. For the remainder of my time I was working on various projects including:

- ◆ Project management of the HR component of a merger between the asset management/wealth management divisions of a major bank and a major life insurance company in South Africa
- ◆ Working as a trainee Investors in People practitioner with a pilot IiP project funded by the European Union through the South African Department of Labour. I worked on assessments of a group of private schools and a small project management company
- ◆ Setting up a company in South Africa as the franchisee of Clutterbuck Associates, UK, the leading consultancy in mentoring systems, coaching practices and learning teams

In 1998 I was asked to join Alpha (Pty) Ltd (now Holcim South Africa (Pty) Ltd) as the Director of Human Resources. I agreed to do this on a 3 year fixed term contract and during this time we implemented an organisation transformation exercise which resulted in a doubling of the value of the company over three years and transformed profitability, efficiencies and people management practices. This has proved to be a sustainable improvement with further multiplication of value in the company.

Achievements during this time included:

1. Delivered a successful restructuring process as part of a McKinsey project – value of company doubled in 3 years and employee satisfaction measured by attitude survey significantly improved and achieved extremely high levels (over 80% satisfaction index).
2. Transformed the remuneration and benefit approach to fit in with a high performance organisation. Successfully implemented a new performance management system highly rated by line management and negotiated and implemented variable pay system to significantly change ratio of fixed to variable pay.
3. Re-defined the role of HR and its contribution to the business strategies. Re-engineered and revitalised the HR function, working on a Service Contract with the internal customers and achieved significant improvements in ratings of customer service and effectiveness by internal clients (line management).

4. Managed the in-house medical aid scheme to a reserving level of 66% with competitive contribution levels despite a pensioner ratio of 20%.
5. Participated as a member of the global Human Resources Council for the Swiss Holcim Group and contributed to a global task force on defining and measuring Human Resource Excellence.

From 1996 to 1998 as an Independent Human Resources practitioner and as an Associate Principal Consultant with Ernst & Young Management Consulting Services, I completed successful projects in South Africa and East Africa for leading organisations, involving:

- Complete re-organisation of an East African cement company, including identification of local management talent and management development;
- Design of pay practice transformations in East Africa in the cement company and in a sugar company;
- Investigations to identify organisation culture problems;
- Design and implementation of executive development strategies and plans;
- Identification of best practices in HR re-engineering as part of implementation of a major HR information system;
- Negotiation of wage restructuring.

As elected Chairman of the pharmaceutical industry Employer Organization for four years, I led negotiation of a new bargaining council for the chemical industry, and acted as chief negotiator for the pharmaceutical sector in wage negotiations for 1996, 1997 and 1998, including managing the resolution of the strike in 1998.

Significant achievements during this time included:

1. Designed and managed the most successful re-organisation of a Tanzanian parastatal company to a private sector company; including design of a world “best practice” linking of business plan and HR strategy/action plan.
2. Transformed industrial relations in a business unit from highly adversarial to co-operative and constructive.
3. Led the pharmaceutical industry employers’ organisation through the birth pains of centralised bargaining, and successfully managed the first national industry strike in the third year of bargaining.

From 1991 to 1996 I spent 5 years as Corporate Executive for Human Resources and Public Affairs at what was then Adcock Ingram Limited, (a pharmaceutical

and fast-moving consumer goods company) responsible to the Group Chief Executive for Human Resource strategies and public affairs initiatives aligned to the Group's evolving business strategy. I co-ordinated and led a sophisticated human resources function, which achieved many successes in a wide range of activities, including affirmative action programmes, performance management programmes, management development, change management and corporate social investment.

Significant achievements during this time included:

1. Managed a change process which involved redefining organisational vision and strategy and consequent restructuring.
2. Facilitated and co-ordinated a review of manufacturing strategy and managed consequent restructuring. A multi-level intervention led to a 30% improvement in productivity in one factory in 6 months.
3. Managed creation of an International Division, led a multi-disciplinary team reviewing internationalisation strategy, identified blockages to success and recommended corrective action. Result was turnover growing by 20 to 30% per annum and a wider spread of products being exported.
4. Managed centralisation of the Group Research and Development function and facilitated and drafted a recommendation on financing of R&D (total spend in the Group about R20m. p.a.).
5. Developed a streamlined process for new business development and project management.
6. Negotiated closure of Durban factory as part of manufacturing rationalisation to save up to R10m. p.a. Negotiated closure with staff and achieved this with no industrial unrest and maintenance of production levels as required for the seven months the factory had to remain open.
7. Affirmative action – achieved percentage representation well above average without large budgets.

My experience in human resources management prior to 1991 covered personnel services and industrial relations in the food, industrial, mining and financial services industries in South Africa, Zimbabwe and Namibia.

I originally qualified as a Hospital Administrator in UK and worked in the National Health Service running a General Hospital.

I obtained an Honours degree in Psychology from UNISA. I am actively involved with the Institute of Personnel Management and have delivered lectures at Wits University, made public presentations and published journal articles on a variety of human resources topics. I have participated as a member of SA Chamber of Business' Health Committee and HR Sub-Committee. I am heading the

Mentoring Special Interest Group for Coaches and Mentors of South Africa (COMENSA)

I practise active life-long learning, reading extensively on business and people management issues and investing in seminars and conferences on a variety of topics. I am an approved Mentor with the SA Board of Personnel Practice.

QUALIFICATIONS

B.Sc. (UNISA) obtained with Distinction in 1988. Majored in Information Systems and Psychology.

B.Sc. Hons. (UNISA) in Psychology in 1990. Obtained distinctions in 5 out of 6 subjects.

Advanced Diploma in Personnel Management from the IPM of SA in 1978. Obtained distinctions in many subjects.

Diploma in Health Services Administration from the UK Institute of Health Services Administrators in 1972. This Diploma covers subjects quite similar to the CIS.

Chartered HR Practitioner.

Certified by DDI to train in Targeted Selection

Certified by PDI to administer 360° surveys and train in Development Planning

Certified by Prof D Clutterbuck to train in Mentoring and Coaching